



**Journal of Association of Arab Universities
for Tourism and Hospitality (JAAUTH)**

journal homepage: <http://jaauth.journals.ekb.edu/>



Exploring the Core Elements of Service Process Structure in Hotel Industry: Are There Any Common Models And Definitions?

Batta Rabie Allam¹ Mohamed Hany Bahy El-Din² Mohammed Saber Sayed³

¹Hotel Management Department- Faculty of Tourism- Minia University

^{2,3}Hotel Management Department - Faculty of Tourism- Helwan University

ARTICLE INFO

Abstract

Keywords:

Business Process
Management (BPM);
Business Process;
Service Process;
Major Issues;
Hotel Industry.

**(JAAUTH)
Vol.24, No.1,
(2023),
pp.270 -294.**

There is an extensive literature confirming that overall business performance can be enhanced by adopting a process-based view of the business that is measured through quality outcomes and customer satisfaction. The importance of focusing attention on business processes is widely recognized and accepted although all uncertainties and operating difficulties within management practice. Our study was motivated by the idea that the lack of well-established conceptual models and definitions of business process play a role in the challenge and difficulty facing organizations when to put the notion of process into practice depending on which processes belonging to a particular activity. The aim of this paper is to describe the findings from the study aiming at forming the conceptual apparatus of service process in hotels to improve service process outcomes in a more systematic manner. By analyzing the data obtained through in-depth interviews, there are several descriptions and definitions of service process from three different perspectives provided by hotel managers, but none that seems to be really widespread and well-established definition with a high emphasis on operational standard procedures (SOPs) of hotel activities and the value can be added through the effective and accurate implementation. Thus, there is a need to pay more attention to additional core elements of service processes while planning hotel operation processes and preparing the relevant SOPs by the owner company.

1. Introduction

Today's increasingly competitive environment leaves no room for error, and the consumer market experience an ever-increasing demand for better products and service without interruption or gaps (Srinivasu et al., 2011; Mariappan et al., 2012; Patyal and Maddulety, 2015). Customers expect continued and consistent high performance even when they pay less for them than the previous purchasing prices in order to be satisfied (Mason and Antony, 2000; Antony and Taner, 2003). According to Evans and Lindsay, (2011), companies with a 98 percent customer retention rate are twice as profitable compared to those at a 94 percent, which is also supported by Al-Debi and Al-Waely, (2015); Alshurdeh,

(2016) and Pooya et al., (2020) in another way stating that retaining customers is more beneficial than attracting new ones as a lost customer represents more than the loss of the next sale. Even for already high-performing organizations, Besterfield et al., (2004) and Tsikrikthis and Heineke, (2004) referred that past customers experience always produces higher expectations, and customer satisfaction will increase as performance improves.

Since organizations are continually under competitive pressures, Schönreiter, (2018) and Han et al., (2021) indicated that increasingly more companies begin to pay more attention to efficient management practices that can help to make quick decisions, fast information transfer and shorter cycle times. In order to achieve this, Little, (2001); Tari et al., (2007); Ubaid and Dweiri, (2020) and Nolle et al., (2022) supposed that the focus needs to be shifted from managing functions to managing processes for a smooth operation of business activities and performance deterioration prevention which actively helps to control quality outcomes and identify opportunities for continuous improvement. The authors Mitra, (2003); Besterfield et al., (2004) and Aviv et al., (2021) referred that management must learn the capabilities of their business processes and how to improve it by using data and facts to obtain meaningful information of evaluation of quality improvement actions.

The notion of process-based orientation according to Lindsay et al., (2003) and van der Aalst, (2013) can be traced back to the evolving quality movement which advocated the shift in focus from product and/or service characteristics to process characteristics which present a more comprehensive array of improvement options in various aspects in response to an increasingly changing environment. BPM becomes the most popular management method and approach to effectively run business activities and provide well-proven methods which considered as a basis for mastering current and future challenges in management (Lahajnar and Rožanec, 2016; vom Brocke et al., 2021; Grisold et al., 2022). Thus, the quality of the organizations' products and/or services is a direct reflection of its ability to improve its operation processes via BPM (Beimborn, and Joachim, 2011; Psomas et al., 2011). Various empirical researches indicated that there is a positive correlation between process management and business success which has led to an increasing interest in improving organizational business processes to enhance business performance (Trkman, 2010; van der Alast et al., 2016).

However, BPM implementation in the hotel industry is less frequent (Han et al., 2021; Yevheniia et al., 2021), and only a few studies focusing on this topic can be found. In addition, management literature report relatively limited instances of potential applications of BPM in hospitality industry, especially hotels. This has been justified by Vergidis et al., (2008) that service industry leaders are not convinced that a process-based approach (BPM) could bring significant tangible and measurable benefits. Furthermore, there are major differences and non-conformity exist in quality characteristics of manufacturing and service processes which do not lend them to the application of traditional production management techniques and approaches such as BPM and increase the complexity of quality control and improvement efforts (Goh, 2014; Jankowski-Guzy et al., 2018; Gonzalez et al., 2019).

The business process (BP) perspective is increasingly seen as a mechanism for achieving competitive advantage and the core of the functioning of an organization to deliver the expected value to customers (McCormack and Johnson, 2001; Kirchmer, 2017; Bazan and Estevez, 2022). The importance of focusing attention on business processes is widely recognized and accepted although all uncertainties and operating difficulties within management practice (Trkman, 2010; Syed et al., 2018). According to both Gulledge and Sommer, (2002); Palmberg, (2009); Röglinger et al., (2022), there is no generally accepted definition of the term business process (BP) exists due to the fact that business processes

have been approached by a number of different disciplines and their interpretation vary depending on which processes belonging to a particular activity.

The authors Biazzo and Bernardi, (2003); Lindsay et al., (2003) and Tsakalidis et al., (2019) reported that most of business process definitions are limited in depth and hides some problematic aspects which face organizations when trying to put the notion of process into practice. Even for practitioners who are extremely familiar with the concept of BPM, Ko et al., (2009); Habib and Shah, (2013); Bazan and Estevez, (2022) Beerepoot et al., (2023) referred that there is still confusion across disciplines and many interpretations from different perspectives provided by practitioners which confirm the confusion presence of fragmented functions being put forward as examples of business process.

Thus, the motivation for our study is to address this under-investigated topic and make inquiries about the current state of BPM philosophy in the hospitality industry. The authors undertake an examination of previously published work on the term business process and its specific features to find the specificities of operation process in hotel industry. Moreover, the study examines the common view of service process in hotels against academic definitions aiming at forming the conceptual apparatus of service process in hotels. In this paper, we target specifically the findings from the hotel manager community. We have approached the leading hotel managers in this regard, and through extensive dialog, extracted and summarized their perspectives. The authors have attempted to address this under-studied topic through a comprehensive qualitative study involving an in-depth semi-structures interviews with renowned hotel managers in Egypt.

2. Literature Review

2.1. Definitions and Views of Business Process

There are plenty and diverse definitions have been presented in the literature in an attempt to give a more precise definition of a business process as discussed and illustrated in the following discussion. Although most of the proposed definitions agreed on general specifications and attributes of business process, Ozdemir et al., (2019) and Unbaid and Dweiri, (2020) stated that all experts do not give exactly the same definition about it. According to Adesola and Baines, (2005); Muehlen and Ting-Yi Ho, (2006); Senkus et al., (2021), the association of the term business process with “transformation of inputs into outputs” and “a set of interrelated activities triggered by an external event” can be found in many definitions advanced in both the academic and managerial literature.

2.2. Business Process – Transformation of Input into Output

According to Hammer and Champy, (1993), business process is a set of linked activities that transform inputs into valuable outputs for customers. ISO 9000:2000 standards provide a certain definition for a business process as a system of activities that uses resources to convert input elements to output components. Biazzo and Bernardi, (2003) suggested that ISO 9000:2000 definition should be broadened to describe a process as a system of subjectively identified activities to transform inputs into outputs using resources in a holistic and systematic manner. The authors Stohr and Zhao, (2001); Isaksson, (2006) and Kubiak and Benbow, (2009) defined a business process as a series of interrelated steps consisting of required resources and activities that convert inputs into outputs to serve a meaningful purpose within an organization.

