Research on Hotel Service Process Reengineering Based On Mobile Internet Technology

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Abstract. This paper analyzes the existing problems of the traditional hotel service process based on mobile internet technology and the characteristics of hotel service process. Then, it puts forward the reengineering of hotel service process with the core of mobile internet technology implantation into service process and builds a reengineering system of hotel service with the support of mobile internet technology, which provides a new thinking model for the reengineering of hotel service process and improving hotel service.

Introduction

As a result of the amalgamation between mobile communication and traditional Internet, mobile Internet has effectively integrated their advantages and possessed strength of users’ identification in any time or any place, unlimited, sharing and interaction. With the further amalgamation between mobile internet and telecommunication network, mobile internet gains a rapid development and wide spreading accord to the data released by ITU. In 2014, there are 6.8 billion mobile internet users and the number is rising [1]. The application of mobile internet technology has penetrated into all aspects of human life, and has been widely used in the fields of business, tourism industry, medical treatment, education, urban management, etc. And it even has caused the reform of the industry. Mobile internet possesses the features of convenience, diversity, mobility, openness, integration, intelligence, and individuation, privacy and so on compared with the traditional communication network or traditional internet [2-4]. These features just cater to the demand of contemporary consumers which pursuit convenience and individuation.

The trend of internet plus has covered hotel industry as an ideal channel for contacting clients with a low cost and high efficiency, mobile internet technology has obvious advantages in matching clients’ demands and enhancing their satisfaction, such as by providing direct booking service in their mobile websites and mobile applications, etc. The number of clients, incomes and customer retention which have effectively increased. According to the relevant data, in 2014 the traffic of the hotel website from a computer terminal has dropped from 75.28% in 2013 to 51%, while the traffic from the mobile phone terminal has increased from 19.86% in 2013 to 42.65%, which shows mobile internet has become another way for hotel terminal user to get information. In 2013, the NTA publishes hotel intelligent construction and service guide, it advocates promoting the integration of hotel service and mobile internet technology.
In this context, the hotel industry is in an urgent need to reform and reengineer its service process continuously through mobile internet technology according to the market conditions and customer’s needs so as to keep the competitive advantages and promote the improvement in cost, quality, customer satisfaction and profits [5].

**Problems Of Traditional Hotel Service Process**

As a typical service industry, the hotel industry has formed its own standards and systems with a normative operation process. But with the expansion of business scale and improvement of reception, there still exist problems such as bloated organization, information lag, meticulous division of labor, single skill of employee, waste time of work joint and so on. All these problems can affect the work efficiency and customer satisfaction. Through the introduction of mobile internet technology, the hotel service process can get optimizing and be reorganized by developing a information system for well supporting the digitization of enterprise and transformation of information, providing instruction for achieving reengineering, as shown in table 1.

<table>
<thead>
<tr>
<th><strong>TRADITIONAL HOTEL</strong></th>
<th><strong>MOBILE Internet HOTEL</strong></th>
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<tbody>
<tr>
<td>Complex process,</td>
<td>Brief process, timely supply,</td>
</tr>
<tr>
<td>Information lagging</td>
<td>High efficiency well-match</td>
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<tr>
<td>Single skill of employee</td>
<td>Technology as core,</td>
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<tr>
<td>High labor cost</td>
<td>Employment of integrated talents</td>
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<tr>
<td>Identical service</td>
<td>Meet demands of individuation, spacious privacy</td>
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<tr>
<td>Difficulty in collect and evaluate customer satisfaction</td>
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<tr>
<td>Feedback of satisfaction online</td>
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As an important part of hotel service, service process at both ends is customer needs. A binary process determines the leading role of information and the importance of customer participation and interaction in the process of management. Information communication and feedback are extremely important [6]. Improving the speed of information acquisition and transmission in the process of operation, timely processing and feedback of customers’ demand, improving customer satisfaction, are now one of the most important issues of the hotel service process waiting to be resolved.

Firstly, tradition Hotel service process is complex since the convey for customers’ demand and leader’s information are passed down from level to level, it causes information lag and even information distortion.

Secondly, the skill of hotel service staff is single, detailed position, relatively cumbersome working process, the process of service cost increasing, too much time waste of time and discontinuous customer experience, etc. It can be shown in figure 1. It is necessary for hotel to
streamline organization, employ integrated staff, reduce unnecessary work process, streamline settings of management, and reduce the number of management [7]. All these measures are urgent to be taken by hotel.

Thirdly, with the gradual improvement of customer's consumption concept and more individual consumption demand, hotel standard service model has become increasingly difficult to meet the public demand for personality. Understanding the customers’ habits and preferences through the mobile internet platform can help to provide immediate, flexible and considerate service for customers, meet the proper individual needs of different customers and enhance customer experience.

Fourthly, hotel information delivery is not timely and accurate. It’s hard for manager to collect customers’ needs and feedbacks and his decision can’t be well conveyed to the front desk clerk. Conveying and collecting information through full use of mobile internet technology instead of tedious manual operation has improved inner cooperation and employee’s efficiency of hotel, as shown in figure 2.

