International Quality Management

Name of the Student

Institutional Affiliation

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Total quality management (TQM) characterizes a management approach for attaining a long-term success of an organization through customer satisfaction (Peratec, 2012). In this technique, all members involved in the running of an organization participate collaboratively in enhancing processes, products, services as well as the culture of the environment where they work. Quality is an important aspect in customer’s satisfaction. It also aids in the retention of the customers’ loyalty. Also, quality products contribute immensely to the attainment of long-term revenue and profitability of a business. They enable a business owner to charge as well as maintain higher prices for the company’s products. Despite being a leading five-star hotel in the United Arab Emirates, the Emirates Palace Hotel must adopt an enhanced total quality management strategy that will secure its market position in the UAE in the long run.

**Introduction**

The Emirates Palace Hotel considers quality management to be an important aspect of its management functions. Its primary quality management strategy entails the selection and training of front line staff, who participate in various roles in the institution. Nevertheless, the hotel lacks and adequate measure of staffs’ performance evaluation, a key aspect of continuous process improvement. Instead, the process relies on customers’ feedback about the attained services from the establishment. Process improvement in the hospitality industry requires a continuous assessment of all stakeholders involved in the provision of services in an organization.

Continuous process improvement involves adopting progressive efforts focused on improving the quality of services offered in an organization (Akintoye, Goulding, & Zawdie, 2012). The Emirates Palace Hotel should employ effective measures of ensuring that all staff members continuously improve on their functions of service delivery. Consequently, this will aid the organization in securing and retaining a significant share of the target market. It will also help the business in competing fairly with other rival hotels in the UAE market, such as the Burj-Al-Arab five-star hotel. Ultimately, the Emirates Palace Hotel will promote its brand recognition by being the leading provider of exquisite and lavish hospitality products in the UAE.

**Company Background**

**Brief Company History**

It is a luxurious hotel that is situated in the Abu Dhabi nation, United Arabs Emirates (UAE). It was structured with a primary focus of showcasing the rich Arabian culture. The hotel is globally renowned for its luxurious hospitality. It is situated on approximately 1.3 kilometers on a private beach area (Kempinski Hotels, 2017). The hotel also owns 85 hectares of beautifully tendered lawns and gardens, which surround the luxurious hotel (Kempinski Hotels, 2017). It also has 114 domes, which are approximately 80 meters high (Kempinski Hotels, 2017). Also, it houses 394 residences within its premises. Its physical location is along West Corniche Road, in Ras Al Akhdar, Abu Dhabi, UAE (Kempinski Hotels, 2017).

The luxurious hotel houses a total of 8-onsite restaurants, which offer a variety of exotic delicacies (Kempinski Hotels, 2017). Guests can also have their meals at the comfort of their suits since the hotel has a 24-hour room service (Kempinski Hotels, 2017). Guests can also enjoy delicious drinks such as coffee from the cafés situated inside the hotel. The hotel also offers a rich full breakfast for a reasonable fee. All 394 residences are all air conditioned and have spacious balconies that offer spectacular views of the hotel gardens and the coastline (Kempinski Hotels, 2017). The rooms also have LCD televisions with multiple digital channels for customers to choose from and also free high speed internet access. The hotel beds have expensive beddings and the bathrooms are fixed with hair driers as well as designer toiletries.

Minibar items, newspapers as well as free bottled water are offered to all guests in the hotel free of charge. Emirates Palace Hotel also offers a private beach, fully serviced spa as well as a marina. There is also free valet as well as self-service parking options for all customers. Guests can also hire limousine car services. Also, there is a 24-hour multilingual staff members at the customer cares desk who are ready to assist with luggage storage, cleaning of laundry as well as concierge services. At the beach, there are two outdoor pools, a lazy river as well as a nightclub. At the nightclub, guest can have access to free internet, self-parking and valet service as well as onsite Marina and dining.

**Vision and Mission Statements**

The hotel’s mission is to become the local landmark as the best provider of hotelier and catering services to VIP’s as well as huge corporate conferences above all others in the market. The hotel’s vision is focused on showcasing the rich Arabian culture and providing a unique experience for all guests who visit the establishment. Also, the hotel’s mission is focused on exceeding the guests’ expectations through offering personalized services with rich cultural values of both the East and West. The hotel’s mission also aims at meeting the highest standards in accommodation, wellness, dining, catering services, spa services, sports as well as leisure activities while incorporating the rich Arabic customs and history.