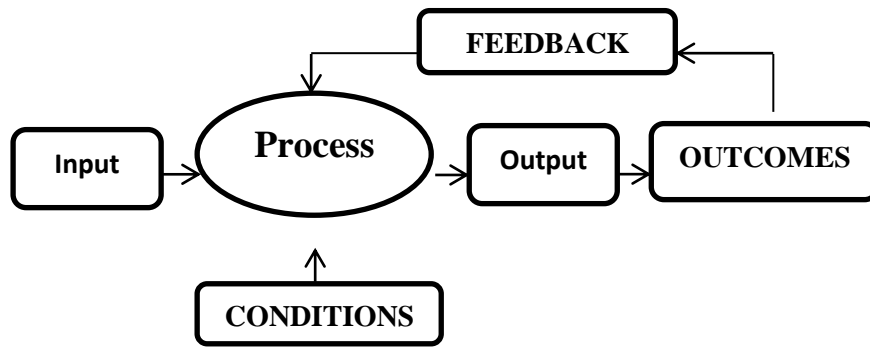


Figure 1: Input/ output process model (Besterfield et al., 2004)

Each step in the process consists of transforming some previous state and/or condition (input) into a new state and/or condition (output) until the final product or service is reached or producing a given result (Davenport, 1993; Brennan, 2017). Lindsay et al., (2003) and Lee et al., (2007) referred to a business process as a relationship between clearly identified inputs and outputs, where inputs are transformed into outputs using a set of activities which add value to the inputs. Al-Mudimigh, (2007) and Johansson et al., (1993) described the business process a set of logical, sequential and linked activities which have definable inputs and, when executed, result in outputs add value from a customer perspective.

2.3.Business Process – Interrelated Activities with External Event

For Pall, (1987), a business process is a logical organization of people, materials, energy, equipment and procedures in an organization’s activities designed to achieve a defined end result. Both Eriksson and Penker, (2000); Volkner and Werner, (2000) and Markus and Jacobson, (2010) defined a business process as a chain of activities arranged in a structured way with the purpose of producing specific outputs and valuable results to customers. Havey, (2005) and Tsakalidis et al., (2019) stated that business process (BP) conceived as any sequence of pre-defined related activities executed to achieve a pre-specified type or range of outcomes actualize business objectives. A business process described by Stock and Lambert, (2001) and Dumas et al., (2013:2018) as a collection of inter-related events, activities and decision points that involve a number of actors and objects, and that collectively lead to an outcome of value to targeted customer.

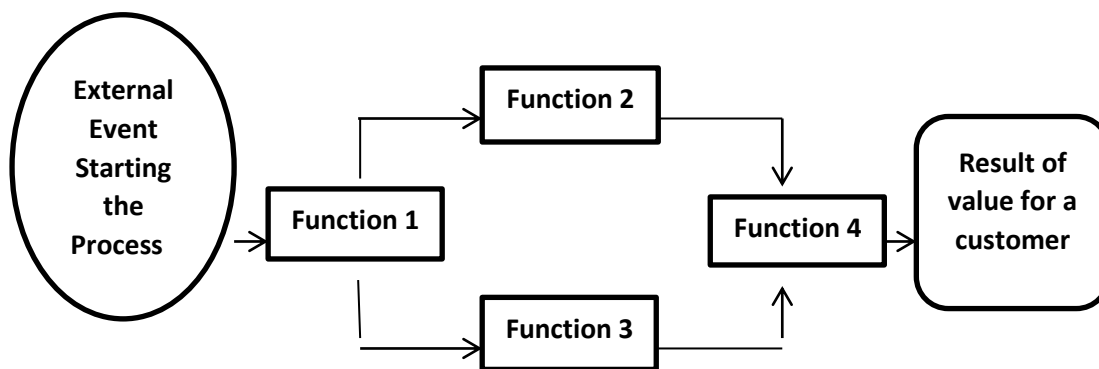


Figure 2: Business Process Structure (Kirchmer, 2017)

According to Ould, (1995); Smith and Fingar, (2003); Strnadl, (2006) and Unbaid and Dweiri, (2020) business process can be defined as a dynamically collaborative activities or logically linked tasks that start and end by an event to meet customers' requirements and attain other strategic business objectives. The definition of a business process as a set of related activities with external event performed to produce valuable results visualized in fig. 2 as presented by Kirchmer, (2017). In addition, Morgeson and DeRue, (2006) agreed that business process is an occurrence of specific duration include a set of tasks or duties that is started by an event and completed by an event. The two main approaches to business process definitions and views as presented in the reviewed literature will be used in order to better evaluate the essence of service processes and its properties in hotel industry.

2.4.Core Elements of Business Process

Despite the confusion about the nature of business process and argument among researchers and BPM practitioners over definitions, most of the definitions that have been presented are very similar and the difference among them is almost non-existent allowing users to quickly obtain an intuitive understanding of the process. However, Biazzo and Bernardi, (2003) stated that the simplicity of the definitions hides some problematic aspects that come to light once companies try to put the notion of process in practice. Thus, Cobleigh et al., (2000) and Weske et al., (2004) advocated a rigorous analysis of a process definitions to effectively investigate the properties of business processes and support a more precise process definition free from faults that could lead to serious failures.

To provide a more precise definition for a business process, Palmberg, (2009) reduced the differences found between the identified definitions to six components included: inputs and outputs, interrelated activities, horizontal or cross functional, purpose or value for customers, the use of resources and repeatability. A gross process definition from the author's perspective should include all these components, while a net process definition can be condensed a horizontal sequence of activities that transforms an input (need) to an output (result) to meet the needs of customers or stakeholders as shown in fig. 3. In contrast, Thomas and Fellmann, (2009) argued that describing a process as a "related activities" is not sufficiently accurate as it has no temporal workflow connotations. Bulletpoint, (1996) mentioned that there are four key features to any business process which can be seen in the majority of business process definitions identified in the literature, included:

- predictable and definable inputs;
- a linear, logical sequence or flow;
- a set of clearly definable tasks or activities;
- a predictable and desired outcome or result.

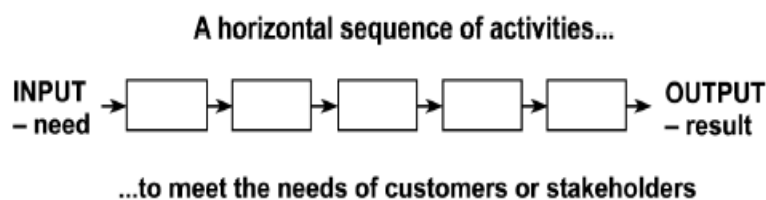


Figure 3: A net process definition (Palmerg, 2009)

According to Buletpoint, (1996); Thomas and Fellmann, (2009) and Han et al., (2020), it is an essential component of a business process to described in a linear, logical sequence or flow procedures explain and clarify the standard steps of "what to do", and a group of logically related tasks or actions that must be taken in a particular way (definable tasks and activities) to put these procedures into actual implementation (how to do) to achieve the desired goal and expected results. This illustrated by the authors Bernardo et al., (2017) when referred that a process defines what needs to be done and which roles are involved, and based on, BPs consists the following:

- Roles and responsibilities of people (roles) assigned to do the work;
- Appropriate tools and equipment to support individuals in doing their jobs;
- Procedures and methods defining “how” to do the tasks.

The author Ould, (1995) listed a few key features of BP contains a purposeful activity, carried out collaboratively by a group, often crosses functional boundaries and invariably driven by outside agents or customers. According to Curtis et al., (1992); van der Alast, (2004) and van der Aalst, (2013), there are two important elements for any business process to be defined: (a) the activities that are usually described as a set of tasks accomplished in a specific order; (b) the allocation of required resources to implement these tasks, with the workflow execution of activities; and (c) agents - who (or what) does it (performs the activities) added by (Armitage and Kellner, 1994).

The authors Ubaid and Dweiri, (2020) suggested some other attributes of business processes (BPs) related to linking organization’s processes to customers’ requirements and demands, fulfilling strategic business goals, dynamically coordinated and no single person responsible for the entire process. The authors Vinogradova, (2006); Yesipova and Burak, (2013) and Ozdemir et al., (2019) and greed on defining business process as a cyclic set of interrelated transactions within certain types of businesses that use a company's resources to transform certain inputs (needed resources) to an output (final results) in the form of product and/or service that are valuable to customers (internal and external). It is the way in which all resources of an organization are used in a reliable, repeatable and consistent way to achieve business objectives and sustain performance (Hammer and Champy, 1993; Ziari, 1997). Based on the definition provided by Vinogradova, (2006); Yesipova and Burak, (2013) and Ozdemir et al., (2019), the following figure (4) illustrates three key components of a business process as presented by the authors included: (a) specific inputs; (b) transformation of company’s resources; and (c) desired output.