Internet integrates resources, creates service chain which rolls informational flow, material flow and capital flow into one, from analysis of user’s demands, service preparation to the whole business process, thus providing seamless consumption experience. More than a technology for hotel, mobile internet technology is also a way of thinking; it will bring new opportunities for the innovation and development of the hotel industry. Impacts of mobile internet on the hotel from the hotel development, operation management and service process to business, model have became the basic elements and the important support from all aspects, leading to a profound reform in industrial structure, industrial organization, resource allocation and industrial layout, etc. In the future, the internet technology will closely combine hotel, employee and customers, to form a stable triangular structure, as shown in figure 3.
The Hotel Service Process Reengineering Based On Mobile Internet Technology

The Principle of Process Reengineering

Customer-oriented

Besides the combination with mobile internet technology, simplification of service process and reengineering of hotel service process can’t ignore so as to satisfy consumer’s needs in contemporary buyer-oriented market. General hotels often ignore the research and mining of customer needs, and consider internal management as the core of design process, existing hotel facilities and staff as its foundation. The starting point and destination of service process are both hotels’ lack of real understanding for customer needs. Customer oriented process means that the hotel must treat customer as the starting point and end of service process and reengineer the process according to customer experience, customer benefits, and customer satisfaction. Firstly, the hotel must to know target clients’ habit, their preference for hotel product, way of service and service channel and design service process which meets customer’s demands, providing service which appeals to customer and improvise customer satisfaction. Secondly, the reengineering of service process cannot do well without the participation of customers. There is a saying of Sheraton Hotel that customers are wiser than manager in hotel management. Based on internet technology, the customer feedback system should be added in the service process in order to receive precious opinions for hotel service process from customers.

Reflection of overall service ideas.

Service process reengineering based on mobile internet technology needs to reflect the overall service ideas of hotel. As a traditional service, departments, staff, services are copious and the work is meticulous. Among different departments, the exchange of information among staff is huge and cooperation is effective. Overall principle should be considered to design the service process which both meet costumer’s demand and the overall cooperation of hotel.

Firstly, each step of the service process must be studied in detail to identify the existing services and the boundaries of the existing services. In the process of service process reengineering, whether to add a link or reduce a link is just the business process between the various departments of the hotel, but also the service process of customer participation. And then it uses the internet information technology to integrate the resources of the whole hotel, breaks the boundaries among department, so all employees can work together to improve the quality of service. Usually, the front desk department is the most important which contacts
with customer, but the staff of front desk department have limited ability to enhance customer satisfaction. So the customer service process of front desk department can operate well with the cooperation of back office. Therefore, from overall management of quality the overall service process should be established centering on guests by both hotel front desk department as well as back office, thus service quality can be improved comprehensively.

Supports of technology.
With the promotion of mobile internet technology, the internet mobile terminal has become an important platform for modern consumers to inquiry and reserve hotel. Information system is not the purpose of improvement, but it is an important support element of the hotel service process in the context of the modern mobile internet era. In the mobile internet era, people accelerate their life pace and need more efficient service, such as the need to be able to easily and quickly access to hotel information convenient, hotel reservation, convenient payment and easy to unsubscribe, quickly understanding of hotel's other service, etc. Under the traditional management mode, without a sound information system to support, effective and efficient service is hard to form only through labor or single department.

For work inside hotels, we should build a collaborative work platform based on mobile internet technology which connect with the user system, and realize the unified management of the hotel foreground information and background information, realizing the share of information and smooth, achieving efficient operation and decision-making, realizing the comprehensive management of the hotel, property and material. And it also can improve the overall operational efficiency of the hotel, service quality, management and decision-making ability, etc. In the use of the mobile internet information technology, the staff workload data during working process has been recorded. For example, how many rooms does each staff clean? How much time does it spend? How about efficiency? How about equality? All these records will become working files recorded by the department. With these data, the human resources and management departments have more transparency and quantization, and can accurately know the reasonable number of this department.

Approaches for Hotel Process Reengineering
There are three main ways to reengineer the process: horizontal integration, vertical integration and work order reengineering [8].

Horizontal integration.
Compressing or integrating separated functions of hotel through organization and coordination into a service system, that break the old department division of labor and cooperation to complete the task, and form the organization structure model centering on process, improve information transmission efficiency, ensure the authenticity of information, reduce duplication of work, ensure effective value-added work. All these can reduce the unnecessary communication between departments and improve work efficiency. It can also provide customers with a single point of contact which can provide customers with the greatest convenience. As the one-stop service for customers, customers come to the hotel and want to check in fatly and conveniently. But at present, the function of front desk of many hotel are single with incomplete decision and information, which leads to too much delay of customer’s checking in, thus decreasing customer satisfaction.

For example, if customers need hotel service during their checking in, they need to find hotel service telephone through service guide, which is very inconvenient. Set up ‘one button’
service through mobile internet technology, break boundaries between service system and
departments and make customers feel convenient and fast.

