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**SELECTED MODERN APPROACHES TO HOTEL MANAGEMENT****Vybrané moderné prístupy k manažmentu hotelov****ANDREJ MALACHOVSKÝ<sup>1</sup>****ĽUDMILA MAZÚCHOVÁ<sup>2</sup>**

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**Annotation**

*Selected modern approaches for hotel industry, are opening the chances to accelerate development and increase competitiveness. Therefore, it is necessary to carry out the management theory and management practices of large enterprises in practice SMEs and large number of various methods that enable them to effectively achieve strategic objectives. Most of these methods was founded on the principles of strategic and process management, and today is actively used in successful companies of different industries. The paper is focused on the use of selected modern management approaches in Slovak hotel industry. This paper aims to identify the level of utilization management methods in hotels in Slovakia and confront it with the current level of use in other companies in Slovakia and abroad. In evaluating the use of 14 modern management methods we used mathematical and statistical methods, including mean values and standard deviation. The result of the research is identifying weaknesses in the use of various methods of management and design of their efficient use in the Slovak hotel industry. There are partial differences between knowledge and the use of key modern approaches to hotel management such as controlling, benchmarking, strategic planning, Essential shortcomings are in knowing and using more than half of the methods under review.*

**Key words**

*hotel, management approaches, strategy*

**Anotace**

*Osvedčené postupy v oblasti cestovného ruchu a hotelového priemyslu otvárajú šance na urýchlenie rozvoja a zvyšovanie konkurencieschopnosti. Preto je potrebné vykonávať teóriu riadenia a postupy riadenia veľkých podnikov v praxi malých a stredne veľkých podnikov a aplikovať veľký počet rôznych metód, ktoré im umožňujú efektívne dosiahnuť strategické ciele. Väčšina týchto metód bola založená na princípoch strategického a procesného riadenia a dnes sa aktívne využíva v úspešných spoločnostiach rôznych priemyselných odvetví. Príspevok je zameraný na používanie moderných metód riadenia v slovenských hoteloch. Cieľom príspevku je určiť úroveň metód riadenia využitia v hoteloch na Slovensku a porovnať ho so súčasnou úrovňou využitia v iných spoločnostiach na Slovensku aj v zahraničí. Pri hodnotení využívania 14 moderných metód riadenia sme použili matematické a štatistické metódy vrátane stredných hodnôt a štandardnej odchýlky. Výsledkom výskumu je identifikácia slabých stránok v používaní rôznych metód riadenia a navrhovania ich efektívneho využitia v slovenskom hotelierstve. Existujú čiastkové rozdiely medzi poznaním a využitím kľúčových moderných prístupov k manažmentu hotelov ako sú kontroling, benchmarking, strategické plánovanie ap. Zásadné nedostatky sú v poznaní a využití viac ako polovice skúmaných metód.*

**Klíčová slova***hotel, přístupy v manažmente, strategie***JEL classification:** M16, Z32**1. Introduction**

Hotels play an important role in the tourism system and they are a prerequisite for the development of tourism. At the destination, they form the prerequisites for the efficient operation of other types of tourism equipment by focusing on the purchasing demand of visitors and being the center of social life (Patúš, 2005). In addition to the provision of basic accommodation and catering services, the primary needs of visitors are increasingly met. The management method is a set of predefined activities and procedures designed to help managers in different areas of their business achieve predetermined goals. Changing business environment and the development of modern management also introduce new management methods. Their importance in management is undeniable because they implement modern trends and new discoveries in theory and practice of management into day-to-day management activities. Transnational educational institution Bain & Company from 1993 regularly deals with monitoring frequency, evolutionary development and use of preference of management methods worldwide. Every year analyzes surveys in more than 12,000 businesses from over 70 countries worldwide. The most used management methods in the world today include strategic planning, customer relationship management, internal relationship management, benchmarking, balanced scorecard, key competencies, outsourcing, change management, supplier relationship management, establishing a vision and plan. The ranking of individual methods has changed recently, but many have been the most commonly used management methods in the last decade.