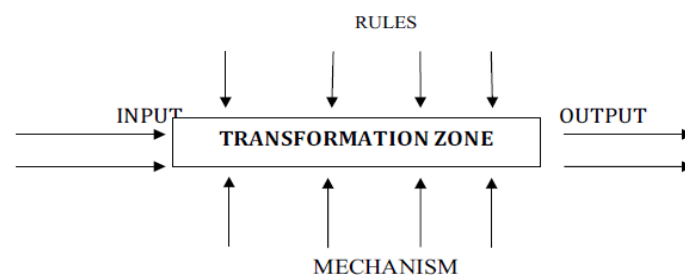


Figure 4: Business Process Components (Ozdemir et al., 2019)

After analyzing the most forty (40) popular definitions of a business process to provide a comprehensive definition, Senkus et al., (2021) stated that a business process can be understood as a set of related activities to achieve a pre-determined goal by converting the input into a pre-determined stakeholder value on the output. As a result, the authors determined the key elements of the concept to include: (i) process needed inputs; (ii) a set of logical related activities and (iii) desired outputs. This is in a complete agreement with what stated in the previous paragraph and figure 4.

2.5. Service Processes

The total service concept is a combination of technical and human behavioral aspects, and the latter much more difficult to quantify, measure and control which make service specifications are less prevalent than product (Zeithaml et al., 1988; Herbert et al., 2003; Goh, 2014). In response to the application of a process-centered view in services, Sulek et al., (2006); Oakland, (2007) and Li and Tsung, (2013) stated that the decomposition of the service process into components and stages plays a critical role in controlling the variability in process performance metrics and understanding customer`s service requirements. As in manufacturing, Antony, (2004) and Talluri et al., (2013) referred that many companies in services industries have repetitive processes ranging from service time to variegated transactional processes which are subject to the certain basic principles of methods and procedures used to monitor and measure the performance of operation processes.

According to Scordaki and Psarakis, (2005); Oakland, (2007); Hensley and Utley, (2011), variation always exist in products, materials, invoicing accuracy, maintenance practices, times of deliveries, ways of doing things, people`s attitudes and situations and everything as long as the controllable factors can be identified and measurable responses can be clearly defined. In the same context, the authors Besterfield et al., (2004) and Evans and Lindsay, (2011) defined a business process (BP) as a collection of activities and operations involved in transforming inputs (physical facilities, actions, materials, equipment, people and energy) into desired outputs, in the form of products, services or an input to another process. Activities of any individual service businesses can be presented as a set of business processes that deliver value to customers (Climent et al., 2009).

This what stated also by many authors (Mason and Antony, 2000; Sulek, 2004; Oakland, 2007) that a process may consist of a combination of human beings, machines, methods or intangible human elements such as attitudes, motives, knowledge and skills. Thus, all work can be considered as a process and there are many opportunities for things to go wrong in any type of a process that variation is a part of everything used in producing wanted products and/or delivering services (Bennyman et al., 2003; Herbert et al., 2003). Hence, all the previous definitions of a business process are compatible with the conceptualization of service operations as a system of components, whether complex or relatively simple in design, which transforms resources into a service product with measurable outputs allowing detect when trouble is brewing (Antony and Taner, 2003; Oakland, 2007).

Therefore, this study aims to answer the following questions:

1. What is the current state of BPM practices in Egyptian hotels compared to the dominant topics in the published research?
2. How do hotel managers perceive the term “business process”?
3. How can a “service process” be defined and what are the associated problems with defining the term in the hotel industry?
4. What are the problematic issues of “service process” design in hotels?

5. What are the core structural elements of “service process” in hotel industry compared to the dominant components in the published research?

3. Research Methodology

After giving the theoretical background of the defined problem, the theory will be applied to a real-life case. To answer our research questions, we conducted 15 case studies throughout October and December 2022, which varied between international chain hotels, local chain hotels and independent hotels, considering that the research was limited to only five-star hotels. The rationale was to approach hotels with the amount of resources in terms of finance, people, facilities, technology and time for effective implementation of management programs and systems such as BPM approach, and whose managers are able to provide relevant information about BPM projects and quality activities in their organizations. In addition, low-rated hotels not seen as typical utilizers of the process-oriented approach (BPM) and the value of process-oriented services in such settings is not as prominent.

3.1. Sample Description

Selection of research sample was not a random process as this would not have served the research purpose, and the use of non-probability sampling as a method of selecting units from the population using a subjective (i.e. non-random) method (Cooper and Schindler, 2011) may also not be effective due to the difficulty of assessing whether the assumption is correct and there is no way to estimate the probability of any one element being included in the sample. Therefore, the research sample comprised all five-star hotels located within the Greater Cairo area, which number about twenty four (24) hotels based on the latest hotel census conducted by Ministry of Tourism and Egyptian Hotel Association. After excluding hotels belonging to the same chain (4) so as to avoid getting repeated information and save time, the number of hotels becomes twenty-two (20).

A total of twenty (20) hotels were intended to be invited for the data collection process in the study; fifteen (15) hotels agreed to participate and only two hotels (2) rejected the invitation. The researchers stopped (17 hotels) when no new knowledge or insights were gained, as advised by the authors Cooper and Schindler, (2011) to keep sampling only when breadth and depth of the knowledge of the issue under study are expanding. In qualitative research, Lingard et al., (2008) and Coenen et al., (2012) referred that sample size is sufficient when additional interviews or focus groups do not result in identification of new concepts, an end point called data saturation. Therefore, the actual study participants represent 75% of research population.

3.2. Data Collection Method

In order to collect in-depth opinions from the participants, a questionnaire in the form of a semi-structured interview technique was employed. This makes interviews much more rigidly structured to provide greater control for the researcher, essentially becoming questionnaires where responses are verbal rather than written (Barrett and Twycross, 2018). Therefore, the data collected by means of a semi-structured personal interview based on a closed questionnaire plus a set of open questions which allowed the researchers to clarify certain points. This approach allowing direct communication between interviewers and interviewees can help ensure that the latter are clear about interview questions (Lai and Choi, 2015) and, where necessary, former can provide clarification for any queries that interviewees may have (Harrell and Bradley, 2009).

3.3. Questionnaire Formulation

Before conducting the interview, the researchers prepared an interview guide carefully, since Bryman and Bell, (2007) argue that it is necessary to have an interview guide before conducting the semi-structured interview. This is an effective and efficient way for obtaining sufficient information within a short time period (Zhang, 2000). In order to do so, questions have been set up and developed to act as a guide integrating all aspects that have been described in the theoretical background. Thus, the theoretical framework nearly set the agenda for questions that must be answered by the selected sample in order to be able to appropriately analyze the data obtained and to keep a red line within this thesis (see Exhibit 1). The suitability and validity of questions was tested by Bandara et al., (2007).

Exhibit 1: Managers interview protocol

- Q1: Please, describe your role in relation to BPM experience.
- Q2: What's your perception about the concept of a "business process"?
- Q3: How would you define the term "service process" in your hotel?
- Q4: What do you perceive as the major issues of service process modeling in hotels?
- Q5: What recommendations can you give in addressing some of these issues?
- Q6: What are the core structural components of "service process" in your hotel?

The first question "*Please describe your role in relation to your BPM experience?*" was designed to set the scene and clarify the role of hotel managers in BPM expertise and the policy of BPM efforts in the hotel industry and its affects manager's perception of hotel processes and related activities. Questions (2, 3, 4, 5) was posed to examine managers perspectives on what service process is and the major issues of identifying service processes within their hotels, and to further question (6) to identify the core components and/or structural elements of service process within hotel contexts.

3.4. Data Analysis

Qualitative inquiry requires that collected data is organized in a meaningful way, and this is referred to as data analysis (Liamputtong, 2009). A common type of data analysis in qualitative research is thematic analysis which also called interpretive thematic analysis (Markovic, 2006; Walters, 2016). The most frequent use of thematic analysis in tourism research has been its application to the interpretation of written documents such as interview transcripts (Walters, 2016). In the thematic analysis, the researcher looks for themes within the collected data and codes excerpts into those themes which enable a structured approach to data interpretation (Cassell and Bishor, 2019).

