

## **Executive Summary**

The hotel Escargo is looking to improve its existing check-in and check-out system. The company can use different techniques in this regard that can play a vital role in helping the company to improve the system. The hotel wants to implement the continuous phenomena to ensure the fact that the organizational processes are getting improved day by day. The use of crucial concepts such as benchmarking, PDSA Cycle, effective resource management, and the Pareto charts can add significant value to the continuous improvement process and the hotel will be able to develop the desired system. If the organizational processes are being carried out effectively then the overall productivity will also increase which would further help attract a large number of customers. The system will be designed with the help of PDSA cycle concepts because it provides the management with an opportunity to continuously evaluate the program until it reaches its best shape. Moreover, the system will be designed by considering all the necessary aspects that are relevant to the continuous improvement concept, Thus, ensuring the proficiency and effectiveness of the newly designed system. This paper will discuss all these important concepts regarding continuous improvement and a new system will be designed after understanding all the necessary steps that are relevant to the continuous improvement phenomena. A design will be proposed at the later stages of the paper that will be capable of resolving all the issues regarding the existing check-in and check-out system of hotel Escargo.

## **Continuous Improvement**

In the vast era of advancements, all the processes have been modified and are being carried out more effectively as compared to the past. The daily life operations have become more improved due to the adaptation of innovative measures that are based on the latest technology. Considering the importance of the latest technology, it is evident that these processes are based on the phenomenon of innovation and continuous improvement (Bessant, 1994). Like the other fields of life, significant modifications have been observed in the business and management sector too. The organizations have focused on the implementation of new and innovative technology to ensure the fact that all the processes are being carried out with great efficacy and the operations are getting improved day by day. This improvement in processes enables the organizations to achieve the desired advantage over the competitors. The term "Continuous Improvement" refers to the enhancements in the products and services provided by a company over time (Bhuiyan & Baghel, 2005). It is of great significance that the organizations must understand the importance of continuous improvement because it can help them to improve their operational strategies according to the demands of the latest technology and the market. The services provided to the customers will also be improved in this regard and due to this the number of customers will also increase. The attainment of the desired customer satisfaction will also prove to be quite beneficial and the organization will be able to accomplish the targeted aims comprehensively. These improvements can be both incremental and breakthrough at the same time as they might seek both depending upon the prevailed scenario. The whole model of this process is based on different steps and each of them has its significance. The most prominent steps in this regard are the Plan, Do Check, Act. Planning refers to the identification of the issues in the existing strategies and a plan for modifications is designed. The next step is to test the plan

by implementing it on a smaller scale. After testing the change on a smaller scale, the results should be evaluated by using the relevant data. The last step is to implement the change, if the testing process turns out to be successful otherwise, the process will have to be repeated from the first step. This paper will provide the readers with an opportunity to comprehend the basic protocols that are relevant to the continuous improvement process. Moreover, this paper will also conduct a thorough analysis of the existing model of hotel Escargo's check-in and check-out system and an improved process will also be introduced in the later stages of this paper.

### **Benchmarking**

Different techniques can be used by the management of the organizations to ensure the fact that the process is getting improved continuously. The phenomenon of benchmarking can also be used in this regard to make the operations more efficacious and enhanced. Total quality management is a process that enables an organization to keep on improving its products and services to keep the customers intact for a longer period (Evans, 2002). All the members of the organization participate in the quality enhancement process and this also creates a sense of team unity within the organization. The benchmarking technique is also used by many organizations to ensure continuous improvement in all the important processes that are associated with the organization (Stapenhurst, 2009). If the quality of the products and services is continuously getting enhanced then it can prove to be quite advantageous for the overall wellbeing of the organization and the desired objectives can be achieved conveniently. Benchmarking is the key to continuous improvement; an organization can't achieve the desired continuous improvement without utilizing the concepts of benchmarking. The renowned definitions of benchmarking have demonstrated the fact that this process is not relevant to maintenance but is based on the improvement in the existing processes. The companies can also take useful information from the

other companies to get an in-depth insight regarding the improvements that can be further made in the existing processes. The latest era of advancements demands from the companies to develop a suitable external perspective to make sure that the company is sustainable in any sort of condition. There are different kinds of benchmarking and each of them has its significance. The most prominent kinds of benchmarking in this regard are the internal, similar industry/competitive, and Best practice. Internal benchmarking is used to improve the processes within the different departments of the organization. This kind of benchmarking is quite convenient in order to ensure the fact that the data needed for continuous improvement is obtained easily and the culture of all the departments is the same so, it is becoming advantageous to comprehend the needs and demands of each other. On the other hand, the data is collected from similar organizations that exist in the market and this can provide the management with the required insight regarding the latest demands of the market and what kind of changes can be further made in the process. The last kind of benchmarking is Best practices benchmarking and it is used to collect data from the other industries. The information gathered from the top companies of the other industries can prove to be a building block for the organizations to submit a formidable place within the overall business sector. Thus, all the desired objectives regarding continuous improvement will be easily accomplished.