The aim of the state is to identify the current state of knowledge and use of management methods in hotels in Slovakia and confront the results with the use of management methods in enterprises of other economic sectors at home and in selected countries. Data on the use and knowledge of management methods in hotels in Slovakia was obtained through a primary survey based on a questionnaire survey. We made the survey electronically at the end of the second half of 2014. Link to the electronic form, we sent to 30 pre-selected hotels in Slovakia. From 30 sent questionnaires we returned 23, of which one was not assigned to the processing due to incomplete filling. Total return was 73.3 %, which is motivated by a targeted selection of hotels. Due to the number of respondents, the survey results can't be generalized. The collected data were processed by mathematical and statistical methods at a significance level of  $\alpha = 0.05$ , with 95 % reliability. We compare our results with four surveys in our country and in surrounding countries, which were focused on the use of management methods and implemented in recent period. The criterion for selecting the hotels surveyed was the length of hotel managers' experience, which had to go beyond 5 years in managing positions.

**2. Selected modern management approaches – current state**

*Strategic Planning.* Strategic planning is an important tool for business executives. It is not a completely new management method, since its development dates back to the 1950s. This management tool implements a well-defined enterprise strategy into key business goals. Explicitly connects all business goals with daily management and transform goals into predetermined steps needed to achieve them (Nolan, 2008). Strategic planning is then repeating process of creating a strategic plan, identifying key factors for achieving them, identifying possible alternatives development, creating of corporate structure, decision-making processes, information system, system of controlling and re-evaluation of results in relation to predetermined objectives of the strategy (Collis a Rukstad, 2008). Strategic planning in the current business environment helps the company identify early changes to the external business environment and adapt to it the necessary measures in the future direction and corporate governance. It is a tool to managers learn how to respond to constantly changing conditions and impacts of environmental business (Fogg, 2010).

*Customer Relationship Management.* The most commonly method of value management include Customer Value Analysis (CVA), Customer Value Management (CVM) and Customer Relationship Management (CRM). These three value management methods are closely related to each other and are often part of a management tool called Customer Relationship Management. By purchasing products, each consumer exchanges certain values for other values that bring him additional benefits. This benefit is determined by the relationship of product or service quality and the price that the consumer is willing to pay for this product or service. Customer value can be defined as current and expected future values of a particular customer discounted to net present value (Vlček, 2002). The basis of this analysis is to evaluate the economic efficiency of business cooperation with individual customers based on profitability indicators. However, current profitability is only one component of the customer's actual

value for the enterprise. Even a customer whose current return is low represents potential for the business in the future, and the spread of goodwill can be part of the business marketing plan (Kim, 2012). The basis of this management practice is to understand the needs and desires of its customers and at the same time satisfy them adequately. In order for an enterprise to understand its customers, it is essential to collect and properly process relevant data. Based on these, an enterprise can create sales strategies for its products, segment customers into different groups according to predefined criteria and use this information to develop strategy, product innovations and internal processes, plan future earnings, create a training program for employees, price formation, design of product distribution channels for individual segments, create loyalty programs etc. (Peppers, 2011, Sarmaniotis, 2013).

*Internal Relationship Management.* Internal relationship management represents a tool for measuring satisfaction and meeting the individual needs of employees, working groups and departments of enterprise. This management method is a response to several studies (Jensen, 2007, Medlin, 2009 and other) that confirmed a direct dependence between mentally and emotionally recruited employees with enterprise and the number of loyal customers and business performance. This tool helps to identify the personal realization of employees in specific positions, their relationship and links with other employees of the enterprise across the entire organizational structure (Borg, 2008). The goal of this tool is to reduce employee turnover, identify the right job positions for the right employees, create compact working groups and create an appropriate work environment for employees.

*Balanced Scorecard.* When managing an enterprise, management has available a number of data and information. Their mathematical quantification and combination gives rise to a number of indicators that are possible and in many cases also needed to be continually used. However, correct use and importance of these indicators is often also a problem for management staff. The amount and diversity of business performance indicators was also investigated at Harvard Business School in the late 1990s, which led to the development of a modern management method called Balanced Scorecard (Lawrie, 2004). Its aim is to reduce the information burden on managers and emphasis on key financial and non-financial indicators that are crucial to the fulfillment of corporate strategy (Creamer, 2010). The method Balanced Scorecard (further than BSC) transforms mission and strategy into a comprehensive set of performance indicators that provide a return framework for assessing management and business strategy (Kaplan, Norton, 2001). An advantage of BSC is its universal applicability suitable for a wide range of business applications. It is part of an information system that is available to all employees at different business levels (Laitinen, 2006). BSC uses four basic perspectives to measure enterprise performance: financial, customer, corporate internal processes perspective and perspective of learning and growth outlook, utilizing their causal relationships. All BSC perspectives must be balanced with each other as the name itself suggests. The essential feature of this method is that it does not attach importance and more importance to any of the four perspectives. Authors point to the fact that all performance measurement indicators must be equivalent and also affect the achievement of the enterprise strategy, while the Balanced Scorecard quality and its usefulness do not depend on the number of indicators used, such as the balanced identification of key success factors that drive business performance (Kaplan, Norton, 2005).