Therefore, the process of analyzing the data obtained predominantly involves coding or categorizing the data. The interviews were categorized into four main themes discussed separately to provide answers to research questions and coded using a certain phrases; where all phrases were derived purely from the data was created to capture details of each issue and any related recommendation(s), keeping in mind the following points:

- When a new issue was identified, a new set of codes was opened to capture the theme that was raised.
- Statements that generally discussed a certain issue were grouped together.
- Statements that specifically mentioned the potential resolution for a certain issue were grouped under a 'recommendation' node for each identified issue.

The researchers connected the empirical data with the theoretical framework on each factor. In theoretical framework, researchers established a clear description of the criteria regarding each factor and each phase, and used the criteria as the main tool for data analysis. During this process, researchers have resorted to the secondary data several times when researchers find the previous data are not sufficient to explain the case. At the end of analysis, all of research questions have been answered, research objectives have been achieved, and some suggestions will be promoted to help hotels better implement BPM in the future.

4. Results And Discussion

Through this multi-method approach, we will be able to identify three distinct sets of outcomes. First, the role of hotel managers in BPM expertise and the policy of BPM efforts in hotels will be examined with a special focus on the major issues of defining service processes as perceived by hotel managers. Second, as is the focus of this paper, the research design will also allow us to gain insights into the common views of service process and managers' misconceptions of BPM terminologies in the hotel industry. Last, we will gain an understanding of the core elements of service process, together with the apparent criticality of those matters of concern. These results will be used to develop the conceptual framework of service process in hotels which has not been studied or presented in literature before. This enables further perspective studies on this proposed scheme with the aim of improving the structural elements of hotel operating processes and enhance quality outcomes.

4.1.The Role of Hotel Managers in BPM Expertise

We have approached the hotel's leading managers in this regard and all of them are aware of the concept of BPM and BPs and they actually manage processes instead of placing emphasis on functions and hierarchical structures. However, their role in BPM expertise is limited to understanding the standard operating procedures (*SOPs*) of hotel service processes with the workflow of operation tasks and preparing all key components required to put these execution standards into actual implementation within a certain way. It means that managers in hotel industry are not involved in the process of planning business work and defining hotel operating processes to prepare the relevant interrelated standard execution steps (*SOPs*) that must be performed to convert inputs (hotel resources) into desired outputs (valuable results).

In their view, the biggest challenge for the next step after getting to fully recognize the documented *SOPs* of each process and understand the orderliness of actions to perform operational activities, is the tightly proper preparation for an integrated set of components (e.g. organizational conditions, people, IT tools, systems, equipment and machines, materials, intellectual needs) that required to a perfect execution of hotel operation standards, and allocating staff responsibilities and roles allowing hotels to be highly flexible with ensuring that no losing track of any part of work.

4.2.Major Issues of BPM Efforts in Egyptian Hotels

All the managers interviewed confirmed that setting up the BPM initiative with a high-level description of hotel main processes to assess the current state of operation processes and identify its execution standard procedures (*SOPs*) is not their task or a management function in demand for them. It is the policy of the owner companies to undertake the task of preparing the *SOPs* of hotel processes and providing hotel managers by written execution procedures of hotel operation activities that are not subject to change or modification. *This policy may influence how service processes (SPs) are implemented, how operation errors monitored and assessed and how hotel performance is optimized.* This is because hotel

processes are designed and the relevant *SOPs* developed by the head executive office of the owner company (HEO) away from hotel managers.

Majority of hotel managers (approx. 73.4% of respondents) supported the strategy of planning hotel operating processes and preparing standard procedures of its execution by external parties and highly qualified consultants having the required and sufficient knowledge and skills to do this more efficiently and successfully, and others (approx. 26.6 % of respondents) don't see a value in just understanding how hotel business operation works and there is a need to that process design and activities description to be developed by operation managers in hotels, which brings the essence of the whole operation management problem in all selected hotels.

Managers in Egyptian hotels appeared apprehensive about identifying hotel operating processes and setting up its critical standard quality features because of some serious reasons from their perspective: (i) it is a time-consuming and over-loaded task due to the need for a constant adjustment of hotel operating processes and the difficulty of making regular performance transformation; (ii) unwillingness to undertake such a challenging and difficult task because of the diversity of customers and the lack of consensus among people regarding their needs and demands; (iii) believing that change not add new value in the event when hotel managers undertake the task of planning hotel processes and designing quality characteristics of each service process themselves; (iv) observing the high failure cases of such efforts in independent hotels; and (v) fear of following an inadequate approach due to the lack of experience and required knowledge.

In contrast, fewer managers disagreed with the above point of view, arguing that the actual implementation of *SOPs* and the delivery of service processes is negatively impacted by the lack of a common understanding of BPs and its properties. They are just implementers for the established standard procedures of operation activities without the possibility of modification or change which create many management problems. *This can result in that supervisors may not even be able to understand the operation problems and detect default points which create a gap between the SOPs documentation as planned by the owner company and its actual execution.* The perceived gap between process design and process execution reported by Banadra et al., (2007) as one of the major main BPM issues perceived by BPM experts across the globe, and planning hotel operating processes and preparing the relevant *SOPs* away from hotel managers contribute to creating this gap.

4.3.Common Views of Service Process in Hotels

To explore the perceived definitions of business process (BP) by hotel managers and define a proposal of one's concept of service process (SP) in hotels, questions such as "*what's your perception about the concept of a business process?*", "*How can you define the concept of service process in your hotel?*" and "*what's the missing points in the given definitions compared to the proposed definitions of a business process in reviewed literature?*" are essential to be addressed in order to effectively assess hotel managers' own perception and knowledge about BPs are performed within their hotels as a prerequisite for managing any organization based on its processes.

There are three main definitions of service process (SP) that are reported in succinct points by managers in the selected hotels from their own perspective. There are only a few and very minor discrepancies existed among what constitutes respondents' views and perceptions, and these were discussed and resolved to a common consensus.

Majority of respondents (46.6% of managers) described a service process (SP) as "*a set of specified standards for all service activities to create value for customer*". This definition is mainly extracted from the notion of *SOPs* and specified execution steps of hotel operation activities and the value can be added by proper and effective implementation of these standard procedures as discussed by hotel managers.

From more technical perspective, 20% of respondents (three managers only) defined a service process as "*a set of pre-defined inputs to produce desired outputs*". Managers also depend on the concept of *SOPs* to provide this technical definition considering that the pre-defined *SOPs* and related arrangements in relation to employees training, resources requirements and effective information system (IS) is the specified inputs for any process to produce satisfactory outputs to the target market. There is another view of a service process presented by 33.4% of respondents (five managers) who defined the concept as "*the key operating procedures or functioning steps of any task*" which is based to some extent on standards procedures of hotel activities but from a managerial perspective and more adequate to workflow management (WFM).

The above definitions revealed that there is no considerable diversity in the basic information about the concept of business concept as described in literature review by academic researchers and the personal knowledge of service process (SP) that presented in various perspectives of hotel managers. We can summarize the most common views of service process (SP) that presented by hotel managers as follow:

- a) standard perspective - goal-oriented definition through specified standards of hotel activities aimed at guest satisfaction;
- b) technical perspective - structured process with an input that initiates the process and an output which is the result of the process; and
- c) managerial perspective – operational procedures or functioning steps that depict how to perform tasks and implement business activities.

By analyzing the various definitions and perspectives of service process (SP) obtained through interviews, it become obvious that hotel managers not provide new in relation to the concept of a business process and/or service process in particular. However, we can note that the common factor in all given definitions is the *SOPs* of hotel processes that are used as a guideline of what's to be done? and how's that done? and which considered as the core area of any process language (interrelated activities) for all types of organizations with different purposes. This means that the structure of standard operation procedures and executive steps to all business activities and tasks employed within organizations is considered as the most important component and essential perquisite for defining any type of process of any business.

Organization must undertake certain activities to achieve business objectives (Kožíšek and Vrana, 2017) and business processes are comprised of activities executed in a certain manner in order to fulfill the business goal (Snoeck et al., 2000; de Oca et al., 2015). Therefore, converting all business activities into specific operating procedures with detailed sub-steps that are sequenced in a certain way from beginning to completion to serves a meaningful purpose within an organization is the core point of any process definition whether for academics and/or practitioners. It is the way in which all resources of an organization are used in a reliable, repeatable and consistent way to achieve its goals and sustain performance over time (Ziari, 1997).