### **PDSA Cycle**

PDSA Cycle supports continuous improvement by executing the four important steps. As previously discussed, the four major steps are Plan, Do, Study, and Act (Moen, 2009). If these steps are executed proficiently only then the organizations can make the necessary improvements in the processes. The cycle involves adequate planning regarding the changes that are to be made in the process. The change mechanism is then implemented on a smaller scale to evaluate the

efficacy of the newly designed strategy. After the testing process, the results are analyzed with the help of relevant data and if the process turns out to be efficacious then it is applied to the whole organization. This is a thorough and comprehensive mechanism that will not only evaluate the fact that how much the strategy is effective but also provides the organizations with an opportunity to implement the change in a stepwise and reversible manner. The hotel escargot can also improve its overall processes by the utilization of such unique and innovative techniques. The hotel will be able to attract many customers towards itself because the improvements in the processes can help them to enhance the quality of their products and services. Thus, the productivity of the organization will also increase and the hotel will be able to dominate its competitors within the market.

### **Scarce Resources & Competing Demands**

A highly important factor that is relevant to continuous improvement is the utilization of resources. There are many instances when the organizations run out of resources and it is only due to the ineffective strategy making by the organizations. In some situations, the organizations must meet the demands of the industry and at the same time, the number of resources possessed by the organization is limited. The question is that how the organizations can use limited resources effectively. The answer to this question is quite simple that the organizations must utilize their resources on the highly critical areas that are required to be improved. The resources must be utilized to develop suitable solutions to the prevailed issues in order to ensure that the processes are being continuously improved (De Massis, 2018). The improved operations will help the organization to improve the productivity of the organization and the saved resources can be further utilized for the improvement of the other areas of the organization due to which the overall efficacy of the organization will increase.

## **The process to be used for the Research**

The process that will be used to carry out the research and to provide an appropriate solution regarding the hotel Escargo check-in and check-out system will be developed by utilizing the PDSA cycle mechanism. Developing such an efficient mechanism is a highly technical process that requires a lot of planning, testing, and research. The process will be designed by using different innovative strategies and then it will be implemented by utilizing the PDSA cycle. The process will be planned according to the demands of the situation and then it will be tested by implementing it on a smaller segment of entries. After the testing process, the newly designed mechanism will be evaluated by comparing it with the relevant data and the existing system. If the process is providing accurate results, then it can prove to be quite advantageous for the hotel and the management will be able to implement it with quite an ease and convenience. Considering the importance of the PDSA Cycle, it is evident that the cycle provides the best way to evaluate the strategies and it also enables to make the required changes in the process to make this more transparent and proficient. So, it can be said that the PDSA cycle concept will prove to be the best possible option to be used by the hotel Escargo in this regard.

## **Pareto Charts**

A Pareto chart is a kind of graph that is utilized to identify the defects in a particular process. This chart helps the organizations to identify the kinds of improvements that are required in the existing process due to which it becomes convenient for the companies to implement the continuous improvement phenomena within the organization (Wilkinson, 2006). All the defects, complaints, and errors in the existing processes can be observed using by using this tool and the management will be provided with an opportunity to develop such strategies

that ensure the fact that the quality of the processes is being efficiently, and the customers are provided with the desired satisfaction and high-quality services. If the customers are satisfied, then it can prove to be quite beneficial for the overall wellbeing of the organization and the overall reputation of the organization will be enhanced in the business sector. The newly designed system will be analyzed by using the Pareto chart technique because it is capable of suggesting the best possible solutions. The defects in the current system will be explored by using this tool and when the errors will be identified then, a new solution will be proposed that would emit all the errors in the existing check-in and check-out mechanism. This in return would prove to quite advantageous because the hotel will be able to develop an error-free system and a lot of inconveniences will be avoided in the future. Thus, the process will be based on PDSA Cycle concepts and it will be tested and analyzed with the help of Pareto Charts.