*Six Sigma.* Among modern management methods include the perfectionist tool called Six Sigma. This management method uses proven quality management tools with an emphasis on professional project management (Bisgaard, 2004). Its base is mainly in statistical and mathematical techniques and Six Sigma aim is to create a nearly flawless products or provide impeccable services, results of which are reflected in the improvement of financial indicators of enterprise and increase its market value (Töpfer, 2008, 37).

*Benchmarking.* Benchmarking is one of the management methods that have been in common practice for a long time. His popularity in practice explains the simplicity, which is one of the principles of this instrument. Learning from more experienced, smarter and older is rooted in society for a long time. In this case, it exactly describes the basic principles of this management tool. Its aim is to increase business performance by identifying, exploring and applying best practices to individual business processes (Jetmarová, 2011). Leaders can compare processes and performances externally with surrounding businesses or domestic within comparable business segments. The basic benchmarking process consists of following steps:

*Key Competencies.* Management method, which aim is to highlight the main business benefits for customer, which is almost impossible to duplicate from competitors (Šebová, Marčeková, Pompurová, 2017). We can also freely translate it as a key business capability. This emphasis on business strengths today is a conceptually integrated business management method, the essence of which is to identify and isolate key strengths of business and compare them with competitors.

*Reengineering Business Processes.* It represents a radical change in business process system in order to achieve a significant increase in productivity, quality and in shortening the length of production process or provision of services. The aim of this change is to increase the end value for customer and his satisfaction as a prerequisite for increasing productivity and performance of business. The new value system and business processes must be oriented to the main customer needs and satisfying them. New processes are designed to eliminate unproductive activities and create a new effective organizational structure and information system in enterprise (Hammer, 2003).

*Outsourcing.* Outsourcing is a popular and used management method. Its essence is the use of external suppliers to ensure processes and activities that are not the main business activities and creator of value. Evald (2012) lists three basic approaches to outsourcing – cost approach, competency approach and relationship approach.

*Supplier Relationship Management.* Use of this management method aim is to synchronize all factors involved in the process of producing goods or providing services – suppliers, manufacturers, distributors, dealers and customers themselves, with an emphasis on timely, complete and effective satisfaction of their needs. This approach is based on a sophisticated information system that ensures a close relationship between input factors and makes the value chain of goods or services more efficient (Frazelle, 2001). Ayers (2006, p. 16) emphasizes that the synergy of this close relationship is provision of services or sale of goods to a targeted customer "at the right time, at the right place and at the right cost". The result is effective satisfaction of customer needs, increase loyalty and mediate satisfaction of needs and intensify the relationship between provider and end-all parties involved in the production chain. This management method was a response to changing business environment, intensity of communication, use of new management methods of supply (e. g. Just-in-Time Method), data storage and utilization, overall consolidation and tendency to association and build strategic partnerships (Trent, 2007). Fisher (2010, p. 106) emphasizes the importance of suppliers and argues that their proper choice and negotiation on input prices are nowadays a key factor for business performance.

*Controlling as a Management Tool.* Controlling is currently a relatively well-used management tool. Its detail and elaboration is at such a level that various mathematical and statistical methods are used for control indicators. Each area in which controlling of the company is devoted can be elaborated and analyzed in a very detailed manner and based on various indicators. Foltínová a Kalafutová (1998, p. 9) define controlling as "a system whose purpose is to improve management of an enterprise on the basis of objective evidence and evaluation of all economic events in enterprise". When we summarize importance of controlling in enterprise, we find that it is an economic expression of economic processes and their optimization, which they use to support management of the enterprise value-building process. This is an in-house management of costs and revenues, while controlling is organizational delegated management subsystem consisting of planning processes, forecasting and control, which are coordinated and information interconnected.