According to Adesola and Baines, (2005) Muehlen and Ho, (2006); Palmberg, (2009) and Senkus et al., (2021), the association of the term BP with "a set of interrelated activities" and "transformation of input to output" can be found in many definitions advanced in both the academic and managerial literature. Therefore, the two main components can be found in the most frequent definitions in literature are:

- a) Inputs and outputs
- b) Interrelated activities

Through comparing the two sets of definitions, it is possible to conclude that the definitions of service process (SP) that given by hotel managers cover the two core areas of BP definitions stated in literature despite the shortcomings that can be found in each definition separately. While the two given definition "*a set of specified standards for all business activities to create value for customer*" and "*the main operational steps or procedures of any task*" lack on the coverage of the 'input/output' as essential component of a business process, the last one "*a set of pre-defined inputs to produce desired outputs*" lacks to the inclusion of "interrelated activities" as a core element in defining all business processes of any enterprise.

Once it was intended to evaluate the perception of hotel managers of the term 'service process' and not specifically the level of maturity of BPs in hotels, it is important to note that the various views of hotel managers that appeared in the reported definitions cover the two core areas that are under the proposed definitions in reviewed literature with a high emphasis on the operational standard procedures of hotel activities and the value can be added through the effective and accurate implementation.

4.4. Definitions of Service Process vs. Academic Definitions

According to Kohlbacher and Gruenwald, (2011) and Kohlbacher, (2010), an accurate definition of company's business processes is the starting point for BPM. Henneman et al., (2007) added that the choice of process language must be dictated by the intended use of the process definition produced. In hotel business, defining the service process is basically related to the execution standards (*SOPs*) of service processes and mainly focused on the operational aspect of a process with the purpose of managing hotel processes in a well-regulated and effective way which can produce the expected outcome and deliver particular results for customers.

In spite of that the reported definitions of a service process cover the two primary areas that fall within the definitions suggested in the literature reviewed; hotel managers not provide a perfect definition includes all critical elements of a service process. From an operational perspective and based on the above discussion, service processes in the hotel sector can be taken to be "*A specific sequence of pre-defined standard operating procedures (SOPs) with detailed sub-steps executed using hotel's resources in a systematic manner to produce value-added outcomes for a diversity set of stakeholders within fixed time*". It should be noted that this definition restricts SPs to operational processes, i.e., processes at the strategic and system levels or processes that cannot be made explicit are excluded.

It is considered a multi-dimension definition that includes all critical points of service process identified by hotel managers and all key elements of BPs definitions involved in literature with a specific focus on the domain interrelated activities (*SOPs*) of hotel processes. Thus, the key components of the proposed definition of service process are:

- a) standard operating procedures (*SOPs*)
- b) detailed sub-steps for standard procedures (sub-steps)

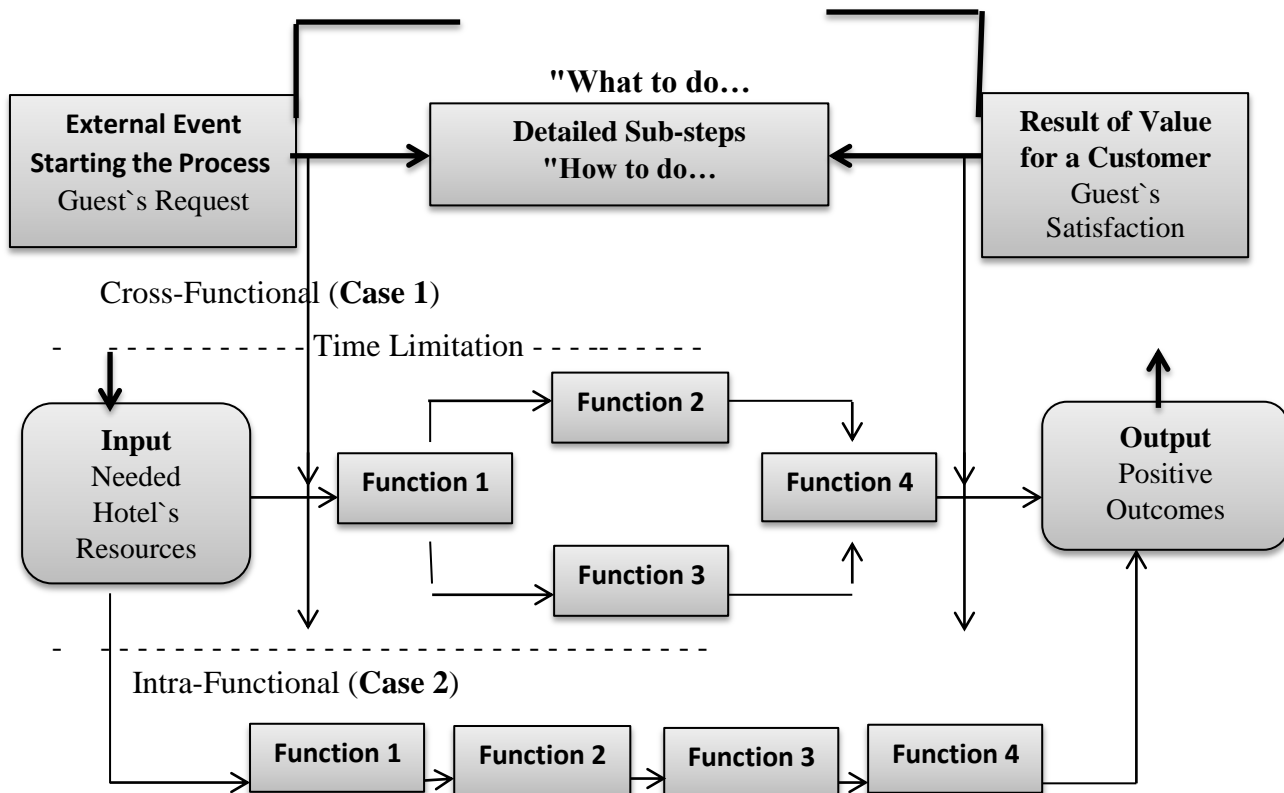
- c) a systematic way of execution (specific sequence of procedures)
- d) a specific time of execution (time restrictions of execution)
- e) resources needed to execute the operating activities (input)
- f) the added value for multiple stakeholders (target output)

When applying the proposed definition of service process (SP) to the previous figure 4, the transformation zone refers to performing the *SOPs* of hotel processes and by using hotel's resources (input) in order to produce valuable results (final outcomes) to customers. The sequence of process execution described by Damij et al., (2008) and Palmberg, (2009) as "a horizontal sequence of activities", which refers here to how the workflow of *SOPs* of hotel processes is implemented (figure 3).

Sandhu and Gunasekaran, (2004) are the only authors defined a process as a series of activities that involves an independent functional unit. The prevailing view seems to be that processes may be horizontal and/or cross-functional. In this regard, hotel managers commented that hotel activities and related sub-tasks not take a one particular sequence in all cases and this depends on the type of service process and the collection of activities involved in each process. Therefore, the sequence of hotel activities and/or execution procedures of operational processes not always implemented in a horizontal (linear or intra-functional) way and there are unlimited numbers of service processes that may take the shape of cross-functional activities or multi-standard tasks at the same time. For this reason, the key components and structural elements of the proposed definition of "service process" can be more explained and clarified as follow:

- a) standard operating procedures (*SOPs*)
- b) detailed sub-steps of execution standards (procedures description)
- c) a systematic way of execution (horizontal or cross-functional sequence)
- d) a specific time of execution (temporal workflow and time constraints)
- e) resources needed to execute these operating procedures (input)
- f) the added-value for multiple stakeholders (output)
- g) The following figure is a conceptual framework for "service process" in the hotel industry based on the previous discussion for both the academic definitions of BPs and the given definitions of SPs as reported by hotel managers

A Set of Pre-defined SOPs



...to achieve a pre-defined goal

Figure 5: Conceptual Framework of Service Process in Hotels

Therefore, to monitor the performance of hotel operating processes and detect operation deficiencies via the analysis of the proposed service process definition, we consider the following service process attributes as being particularly critical:

- stringency*: to depict the standard coordination of possible activities (*SOPs*)
- accuracy*: the defined activities described to a high level of detailed sub-steps;
- systematized*: the implementation of *SOPs* in an orderly and organized way
- well-timed*: time constraints occurring at an appropriate and fixed time
- used-resources*: the effective use of hotel assets/materials involved in process
- efficiency*: the state of quality outcomes and benefits.