**Competitors**

The Burj-Al-Arab five-star hotel, which is also referred to as *The Tower of the Arabs,* is the primary competitor for the Emirates Palace (Jumeirah, 2017). The Burj-Al-Arab is situated in Dubai and it is considered to be the fourth tallest hotel all over the globe (Jumeirah, 2017). Although the hotel is one of the most sort at by the rich persons in the UAE, approximately 39 percent of its available space remains unoccupied all year round (Jumeirah, 2017). Its title Burj-Al-Arab was derived from the meaning, artificial island, since it is constructed approximately 920 feet from the Jumeirah beach (Jumeirah, 2017). It is also connected to the Dubai mainland by a magnificent private curving bridge. The hotel is also uniquely shaped to mimic a ship’s sail. Also, one of the most exquisite feature in the hotel is the helipad positioned near the roof of the building at a height of 689 feet above the ground (Jumeirah, 2017).

**Other Company Information**

**Strategic Objectives**

The hotel’s primary strategic objective is to grow its market share by penetrating into new markets situated in all parts of the UAE. Its other objective is to open multiple chains both in the Abu Dhabi region and in other nations of the UAE.

**SWOT Analysis**

*Strengths*

The hotel’s primary strength is its ability to offer exclusive services and features as well as a high brand value. This makes it distinct and globally recognized for its luxurious services and values to client. The hotel’s other strengths include its ability to offer patronage to high profile clients in the UAE and other parts of the world. This makes it capable of maintaining good profits.

*Weaknesses*

The hotel’s primary weakness is to offer extremely heavy costs for all its rooms. This makes it to have approximately 50 percent of all rooms vacant all year round (Jumeirah, 2017). Also, its exclusive and quality services costs are also remarkably high. This makes it to shut out a significant number of potential customers from the region who would also like to have a chance to enjoy their recreational time in the hotel.

*Opportunities*

The primary opportunity that the hotel has is to reduce its prices. This will help in attracting more guests to the establishment and consequently increase the attained profits for the hotel each year.

*Threats*

The hotel faces the threat of competition from the Burj-Al-Arab five-star hotel in Dubai. The Burj-Al-Arab also offer similar services to clients, and this reduces the market share for the Emirates Palace hotel. Also, the recent global economic meltdown possesses a significant threat to the Emirates Palace hotel. This is because its operations translate into reduced profits for the establishment.

**Competitive Strategy**

The Emirates Palace Hotel’s primary competitive strategy is its special strength it derives from being owned by the government. This makes it to have unlimited financial resources, and security in terms of political influence. The hotel can raise funds through the sale of shares to the public and as such, it is capable of attaining financial autonomy. Also, this strategic competitive strategy allows it to grow substantially because all the profits attained from the establishment are ploughed back into the business for further expansion.

**Overview of Current TQM System**

The Emirates Palace Hotel current TQM system is based on the recruitment and training of staff members capable of providing high quality services to the hotel’s customers. This is based on the TQM principle of a timely and quality process of services delivery. A special emphasis is paid on the type of employees working in the organization because the institution has an underlying obligation of ensuring that it offers hospitality services that fit the description of a five-star hotel. Also, all staff members in the hotel are highly educated and with years of experience in the hotelier and hospitality industry. The evaluation of performance of the hotel’s staff members is developed on the customer’s feedback. This is in reference to the quality of services that the customers obtain while visiting the hotel. Currently, the hotel is adopting Edward Deming’s 14 points of TQM strategy. This will aid the organization in securing a continuous process management improvement goal when handling all its customers.

**TQM Principles and Quality Philosophies Adopted**

The Emirates Palace Hotel has adopted Deming’s 14 points of TQM management strategy by incorporating all the fourteen strategies of effective TQM in the employees’ service delivery to the customers (Kern, 2014). The fourteen points, according to Deming are composed of creation of a consistency purpose on the improvement of products and services in the hotel. Also, the employees have adopted new the new philosophy of TQM and also ceased the dependence on inspection so as to achieve quality. They have also ceased the practice of offering awards to business based on price alone and also actively participated in the constant on-going concern process of improving the planning, processing and service delivery processes.

The Emirates Palace Hotel has also adopted the institute training on the job strategy for all staff members working in the institution. The management team of the hotel has adopted better leadership strategies for the employees working in the hotel and also driven out their fear of performance when handling different kinds of clients. Barriers between various staff areas of performance have been broken and slogans, targets as well as exhortations of the workforce have been eliminated. Also, dependence on annual merit rating as a basis for evaluating the hotel’s performance has also been eliminated. Ultimately, all personnel in the hotel have been put to work in an effort to accomplish the transformation of quality service deliver objective by the staff members. All these strategies are in line with Deming’s 14-point TQM improvement strategies (Kern, 2014).

