

## Six Sigma in hotels

Six Sigma is a data driven process improvement methodology based on **DMAIC** cycle (Define – Measure– Analyze – Improve – Control), which can be applied successfully also in hotels. Using specific Six Sigma tools we can solve problems such as improving customer satisfaction.

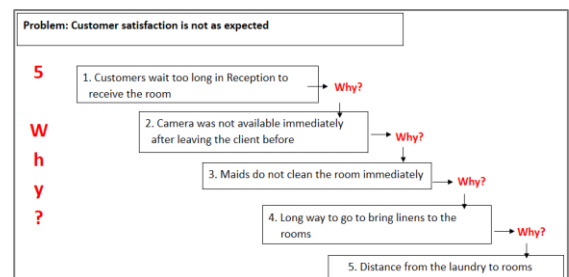
Here is an example of successfully project using Six Sigma used to improve activity in hotels. Project name is “Increase customer satisfaction”. The **Define** was studied process (process map), was established the team to work on this project and have listened to the voice of customers, VOC. The key indicator which give the performance of the process was choose “Customer satisfaction” noted with Cs.



A questionnaire with 10 questions was used and data were collected for 2 months (**Measurement**). Variables collected were: the waiting time in reception until receiving room, the type of breakfast (Swedish or simple), the cleanliness of the rooms, Wi-Fi, transportation from airport to hotel, air conditioning in rooms, safe in rooms, parking, etc. Identification of factors which influence cash flow was done by Ishikawa diagram. Customer satisfaction was influenced mostly of waiting time until in reception until receiving the room. It formed queues at reception and tourists became angry because they lost time. Also, tourists were complaining about lack of sofas in reception hall.

Variables identified as potential causes for this problem and have influence on this problem were: day of the week, customer group size, motive of waiting, hour.

After **Analyze**, it was found that most customers were waiting because the camera was not available immediately after leaving the client before him, maids do not clean the room immediately, or receptionist are not rushing. Using 5Why and Hypothesis testing root cause was found – the distance from the laundry to rooms (see the picture below).



It proceeds to identify solutions that implemented would eliminate or diminish the negative effects for which it was made the project (Improvement phase). The solution chosen was the disposition of temporary storage workstations for linens (but stable in the future) on each floor of the hotel. Pilot test. For 3 months was observed (from questionnaire) a significant improvement in waiting time. Then temporary workstations were replaced by stable ones, permanents in Control phase.



Other solutions implemented were: Staff training on solving key moments, set up of a customer log, preparation and implementation of standards for culinary production, organizing actions (such as an invited for coffee, tea), discussions with customers to express their suggestions about serving cuisine, ambience and comfort.

3 months after the full implementation of customer satisfaction rose from 3.7 to 4.5.

We invite you to Six Sigma courses organized by Effective Flux to reap the benefits of this methodology.