4.5. Structural Elements of Service Process in Hotels

As indicated in previous discussion, managers in hotels receive a detailed description of hotel processes in the form of written texts that must be conducted within their hotels as a prerequisite for hotel operation running and management practices. It is a critical point of the current study to reveal and examine the key components of service process in hotel industry as prepared by the owner company. Therefore, we designed the question "what are the core elements of a service process in your hotel?" which reformulated again during the real interview to be "what are the essential elements or components of the *SOPs* documents prepared by the owner company?" in order to be consistent with the information obtained in the previous discussion.

Hotel managers in both international and local chain hotels agreed on the essential components of the script documents of *SOPs* that describe hotel processes in a specific way ensures efficient and accurate quality results, which include: **(i)** standard operating procedures (*SOPs*) of hotel activities with the workflow execution; **(ii)** a detailed description for each standard procedure and descriptive sub-steps to clarify how put the pre-defined *SOPs* into actual implementation (with supporting examples as mentioned by some hotel managers); **(iii)** roles and responsibilities of employees who perform processes and the owner of each set of processes; **(iv)** the resources and materials used to implement a service process and produce benefits to stakeholders; and **(v)** the duration of execution or standard time of each process (e.g. the standard time of check-in process is 4 minutes per confirmed reservation and 7 or 6 per a walk-in guest). Figure 6 shows the key components and basic elements of SPs as discussed by interviewed managers in the selected hotels.

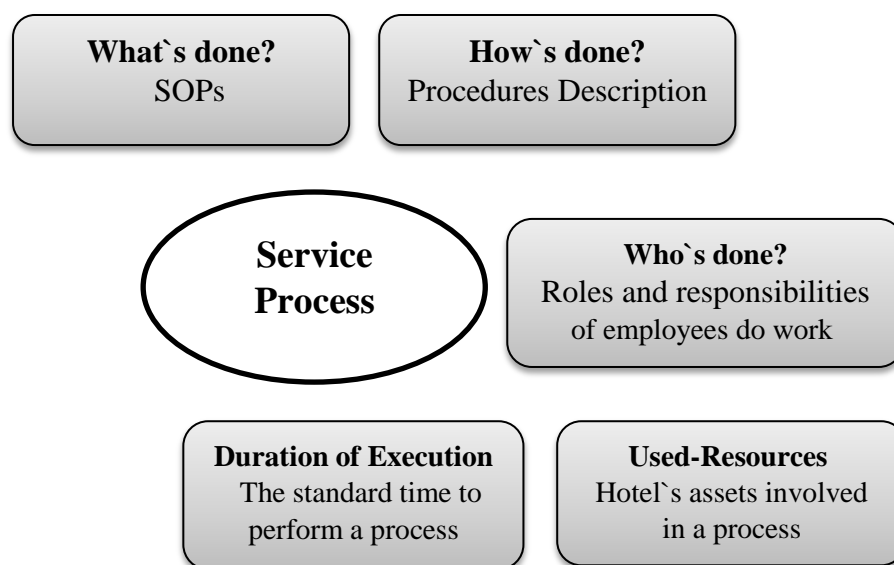


Figure 6: Core Elements of Service Process in Hotels

It should be noted that managers in independent hotels reported less information about the core elements of their service processes and most of their personal knowledge in this regard were unstable and uncertain in many times. Therefore, we exclude some opinions that we have get from managers in independent hotels because it not serves the purpose of the study and may be a source of confusion.

The previous figure 6 provides guidance on the important information of service processes in hotels that is included in the textual documentation of *SOPs* prepared by the head office of the owner company, which include:

- a set of clearly definable tasks or activities with the workflow of execution;
- sub-steps define "how" to do tasks and the activities are performed;
- roles and responsibilities of the people assigned to do the work;
- the allocation of resources and needs to put the pre-defined activities into actual implementation; and
- the standard time of execution.

Compared to the prevailing core elements of the business process in published research, greater attention needs to be given to other key elements mentioned by academics and BPM experts to effectively plan hotel processes and prepare the relevant SOPs by the owner company such as: (i) graphical model of hotel processes to increase employees' awareness of process characteristics and attributes; (ii) the parameters needed for each step to evaluate and control; (iii) a measurement system within the process; (iv) developing a feedback measurement system more sensitive to process quality perceptions; (v) the purpose of each process and the expected desired results; (vi) the way people trained to understand the written scripts of hotel operation processes; (vii) the exceptions each step handles; and (viii) the circumstances and decisions points of the urgent situations or unplanned operation cases or events.

Finally, the researchers could not get any confirmed answers or accurate information to the question of "*What are the related issues of defining service processes (SPs) in hotels?*" that was intended to investigate the impediments to identifying SPs and designing its quality features in hotel industry and the issues related to transforming hotel business functions into a set of operation processes with specific SOPs. This is because hotel managers do not have any idea about the mechanism by which hotel processes are planned and the associated SOPs of business activities are defined, and therefore they do not have the ability to identify the problems that they can face.

5. Recommendation and Further Research

The study revealed that BPM initiatives in hotel industry need to re-evaluated and to; (i) BPM efforts in hotel industry must begin and end with the hotel operations managers, with the presence of experts subordinate to the owning company, to follow up on all measures taken to implement BPM and execute hotel operating processes; (ii) hotel process design once described in a written text lacks several process design-related quality criteria, such as the necessity of having a graphical model of the process showing the sequence of process activities, the parameters needed for each step to evaluate and control, the exceptions each step handles and the circumstances and decisions points of the urgent situations or unplanned operation cases or events; and (iii) the owner companies of chain hotels should re-evaluate their management policies of hotel business because BPM philosophy is still limited in hotels and lack of appropriate BPM education is still a topic that is raised as a perennial issue by hotel managers as a result of the strict practices pursued by the owners.

Therefore, further research can be directed to the study of persuasive management of hotel business and its effects on managing operations and performance results, with the aim of providing the owner companies with a comprehensive framework for implementing BPM initiatives in its proper sense in hotel industry. The proposed conceptual framework of service process concept in hotels that presented by the authors in the current study can be studied through further several studies in order to improve the structural elements of service process in hotels to be more effective and satisfactory to customers.

6. Conclusion

The study showed that all hotel managers in Egyptian hotels are aware of the philosophy of BPM as a global trend for performance enhancement and business success regardless their position, qualification or experience. However, the philosophy of BPM in Egyptian hotels has not achieved the expected results, and the full benefits of the philosophy have not been realized because hotel managers failed to apply that philosophy in its proper sense. This is due to the policy of BPM efforts which negatively influence how service processes are implemented and monitored and how hotel performance is optimized which

demonstrated the need for a greater attention to be given to the problematic issues related to *SOPs* if they want to gain better results. Therefore, understanding of BPM philosophy and related key concepts is still limited in Egyptian hotels and lack of appropriate BPM education is still a topic that is raised as a perennial issue by managers in hotels as a result of the strict practices pursued by the owner company.