### 3. Results and Discussion

At the beginning of primary survey, we investigated the extent to which hotel managers are aware of modern management methods. To individual management methods, we've assigned a scale from 1 – I do not know to 5 – I know very well. Based on the processed results (table 1), we can assert that respondents best known management methods of controlling and strategic planning, followed by customer relationship management, benchmarking, outsourcing, supplier relationship management and social media.

**Tab. 1: Knowledge of Management Methods**

Rank	Management Method	Count	Average	Standard Deviation
1	Controlling	22	4.09	0.92
1	Strategic Planning	22	3.91	0.87
3	Customer Relationship Management	22	3.73	0.77
3	Benchmarking	22	3.82	0.85
3	Outsourcing	22	3.95	1.00
3	Supplier Relationship Management	22	3.95	1.00
3	Social Media	22	3.77	1.07
3	Internal Relationship Management	22	3.27	0.88
9	Comprehensive Quality Management (TQM)	22	2.77	1.41
9	Key Competencies	22	2.73	1.20
9	Model of Excellence (EFQM)	22	2.32	1.49
12	Activity Based Costing	22	2.23	1.19
13	Balanced Scorecard	22	1.95	0.95
14	Six Sigma	22	1.50	0.80

Source: Own processing, 2014.



Management methods as six sigma, balanced scorecard and ABC method managers do not know almost at all, the EFQM and TQM methods are placed in the middle with the highest standard deviation, which means that some managers know this method very well and others do not know it at all.

We examined the intensity of use of the identical management methods. Use management methods were evaluated as follows: daily – 7, weekly – 6, monthly – 5, quarterly – 4, yearly – 3, once every three years – 2, never – 1. Based on responses by using Friedman and Wilcoxon test among the most widely used management methods are customer relationship management, social media, internal relationship management, outsourcing, controlling and benchmarking. In none of monitored hotel is not used any of methods TQM, EFQM, ABC, balanced scorecard and six sigma (table 2).

Managers of monitored hotels use customer relationship management, social media and internal relationship management mostly weekly. Benchmarking, outsourcing, and controlling use mostly monthly. Supplier relationship management, strategic planning and key competencies are used on average once a year. Based on the value-order ranking of use of management methods, we can't claim that any of methods are used more popular than others.

**Tab. 2: Use of Management Methods**

Rank	Management Method	Median	Standard Deviation
1	Customer Relationship Management	5.77	1.57
2	Social Media	5.46	1.68
2	Internal Relationship Management	5.59	1.50
4	Outsourcing	5.14	1.52
5	Controlling	4.96	1.89
5	Benchmarking	4.55	1.71
5	Supplier Relationship Management	4.41	1.79
8	Strategic Planning	3.64	1.47
9	Key Competencies	2.36	1.71
10	Comprehensive Quality Management (TQM)	1.00	0.00
10	Balanced Scorecard	1.00	0.00
10	Six Sigma	1.00	0.00
10	Activity Based Costing	1.00	0.00
10	Model of Excellence (EFQM)	1.00	0.00

Source: Own processing, 2014.

Based on characteristics of management methods, we have compiled answer scaling key to the second question in questionnaire so that we can determine how many hotels from monitored respondents use or do not use selected management methods. The minimum using frequency of management method is shown in table 3. If a hotel uses the method less often than a specified minimum usage rate, we consider the method to be unused.

**Tab. 3: Minimum Usage Intensity of Management Methods**

Rank	Management Method	Minimum Usage Intensity
1	Customer Relationship Management	Monthly
2	Social Media	Weekly
3	Internal Relationship Management	Monthly
4	Outsourcing	Monthly
5	Controlling	Monthly
6	Benchmarking	Monthly
7	Supplier Relationship Management	Monthly
8	Strategic Planning	Yearly
9	Key Competencies	Yearly
10	Comprehensive Quality Management (TQM)	Monthly
11	Balanced Scorecard	Monthly
12	Six Sigma	Monthly
13	Activity Based Costing	Monthly
14	Model of Excellence (EFQM)	Monthly

Source: Own processing, 2014.

Based on responses scaling, we can claim that the most used management methods in monitored hotels include customer relationship management and strategic planning, which is used by 86% of surveyed hotels. Following is the internal relationship management, controlling, outsourcing, benchmarking, social media and supplier relationship management (table 4).