**Quality Management and Ethics**

The Emirates Palace Hotel immensely stresses on the importance of ethics in the workplace. Ethics in an organization refers to all the principles as well as values that all persons functioning in an organization employ when governing activities as well as decisions in the workplace (Atkinson, 2016). In the Emirates Palace Hotel, ethics are employed to guide the institution’s programs, policies as well as decisions when offering quality services to the entity’s clients. The management department of the Emirates Palace Hotel have stressed on the importance of promoting ethical behavior when interacting with all customers in the establishment. For example, the staff members are supposed to dress in a professional manner and also use a high level of etiquette when conversing with clients.

The management department of the Emirates Palace Hotel handles the ethical issues of all the staff members by evaluating the customers’ feedback records on the ethical status of the personnel. When customers are departing from the hotel, there are offered a customers’ response survey to describe their experiences with the hotel’s personnel assigned to them. In the survey, dissatisfied customers can report any ethical misconduct performed by a staff member in the hotel. The management later disciplines the reported staff by offering a temporary suspension to him/her. This is meant to discourage any future ethical misconducts by the other staff members when interacting with customers. Ethical standards are important in TQM system because they promote the attainment of customer satisfaction with an entity’s products and services.

**Quality Culture**

Quality culture characterizes the values, behavior patterns, attitudes as well as shared beliefs that are employed by the members of an organization (Batten, 2014). Quality culture is remarkably important to an organization because it is directly proportional to the effectiveness and performance of the institution (Batten, 2014). In the Emirates Palace Hotel, the quality culture was introduced by retailing all the institution’s products and services at a remarkably high price. This is because, the establishment was created as a five-star hotel with a target market of high-end clients in the UAE. In order for such wealthy clients to pay high amounts of cash for the hotel’s products and services, the entity had to produce products of very high quality.

The quality culture in the Emirates Palace Hotel was easily accepted by the hotel’s employees. This is because all the staff members are offered high compensations in terms of their salaries and wages. Also, prior to being employed in the hotel, all employees are mandated to sign an agreement stating that they will offer high quality services to all customers. As such, all employees are obligated to promote the quality culture in the hotel. Failure to offer high quality services results to retrenchment of the concerned staff members.

**Leadership Status**

The form of leadership style employed by the management department of the Emirates Palace Hotel is the autocratic leadership style. In this leadership style, managers make the decisions alone without any form of input by the organization’s staff members (Luisser & Achua, 2012). In the Emirates Palace Hotel, the staff members do not challenge the decisions made by the management department. This form of leadership style supports the implementation of the total quality provision programs in the organization. This is because facilitates a close supervision of all the employees working in the hotel, in an effort to ensure that they deliver high quality products and services to the all the hotel’s customers.

This leadership style posed a great challenge in the implementation of TQM practices in the organization. This is because a sudden change in the way the employees performed their duties when serving the hotel’s customers was faced with a general resistance. This was contributed to the reason that most employees did not understand why they had to adopt improved methods of quality products and services provision, when serving the customers. Also, so as to overcome the change, the management department of the Emirates Palace Hotel conducted regular employees’ meetings and trainings that were focused on enlightening the staff on the need for quality provision when serving clients in the organization.

**Employees Involvement Status**

In order to achieve a motivated workforce, the Emirates Palace Hotel employs the compensation strategy to reward high performing personnel. It is among the most effective methods of influencing excellent performance among the employees (Akingbola, 2015). This is undertaken by evaluating the customers’ feedbacks on each employee in the hotel. The employees with the highest ratings from customers is compensated through a bonus on his/her salary, travel opportunities or a permanent tenure position with the institution. Also, in order to find out what the employees require, a special team of employees’ representatives are appointed. Through such representatives, the staff members can voice their issues or requirements, which are then forwarded to the administration department.

After the administration members attains the customer’s requirements, they set-up an evaluation meeting within 48 hours, where they discuss the various requirements attained from the employees. Also, during the evaluation meeting, appropriate requirements are identified and scheduled for provisioning. Such requirements are obtained with a week and later transferred to the concerned hotel’s employees. The rapid delivery of such requirements to the staff members is aimed at ensuring that the provisioning of high quality products and services to the hotel’s customers is not compromised.

**Customer Satisfaction Status**

The primary customers for the Emirates Palace Hotel are wealthy persons situated in the UAE as well as those visiting the UAE from international nations. This customer segment fits the Emirates Palace Hotel because of the entity’s high costs of all products and services. To attain an evaluation of customers’ satisfaction with the hotel’s products and services, the management department offers a short professional services evaluation survey to the customers. This is normally performed at the end of the customers visit in the establishment. Such responses are later analyzed by a team of management members, who then rate the proportionate performance of the entity based the customers’ feedback.