7. References

- Aviv, I., Hadar, I. & Levy, M. (2021). Knowledge management infrastructure framework for enhancing knowledge-intensive business processes. *Sustainability*, 13(20), 11387.
- Alshurideh, M. T. (2016). Is customer retention beneficial for customers: A conceptual background. *Journal of Research in Marketing (ISSN: 2292-9355)*, 5(3), 382-389.
- Al-Debi, H. & Al-Waely, D. F. J. (2015). The effect of services marketing mix dimensions on attracting customers and retaining them: The case of Jordanian insurance companies. *International Journal of Marketing Studies*, 7(5), 132.
- Antonucci, L.Y. & Goeke, R. J. (2011). Identification of appropriate responsibilities and positions for business process management success: Seeking a valid and reliable framework. *Business process management Journal*, 17(1), 127-146.
- Al-Mudimigh, A.S. (2007). The role and impact of business process management in enterprise systems implementation. *Business Process Management Journal*, Vol. 13 No. 6, pp. 866-874.
- Adesola, S. & Baines, T. (2005). Developing and evaluating a methodology for business process improvement. *Business Process Management Journal*, Vol. 11 No. 1, pp. 37-46.
- Antony, J. (2004). Six Sigma in the UK service organizations: results from a pilot survey. *Managerial Auditing Journal*, Vol. 19, Iss 8, pp. 1006-1013.
- Antony, J. & Taner, T. (2003). A conceptual framework for the effective implementation of statistical process control. *Business Process Management Journal*, Vol.9, No.4, pp.473-489.
- Armitage, J. W. & Kellner, M. I. (1994). A conceptual schema for process definitions and models. In *Proceedings of the Third International Conference on the Software Process. Applying the Software Process* (pp. 153-165). IEEE.
- Amsden, D., Butler, H. & Amsden, R. (1991). *SPC simplified for services: Practical Tools for Continuous Quality Improvement*. Springer Science- Business Media Dordrecht, Chapman & Hall.
- Beerepoort, I., Di Ciccio, C., Reijers, H. A., Rinderle-Ma, S., Bandara, W., Burattin, A., ... & Zerbato, F. (2023). The biggest business process management problems to solve before we die. *Computers in Industry*, 146, 103837.
- Bazan, P. & Estevez, E. (2022). Industry 4.0 and business process management: state of the art and new challenges. *Business Process Management Journal*, Vol. 28 No. 1, pp. 62-80. <https://doi.org/10.1108/BPMJ-04-2020-0163>
- Barrett, D. & Twycross, A. (2018). Data collection in qualitative research. *Evidence-based nursing*, 21(3), 63-64.
- Bernardo, R., Galina, S. V. R. & Pádua, S. I. D. D. (2017). The BPM lifecycle: How to incorporate a view external to the organization through dynamic capability. *Business Process Management Journal*, 23(1), 155-175.

- Beimborn, D. & Joachim, N. (2011). The joint impact of service-oriented architectures and business process management on business process quality: an empirical evaluation and comparison. *Information Systems and e-Business Management*, 9, 333-362.
- Brennan, R. (2017). Challenges for value driven semantic data quality management, *Proceedings of the 19th International Conference on Enterprise Information Systems*, 1
- Bryman, A. & Bell, E. (2007). *Business Research Methods*. Second edition. Oxford: Oxford University Press.
- Besterfield, D., Besterfield-Michna, C., Besterfield, G. & Besterfield-Sacre, M. (2004). *Total Quality Management*. Pearson Education, Inc.
- Benneyan, J. C.; Lloyd, R. C. & Plsek, P. E. (2003), "Statistical Process Control as a Tool for Research and Healthcare Improvement". *Quality & Safety in Health Care*, Vol.12, pp.458–464.
- Biazzo, S. & Bernardi, G. (2003). Process management practices and quality systems standards: Risks and opportunities of the new ISO 9001 certification. *Business Process Management Journal*.
- Bulletpoint (1996). Creating a change culture - not about structures, but winning hearts and minds. *ample issue*, pp. 12-13.
- Coenen, M., Stamm, T. A., Stucki, G., & Cieza, A. (2012). Individual interviews and focus groups in patients with rheumatoid arthritis: A comparison of two qualitative methods. *Quality of life research*, 21, 359-370.
- Cooper, D. R., & Schindler, P. S. (2011). Qualitative research. *Business research methods*, 4(1), 160-182.
- Climont, C. J. & Mula and J. E. Hernández, "Improving the business processes of a bank", *Bus. Process Manag. J.*, vol. 15, no. 2, pp. 201-224, 2009.
- Cobleigh, J. M., Clark, L. A. & Osterweil, L. J. (2000). Verifying properties of process definitions. *ACM SIGSOFT Software Engineering Notes*, 25(5), 96-101.
- Curtis, B. , Kellner, M.I. and Over, J. (1992), "*Process modeling*", *Communications of the ACM*, Vol. 35 No. 9, pp. 75-90.
- Dumas, M., La Rosa, M., Mendling, J., Reijers, H. A., Dumas, M., La Rosa, M. & Reijers, H. A. (2018). Introduction to business process management. *Fundamentals of business process management*, 1-33.
- Dumas M, La Rosa M, & Mendling J, Reijers H. (2013). *Fundamentals of business process management*. Springer, Heidelberg
- Damij, N., Damij, T., Grad, J. & Jelenc, F. (2008). A methodology for business process improvement and IS development. *Information and software technology*, 50(11), 1127-1141.
- Davenport, T. H. (1993). *Process innovation: reengineering work through information technology*. Harvard Business Press.
- Evans, J. & Lindsay, W. (2011). *The management and control of quality*. South-Western, Cengage learning.
- Eriksson, H-E. & Penker, M. 2000. *Business Modeling with UML: Business Patterns at Work*. OMG Press, Wiley.

- Elzinga, D. J., Horak, T., Lee, C. Y. & Bruner, C. (1995). Business process management: survey and methodology. *IEEE transactions on engineering management*, 42(2), 119-128.
- Grisold, T., Groß, S., Stelzl, K., vom Brocke, J., Mendling, J., Röglinger, M. & Rosemann, M. (2022). The five diamond method for explorative business process management. *Business & Information Systems Engineering*, 64(2), 149-166.
- Gonzalez, A., Calero, C., Perez Parra, D. & Mancebo, J. (2019). Approaching green BPM characterization. *Journal of Software: Evolution and Process*, 31(2), e2145.
- Goh, T. (2014). Professional preparation for service quality and organizational excellence. *International Journal of Quality and Service Sciences*, Vol.6, Iss.2/3, pp.155 – 163.
- Gulledge Jr, T. R. & Sommer, R. A. (2002). Business process management: public sector implications. *Business process management journal*, 8(4), 364-376.
- Guha, S., Kettinger, W. J. & Teng, J. T. (1993). Business process reengineering: building a comprehensive methodology. *Information systems management*, 10(3), 13-22.
- Han, J, Petricek, M. & Chalupa, S. (2020). BUSINESS PROCESS MANAGEMENT APPROACH IN THE HOSPITALITY INDUSTRY. *Sustainable Hospitality Management*, Volume 24, 145–158, ISSN: 1877-6361/doi:10.1108/S1877-636120200000024011
- Habib, M. N. & Shah, A. (2013). Business process reengineering: Literature review of approaches and applications. In *Proceedings of 3rd Asia-Pacific Business Research Conference* (pp. 25-26).
- Hensley, R. L. & Utley, J. S. (2011). Using reliability tools in service operations. *International Journal of Quality & Reliability Management*, 28(5), 587-598.
- Harrell, M. C. & Bradley, M. A. (2009). Data collection methods. Semi-structured interviews and focus groups. *Rand National Defense Research Inst santa monica ca*.
- Henneman, E. A., Avrunin, G. S., Clarke, L. A., Osterweil, L. J., Andrzejewski Jr, C., Merrigan, K. & Henneman, P. L. (2007). Increasing patient safety and efficiency in transfusion therapy using formal process definitions. *Transfusion Medicine Reviews*, 21(1), 49-57.
- Hung, R. Y. Y. (2006). Business process management as competitive advantage: a review and empirical study. *Total quality management & business excellence*, 17(1), 21-40.
- Havey, M. (2005), *Essential Business Process Modeling*, 1st ed., O'Reilly Media, Sebastopol, CA.
- Herbert, D., Curry, A. & Angel, L. (2003). Use of quality tools and techniques in services. *The Service Industries Journal*, Vol.23, No.4, pp.61-80.
- Hammer, M. & Champy, J. (1993). *Business process reengineering*. London: Nicholas Brealey, 444(10), 730-755.
- Isaksson, R. (2006). Total quality management for sustainable development: Process based system models. *Business Process Management Journal*, 12(5), 632-645.
- Jankowski-Guzy, J. , Cyplik, P. , Adamczak, M. , Glowacka-Fertsch, D. , & Chrominska, M. (2018). Modern forms of supporting business decisions in logistics. In *Proceedings of international scientific conference business logistics in modern*