**Tab. 4: Use of Management Methods**

Rank	Management Method	Use		Do not use	
		Count	Share in %	Count	Share in %
1	Customer Relationship Management	19	86	3	14
1	Strategic Planning	19	86	3	14
2	Internal Relationship Management	18	82	4	18
3	Controlling	17	77	5	23
4	Outsourcing	16	73	6	27
4	Benchmarking	16	73	6	27
5	Social Media	15	68	7	32
6	Supplier Relationship Management	14	64	8	36
7	Key Competencies	10	45	12	55
8	Comprehensive Quality Management (TQM)	0	0	22	100
8	Balanced Scorecard	0	0	22	100
8	Six Sigma	0	0	22	100
8	Activity Based Costing	0	0	22	100
8	Model of Excellence (EFQM)	0	0	22	100

Source: Own processing, 2014.

In case of monitored hotels, we did not recognize use of quality management methods TQM and EFQM. Respondents do not use the methods of strategic management - balanced scorecard and six sigma or the ABC method (Activity Based Costing).

Durkáčová (2012) applied selected management methods in survey of manufacturing enterprises in Slovakia. Based on 110 completed questionnaires from enterprises operating in our country, with a turnover of more than 5 million euro, indicates the order of their use (table 5).

**Tab. 5: Use of Management methods abroad and in Slovakia in 2010**

Rank	Abroad	In Slovakia
1	Benchmarking	Strategic Planning
2	Strategic Planning	Customer Analyzes
3	Determining Vision and Plan	Customer Relationship Management
4	Customer Relationship Management	Support of Internal Innovations
5	Outsourcing	Customer Incentives for Innovation
6	Balanced Scorecard	Price Optimization Models
7	Key Competencies	Focusing on Key Areas
8	Change Management	Customer Segmentation
9	Strategic Alliances	Tools for Maintaining Loyalty
10	Customer Segmentation	Crisis Planning

Source: Durkáčová, Kádárová, 2012, p. 38.

Compared to the global trend, Slovakia is lagging behind using management methods as balanced scorecard, benchmarking and strategic alliances. In Slovakia is similarly applied the management method of strategic planning and customer relationship management. Somewhat more emphasis is placed by Slovak businesses on their key competencies and customer segmentation.

Šiška and Matýsek (2007) conducted a survey in the Czech Republic in 2007 on a selected sample of 291 enterprises. The aim of their survey was to find out what methods and systems the Czech companies use to measure their performance. Based on results, they found out that enterprises in the Czech Republic are mainly using the oldest type of full-cost management accounting, combined with principles of control. Higher interest reached in methods of quality management, TQM, constraint theory, balanced scorecard, revenue management and reengineering business processes.

Pawliczek (2013), in results of the survey of using modern management methods in 722 manufacturing companies in the Czech Republic and Slovakia, indicates that the most widely used management methods of present are SWOT analysis, which use 54.2 % of total number of respondents, the TQM method (22.4 %), SMART (20.6 %), kaizen (16.8 %), six sigma (16.8 %), key performance indicators (14.0 %), lean (10.3 %) and the balanced scorecard method used by 7.5 % of respondents.

The reason for the use of traditional or less complicated management methods is in the hotel industry's traditional focus on operational problems, not on strategic issues. Hotels are less demanding for sophisticated technical analyzes than industrial enterprises. Yet large network hotels associated with international hotel companies use a wide range of modern management methods. The reason for this is the significant difference in the capital invested in such companies, which requires efficient management also in view of their presence on the stock exchange. Small and medium-sized establishments are characterized by a lower rate of profitability and focus on short-term goals. This is also due to a higher level of competition in this business segment. This is, of course, a paradox, because modern management methods would help the higher prosperity of independent hotel businesses.

## Conclusion

Based on results of primary research, we can claim that respondents from 22 hotels in Slovakia have the most intensive use of method of strategic planning and customer relationship management. Relatively often is used the method of internal relationship management and controlling. Examined hotels do not use the TQM, EFQM, balanced scorecard, six sigma and ABC methods at all. These methods are relatively unknown among hotel managers.

Compared to businesses in other sectors of the economy at home and in surrounding countries, hotels are lagging behind in using quality management methods. This fact is surprising, as tourism enterprises should focus on quality of services provided. The balanced scorecard and six sigma methods are not yet widely used in enterprises in other sectors of the economy. Based on their popularity abroad, we believe that the intensity of use will have a growing trend in Slovakia for hotels and other tourism businesses as well.

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