

## **QUALITY SYSTEM ROLE IN B&H TOURISM DEVELOPMENT**

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### **ABSTRACT**

*In modern business correspondingly in tourism as well, exists the stauning competition that moves market requisits constantously quality management techniques are getting more and more important. Quality has become crucial surviving factor and competitiveness and profitability must. Surely if quality is to be steadily improved major influential business performance factors have to be obeyed. Practically mostly nothing can be left on its own. Correspondingly it foresees the necessity of Total Quality Management, TQM).*

### **1. INTRODUCTION**

Quality itself is complex item comprised of numerous elements deriving from the product, service, and activity quality or in dependence with their use and importance from customer perspective. Certain product or service quality is to be created through phases, starting with the R&D to exploitation and consuming. All phases in process of quality creating do present structural components i.e. quality functions.

Basic idea behind TQM is not in producing but in managing quality. Thereby TQM system is fully market oriented and managed by the guest in tourism, or in more specific initiation starts and ends with the guest. That is the cycle that includes four basic activities: quality planning, quality implementing, quality assessment and so on revealingly. The advantages in implementing TQM in service sector, tourism and hotel management are enormous. In concrete all hotel management companies nowadays are facing problem of quality improvement. Hotel management quality is complex issue since it does not suffice to ensure high quality accommodation and food, but also the service provided. That presents a task and a challenge to the company aiming in creating organization ensuring profit, satisfied employees and partners, satisfied community and, especially important, satisfied customer, service consumer or a guest. If we are considering TQM system we are facing determined organizational culture and steady meeting end users needs, using integrated system tools, techniques and education. This foresees improvement of organizational processes to premium quality products and services. Systematic and efficient TQM development can be ensured by using one model of business excellence. These models nowadays aim in balanced performance drivers, not including only financial parameters.

TQM has to be concentrated on quality, based on meeting all organization members; directed towards achievement of long term success guided by the satisfaction of all organization members and society

as such. Furthermore it can be defined as the organizational culture of management: communication, statuses, power distribution, conflict solving tools, compensation systems, implementing changes, horizontal and vertical enterprise movements' rules. It is well known that the hotel management quality includes

- correct devices, people, products and services,
- removal of guests problems,
- nice behavior,
- hotel service trust,
- guest security,
- respecting terms,
- optimal price-quality ration,
- preventing personnel misbehavior,
- well informed guest etc.

Anyhow, experts in managing control do recommend the system to be introduced in phases following prepared educational program. Education does not to be concentrated solely on quality standards and techniques, but also on performance of each single team member.

## **2. QUALITY SYSTEM IN TOURISM**

Nowadays quality is defined from two angles: product and service angle and customer angle. Following ISO 9001, quality is a system of basics and characteristics certain product or services posses that presents the basic in satisfying specific requirements. From the product or service angle quality is determined by specific of requirements product/service has to fulfill. Quality classification is an indicator of category of range in dependence to the characteristic covered in product/service needs dedicated to same functional usages (for instance hotel services in various hotel categories). In service providing area, managing quality has its specifics since services do vary in characteristics from products, among others as intangible assets, short-term binding and wide variety. TQM in service sector has been modified from manufacturing guidelines. Service sector does consider entity in productivity, quality and profit as one unit. Guests do not accept mistakes any more and are looking solely for the quality compensation of their contribution in cash.

This fact has forced tourist agencies, hotels and other service providers in tourist branch to implement quality control, standards and quality management system. Pioneers were international American hotel chains that achieved considerable results. TQM characteristic in hotel management has been meanwhile determined by the hotel services. As such hotel services can be considered as massive services. These do foresee:

- high personal contact with the guest,
- variety of services depending on guest final choice,
- service is intangible and guest product is tangible (food, drinks etc.).

Thereby quality is based on transferring on direct service providers, staff and hotel management. Quality in narrower sense is determined by working standards. These standards require staff quality in hotel such as appropriate knowledge, skills, experience, outfit and behavior. Besides, working standards specify each step and task in working process. Each employee has to know exactly what, how and when and for what period of time something has to be done. Each of them are responsible for exact tasks and performances and guest can not stand the mistakes. If the guest is looking for something, first employee contacted is to satisfy the wish and solve the problem. Thereby ever higher requirement is to forecast and satisfy guest needs. Considering from that perspective, ensuring quality assurance and improvement as a process contain:

- implementation of marketing based organization,
- conduction of quality programs,
- logistics creation,
- reorganization of entire business design,
- computing business processes.

TQM aim is in achieving lower costs and enabling continuing quality of products and services towards satisfying guests' requests. Thereby highest expectations are set on integrated cooperation of all employees. In there management is addressed to guests (existing and potential) on one hand, and employees on another. TQM framework in hotel management that comprises both aspects brings:

- orientation to value,
- orientation to guest,
- orientation to personnel,
- processes and system optimization and
- quality control.

### 3. BUSINESS EXCELLENCE STANDARDS APPLICABLE IN TOURIST PRODUCTS

Excellence is defined as the fulfilment of customers, employees, societies, tourist organizations and owners' requests, or in total all stakeholders, in more specific looking for the solutions beyond average for all stakeholders. Business excellence of BHETB (Bosnia-Herzegovinian tourist brand) is based on models development for total quality management. All models are directed towards steady achievement of business excellence of the organization and final product.

Despite the fact that Bosnia-herzegovinian tourism in past years has considerably regenerated and created market supply, total economic factors do not present appreciated level of results. Beside many other reasons not subject to this paper, one of major factors is not satisfactory share of domicile investments in total tourist product of Bosnia and Herzegovina and in more specific small share of domicile food producers. Concrete situation in praxis is bad due to many changes that influenced braking connections in hotel units on one hand as well as agricultural units on the other. But even not considering that fact, traditional way of negotiations and interconnections are historic facts since in new society relations and market oriented economy there are significantly different requests on demand side, technological improvements and new products on supply side.

### 4. MODERN ACCEPTANCE OF TOURISTIC PRODUCT QUALITY TERM

Managing tourist destination in Bosnia and Herzegovina based on TQM requests understands the process of accepting steady quality improvement and implementation of quality management.



Figure 1. Bosnia and Herzegovina destinations as unique tourist product.

### 5. CONCLUSION

Global processes on world market required tourism to be shaped on so called sustainable way as well as development of economic-social and environmental way as a recognizable tourist product. In that sense tourist products that are developed in Bosnia and Herzegovina as relatively small tourist destination have demanding component of creating quality of tourist supply. The result of revealing from the economic crises that influence almost entire world and our country as well is possible only if imperative is on quality assurance, productivity and competitiveness. Long-term concept of each successful management includes obligatory all participants on all business levels and that concept is known as TQM. Aim of TQM is in possible achievement of lower costs and steady quality of product and services assurance and in the end effect satisfaction of customer needs. If considering tourism

development in Bosnia and Herzegovina one can be sure, namely orientation on excellent services, quality, TQM model and development of business excellence.

## 6. REFERENCES

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