This process takes approximately seven days. Also, in order to keep up-to-date with the changing needs and requirements of the customers, the short satisfaction evaluation survey is offered via online platforms. This allows the management team to attain the customers’ evaluation status in real time. Also, upon receiving the response from the customers, the management department takes immediate action focused on fulfilling the customers’ requirements. The fast management of such needs is focused on ensuring that the customers of the hotel attain maximum utility for the time and money spent on the Emirates Palace Hotel. It also aids in promoting customers’ loyalty with the hotel’s brands as well as in attaining retained revenue from the wealthy customers.

**Supplier Relationship Status**

Since the Emirates Palace Hotel is owned and controlled by the government, the suppliers of various products in the hotel are chosen through public advertisement of tenders. Potential suppliers then apply for such tenders and the winning tender is chosen based on a supplier’s past supply history. The supplier’s size and financial position is also considered by the Emirates Palace Hotel’s management team before awarding a tender to a supplier. Also, the Emirates Palace Hotel does not have any relationship with any specified supplier in the UAE. This is because the government is focused on offering equal opportunities to all potential suppliers in the market. This is also an effective strategy by the government through the hotel’s management department for ensuring that only the best products in the market can be acquired from the suppliers at any given point in time. This means that only the suppliers with the best products and services during a particular time can be chosen to supply items for the tender.

**Team Building and Teamwork Status**

In the Emirates Palace Hotel, the management team leaders do not encourage the employees’ teamwork in the organization. Instead, they encourage the specialization of staff members to various functions and roles in the institution. This is based on the reason that specialization in a function aids in the attainment of perfection, invention and innovation. Nevertheless, the organization’s performance is to a small extent affected by the lack of team building initiatives among the employees. This is because team building permits the staff members in an organization to channel all their efforts collectively towards the attainment of a single defined goal.

Also, by lacking teamwork among the employees, the Emirates Palace Hotel fails to attain its objectives at an improved rate. This is because through teamwork, employees can channel all their efforts collectively towards attaining a single specified objective. Also, although the Emirates Palace Hotel does not have employees’ teams, conflicts between groups of the staff members arises. Such conflicts are handled by the management team through encouraging a harmonious attainment of a common solution to problems among the conflicting parties. In most cases, this is performed through promoting a beneficial dialogue between the involved employees.

**ISO Certification**

The Emirates Palace Hotel has an ISO Certification. The five-star hotel attained the Environmental Management System certification in 2009, under the ISO number 14000: 2004 (Sloan, Legrand, & Chen, 2013). The hotel received the award due to its efficient and improved quality systems in the hospitality as well as the restaurant services. The process that the organization employed in the application for the certification was through creating an application with the QMS Global Group, which is situated in the Boca Raton, Florida (Sloan, Legrand, & Chen, 2013). The QMS Global Group specializes with the application of various certifications for corporations and other business organizations around the world.

**Recommendations**

There are five primary recommendations that the Emirates Palace Hotel should adopt to promote their continued performance in the UAE market. First, the hotel’s management department should encourage teamwork among the staff members. This should be done by grouping the employees’ in focus groups aimed at accomplish various high quality tasks for the hotel’s customers. Second, the hotel should adopt a better way of evaluating the performance of the staff members in the establishment. This should be done through setting individualized employees’ goals that should be evaluated periodically on weekly basis.

Third, the organization should adopt a continuous quality improvement strategy. This can be attained by emphasis on the advanced usage of the Deming’s 14-point TQM improvement strategies. Fourth, a better employees’ compensation strategy for the most performing staff members should be adopted to encourage the improved performance of a large number of staff members in the establishment. This can be done by introducing enhanced compensation strategies such as promotion of staff accompanied with added permanent pay. Lastly, the Emirates Palace Hotel should lower the prices of their products to accommodate more potential customers for its products and services. Nevertheless, this should not be executed at the expense of lowering the quality of all products and services offered in the organization.

**Conclusion**

In conclusion, despite being a leading five-star hotel in the United Arab Emirates, the Emirates Palace Hotel must adopt enhanced total quality management strategies. This is with the underlying objectives of securing its market position in the UAE in the long run. The Emirates Palace Hotel current TQM system is based on the recruitment and training of high staff members capable of providing high quality services to the hotel’s customers. Nevertheless, it should adopt other quality improvement methodologies such as encouraging teamwork among employees, and adopting a better way of evaluating the performance of the staff members in the establishment. The entity should also support the aggressive use of Deming’s 14-point TQM improvement strategies and also adopt a better employees’ compensation strategy for the most performing staff members.

References