**Vertical integration.**

It means granting some right and necessary information to front-line staff, settling matters of
job site through the supervision and controlling by mobile internet technology and improving
working efficiency. It means power redivision of rights at all levels of the hotel. By centering
on process, reengineering organization, reducing the middle management level settings, pursuit
of flat organizational structure, collapsing and delegating power staff, that can get more right
to decide and participate in the meeting and confirm their status as the master. After the
adjustment of the organizational structure, it will form a business-centered, a flat
organizational structure with the help of departments, cut down unnecessary intermediate
management links and increase the power of grassroots employees. It avoids the lack of
coordination, guarantees employees working advantage and forms an integrated strength
through effective cooperation. On the one hand, more right of employees and the establishment
of their status as the master, which helps to maintain enterprise reputation and image, spend
more time and energy on service, help with each other, create good working atmosphere and
promote service quantity. On the other hand, delegation of power gives employees more
decisions to handle work and task, which reduces time to communication and guarantee timely,
effective information. The flat organization structure streamlines some unnecessary middle
management positions from the vertical, it guarantees that employees decision-making power.
Power corresponds responsibility, more power means more responsibility. More power of
employees is an important manifestation of hotel new cultural, which contributes to helping
employees devote themselves into the work with full spirit and improve enthusiasm. At the
same time, it contributes to invisible recognition for hotel and promotion for its reputation.

**Work order reengineering.**

It means achieving service process reengineering adjustment of working steps. The core of the
service process has not changed. Some of the non-value added parts have been cut or merged,
thus it will improve service efficiency and equality. For example, the customer needs check-
out service and its process usually includes: the customer hand in room card to the staff of
front desk. The reception desk staff informs the floor attendant to check the room-go to the
reception desk for settlement, charge and invoice. The whole service passes from one to
another with tedious process. It wastes time and is easy to get information distortion. Customer
waits for the most of time during the whole process.

It is a waste of time for customers to wait and it will cause another waste of other customers
in queue. It also interrupts customer experience and leads to decline of customer satisfaction.
Under the support of mobile internet information system, checking out can be realized through
line and the process can be simplified. For example, the previous five steps have been changed
into four steps now. Another example is a new model of Japan, it just put the room card into
the self-service machine in the lobby when checking out [9]. It improves service efficiency and
quality, also enhances customer experience and increases customer satisfaction.

**The Composition of the Process System**

The penetration in hotel industry by mobile internet is mainly reflected in the sales section of
the whole industry chain. The next potential opportunities for the integration of mobile internet
and hotel lies in user’s experience link, hotel room entertainment, restaurant and relative
facilities. Internet of implanting mobile internet technology into hotel service process reengineering is a systematic improvement or subversive innovation process. Different levels should be considered and overall and local refinement process should be improved and innovated. In the process of innovation and change, more attention should be paid to the adjustment of staff organization structure in process change with the support of construction of mobile internet information system. Thus the construction based on mobile internet technology information system should be used in the process of hotel service progress reengineering. This construction includes: portal site, on-line order, on-line service system, electronic payment, service inquiry and member uniform etc and provides a self-service platform for customers, as shown by figure 4.

The main service activities of hotel must be customer-oriented to the process and center on process. The hotel process reengineering system firstly needs to consider customer’s value. Through the analysis of service design, service process design and customer real demand gap, use mobile internet technology to make feedback system passing system of reflecting service, service process, to find the start of improvement. As for the poor quality gap, it should improve service process as well as joint of process and achieve effective and efficient flow of value. Master constantly customer’s real needs, and particularly pay attention to customer’s personal needs. Process reengineering needs corresponding staff and organizations, and especially implanting the mobile internet technology as a support. So we need to implant reengineering of mobile internet technology information system in process reengineering. Meanwhile, we should reengineer organization structure and form a complete process reengineering system; process reengineering emphasizes continuous improvement, little by little and achieves quality changing. Gradual improvement helps hotel service remarkably improve in relative key goals such as cost, quality and speed, etc.

Hotel service system is divided into five modules: the hotel mobile internet information service terminal, mobile telecommunication module, mobile positioning module, tourism website, and system management center, as shown in figure 5. The hotel information service of mobile internet terminal is based on windows mobile platform, held by the hotel guests before checking in, checking in and after checking in. The platform directly provides personalized travel services. Mobile telecommunication module provides 3G/4G telecommunication in personalized service. Mobile positioning module provides timely position information and relative service for customers. Tourism website can provide personalized tourism order service and all relative information in the process of tourism. In order to promote customer service experience, based on database platform, system service, and management center stores all information about hotel as well as hotel customers, manages all systems and provides service for customers, enterprises and governments.
Conclusion

Hotel service process reengineering can achieve the combination of mobile internet technology and modern management ideas and effectively use mobile internet information technology helps to reduce information delivery links and delete position and process that cannot generate additional value by service. Thus, it can simplify service process, and let servicers using shared information and mobile information terminal to improve service efficiency as well as customer satisfaction. Here are the fundamental strategies of mobile internet hotel service process. Firstly, supplies should be accorded with demands in time. Secondly, storage can be effectively activated. Thirdly, intelligent data drive. Fourthly, boundary can be wildly expanded. With these four characteristics, internet hotel is able to bring reform for limited service hotel and build service information system proper for hotel’s business feature. It can also remarkably improve customer experience of hotel in cost, quality, service and speed, etc and surpass any former products.

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