### **Performance Measurement**

Performance can be evaluated by taking the continuous feedback from the customers regarding the quality of the provided goods and services (Armstrong, 2000). The performance can be further evaluated by using different innovative measures. The efficacy of the automated processes can be estimated by utilizing the different aspects that are associated with the process. The utilization of the Pareto chart and PDSA Cycle prove to help evaluate the processes. The performance of the employees also plays a significant role in making a company successful. The hotel Escargo can also evaluate employees' performance by keeping a check on the daily progress of the work daily. Moreover, the check-in and check-out systems will be evaluated by using the Pareto charts regularly because it will help point out the errors and the hotel will be able to make continuous improvements in the process. Thus, making things more efficacious and reliable.

## **Comprehensive Project & Knowledge**

All the previously explained comprehensive knowledge can help an individual to achieve the desired success in the management career. These concepts can play a significant role in improving the position of a company in the competitive world because the continuous improvement phenomenon can prove to be beneficial in making an organization sustainable and the attainment of stability will help the organization to submit a formidable place within the competitive world. The hotel Escargo can use all these concepts to develop a new and error-free system that will make it very convenient for the customers. If the customers are satisfied with the goods and services provided by an organization then the sales rate will automatically increase and tremendous revenues will be generated.

### **Hotel Escargo Case**

Hotel Escargo is one of the top hotels that has achieved tremendous success over the past few years. The hotel has attained a large number of customers due to its effective policymaking and the provision of high-quality goods and services to the customers. This has provided the hotel with an opportunity to achieve the desired success and a formidable position in the overall business sector. The hotel has become a dominant force in the country's hospitality industry and the competitors are being provided with very stiff competition by the company. The hotel has efficacious check-in and check-out systems and all the processes within the organizations are executed efficaciously. However, the management of the hotel believes that continuous improvement in the processes is a key to success. The company is looking to improve the existing check-in and check-out system by utilizing different strategies. The utilization of the PDSA cycle concept will prove to be quite advantageous in this regard as it will allow the company to develop an efficient system and to check its efficacy by implementing it on a smaller



scale. If the system does not provide the desired results then the whole process will be repeated until the desired results are obtained and a perfect system is developed for the hotel.

### **Proposed Check-In & Check-Out System**

The mission statement of Escargo reveals attaining the satisfaction of customers by offering premium quality hospitality services, friendly and comfortable surroundings, and amenities. However, an annual review of quality assurance and supply chain demonstrated that the Rooms Division department had implemented a room to enhance the check-in and check-out system. Additionally, the hotel could focus on many areas to improve the overall customer satisfaction and quality. The existing process used for checking guests in and out is not effective in terms of both the hotel and the customer, thus, an innovative process needs to be developed and executed that will provide a convenient as well as remarkable experience for the customer along with efficient utilization of the Escargo hotel's resources.

So, the hotel can achieve valuable awards like the "Touring Association Five Platinum Star Award" in the hospitality sector by considering the changes in the current process standards including check-in and check-out procedure. As far as the check-in process is considered, the hotel's management must incorporate the name of the guest at least 3 times as well as a lookup for greeting a guest by using the phrases "Good morning/evening" during the process. Also, acknowledging guests that wait in the queue is crucial and must ask for the name of the guest if not mentioned. The Check-in procedure also includes retrieving reservation, checking the status of the room and retrieving registration card. Verify reservation info through photo ID and then show registration card to guests in order to verify that the info is correct and take the signature of the guest. Lastly, present the guests with a room key and thank them for staying at this hotel. The

changes made in the check-in process primarily aim to keep the overall customer experience less than 5 minutes.

Moreover, the change room and check-out processes are also assessed and modified to keep the entire process time less than 2 minutes. It is still the top priority of Escargo hotel to deliver excellent customer service whether despite if the guest requests a room change or at the check-out desk. If a customer requests a room change, it needs extra time to find the appropriate room, the on-duty manager will assist the guest and promptly find another room aligned with the demand of the customer. Excessive requests for room change depict negative impacts and impressions on all other departments with the hotel and result in increasing the time to assign a room to the customer. One of the staff members is responsible to immediately shift the amenities to the new room from the originally assigned room. Changes are annotated by the front desk into the reservation computer network and a receipt is issued to a customer. Again address the customer using the name and verify the credit card and reservation info with the photo id. The overall room and other service charges could be confirmed by signing the bill. In the last phase of this process, the bellhop would assist the guest with the luggage as well as ensure the provision of transportation to the customer to get to the next destination.

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