- management (pp. 725–737). Croatia: Ekonomski fakultet Osijeku-fac Economics Osijek. ISSN 1849-5931.
- Johansson, H., McHugh, P., Pendlebury, A., Wheeler, W. 1993. *Business Process Re-engineering: Breakpoint Strategies for Market Dominance*. Wiley.
- Kirchmer, M. (2017). *High performance through business process management*. West Chester: Springer.
- Kožišek, F. & Vrana, I. (2017). *Business Process Modelling Languages*. Agris On-Line Papers in Economics & Informatics.
- Kohlbacher, M. & Gruenwald, S. (2011). Process orientation: conceptualization and measurement. *Business Process Management Journal*, 17(2), 267-283.
- Kohlbacher, M. (2010), "The effects of process orientation: a literature review", *Business Process Management Journal*, Vol. 16 No. 1, pp. 135-152.
- Kubiak, T. M. & Benbow, D. W. (2009), "The certified six sigma black belt handbook". Second Edition. Milwaukee: ASQ Quality Press, 683 p. ISBN 9780873897327
- Ko, R. K., Lee, S. S. & Wah Lee, E. (2009). Business process management (BPM) standards: a survey. *Business process management journal*, 15(5), 744-791.
- Lahajnar, S. & Rožanec, A. (2016). The evaluation framework for business process management methodologies. *Management: journal of contemporary management issues*, 21(1), 47-69.
- Lai, J. H. & Choi, E. C. (2015). Performance measurement for teaching hotels: a hierarchical system incorporating facilities management. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 16, 48-58.
- Li, J. & Tsung, F. (2013). Statistical quality control for the service sector. In *Proceedings 59th ISI World Statistics Congress* (pp. 25-30).
- Lingard, L., Albert, M. & Levinson, W. (2008). Grounded theory, mixed methods, and action research. *Bmj*, 337.
- Lee, J., Lee, D. & Kang, S. (2007). An overview of the business process maturity model (BPMM). In *Advances in Web and Network Technologies, and Information Management: APWeb/WAIM 2007 International Workshops: DBMAN 2007, WebETrends 2007, PAIS 2007 and ASWAN 2007*, Huang Shan, China, June 16-18, 2007. *Proceedings* (pp. 384-395). Springer Berlin Heidelberg.
- Lindsay, A., Downs, D. and Lunn, K. (2003). Business processes—attempts to find a definition. *Information and software technology*, 45(15), 1015-1019.
- Little, T. (2001). 10 requirements for effective process control: a case study. *Quality Progress*, Vol.34, No.2, pp.46 – 52.
- Mariappan, V., Prabhu Gaonkar R.S., Sakhardande M, & Dhawalikar M (2012). An integrated statistical analysis for process improvement. *International Journal of Systems Assurance Engineering and Management*; Vol.3, No.3, pp.184–193.
- Markus, M.L & Jacobson, D.D. (2010). *Business Process Governance*. In: vom Brocke, J., Rosemann, M. (eds) *Handbook on Business Process Management 2*. International Handbooks on Information Systems. Springer, Berlin, Heidelberg. https://doi.org/10.1007/978-3-642-01982-1_10

- Morgeson, F. P. & DeRue, D. S. (2006). Event criticality, urgency, and duration: Understanding how events disrupt teams and influence team leader intervention. *The Leadership Quarterly*, 17(3), 271-287.
- Muehlen, M. Z. & Ho, D. T. Y. (2006). Risk management in the BPM lifecycle. In *Business Process Management Workshops: BPM 2005 International Workshops*, BPI, BPD, ENEL, BPRM, WSCOBPM, BPS, Nancy, France, September 5, 2005. Revised Selected Papers 3 (pp. 454-466). Springer Berlin Heidelberg.
- Mitra, M. (2003). *FUNDMENTALS OF QUALITY CONTROL IMPROVEMENT*. Prentice-Hall, inc.
- McCormack, K. P. & Johnson, W. C. (2001). *Business process orientation: Gaining the e-business competitive advantage*. Crc Press.
- Mason, B. & Antony, J. (2000). Statistical process control: an essential ingredients for improving service and manufacturing quality. *Managing Service Quality: An International Journal*, Vol.10, Iss.4, pp.233 – 238.
- Nolle, T., Luetngen, S., Seeliger, A. & Mühlhäuser, M. (2022). Binet: Multi-perspective business process anomaly classification. *Information Systems*, 103, 101458.
- Özdemir, A. İ., Çolak, A. & Shmilli, J. (2019). Business process management in hotels: with a focus on delivering quality guest service. *Quality & Quantity*, 53(5), 2305-2322.
- Oakland, J. (2007). *Statistical Process Control*. Butterworth-Heinemann
- Ould, M.A.: *Business Processes*, p. 2. Wiley, Chichester (1995)
- Pooya, A., Abed Khorasani, M. & Gholamian Ghouzhdı, S. (2020). Investigating the effect of perceived quality of self-service banking on customer satisfaction. *International Journal of Islamic and Middle Eastern Finance and Management*, 13(2), 263-280.
- Patyal, S. & Maddulety, K. (2015). Interrelationship between Total Quality Management and Six Sigma: A Review. *Global Business Review*, Vol.16, No.6, pp.1025-1060.
- Psomas, E. L., Fotopoulos, C. V. & Kafetzopoulos, D. P. (2011). Core process management practices, quality tools and quality improvement in ISO 9001 certified manufacturing companies. *Business Process Management Journal*, 17(3), 437-460.
- Palmberg, K. (2009). Exploring process management: are there any widespread models and definitions? *The TQM Journal*, 21(2), 203-215.
- Pall, G. 1987. *Quality Press Management*. Prentice-Hall.
- Röglinger, M., Plattfaut, R., Borghoff, V. et al. Exogenous Shocks and Business Process Management. *Bus Inf Syst Eng* **64**, 669–687 (2022). <https://doi.org/10.1007/s12599-021-00740-w>
- Senkus, P., Glabiszewski, W., Wysokinska-Senkus, A. & Panka, A. (2021). Process Definitions - Critical Literature Review. *European Research Studies Journal*, XXIV(Issue 3), 241-255. <https://doi.org/10.35808/ersj/2352>
- Schönreiter, I.M. (2018). Methodologies for process harmonization in the post-merger integration phase: a literature review. *Business Process Management Journal*, Vol. 24 No. 2, pp. 330-356, available at: doi.org/10.1108/BPMJ-07-2016-0141

- Syed, R., Bandara, W., French, E. & Stewart, G. (2018). Getting it right! Critical success factors of BPM in the public sector: a systematic literature review. *Australasian Journal of Information Systems*, 22, 1-39.
- Srinivasu, R., Reddy, G. & Rikkula, S. (2011), "Utility of quality control tools and statistical process control to improve the productivity and quality in industry", *International Journal of Reviewing in Computing*, E-ISSN 2076 – 3328.
- Scordaki, A. & Psarakis, S. (2005). Statistical process control in service industry an application with real data in a commercial company. In *Proc. 7th Hellenic European Conference on Computer Mathematics and Its Applications*.
- Sulek, J. M. (2004). Statistical quality control in services. *International Journal of Services Technology and Management*, 5(5-6), 522-531.
- Stohr, E. A. & Zhao, J. L. (2001). Workflow automation: Overview and research issues. *Information Systems Frontiers*, 3, 281-296.
- Strnadl, C. F. (2006). Aligning business and it: The process-driven architecture model. *Information systems management*, 23(4), 67-77.
- Smith, H. & Fingar, P. (2003). *Business process management: the third wave* (Vol. 1). Tampa: Meghan-Kiffer Press.
- Schippers, W. (2001). An integrated approach to process control. *Int. J. Production Economics*, Vol.69, pp.93-105.
- Stock, J. R. & Lambert, D. M. (2001). *Strategic logistics management*. Vol.4, Boston, MA: McGraw-Hill/Irwin.
- Snoeck, M., Poelmans, S. & Dedene, G. (2000, June). An architecture for bridging OO and business process modelling. In *Proceedings 33rd International Conference on Technology of Object-Oriented Languages and Systems TOOLS 33* (pp. 132-143). IEEE.
- Snee, R. (1990), "Statistical thinking and its contribution to total quality", *The American Statistician*, Vol.44, No.2, pp.116-121.
- Tsakalidis, G., Vergidis, K., Delias, P. & Vlachopoulou, M. (2019). A conceptual business process entity with lifecycle and compliance alignment. In *Decision Support Systems IX: Main Developments and Future Trends: 5th International Conference on Decision Support System Technology, EmC-ICDSST 2019, Funchal, Madeira, Portugal, May 27–29, 2019, Proceedings 5* (pp. 70-82). Springer International Publishing.
- Talluri, S., Kim, M. K. & Schoenherr, T. (2013). The relationship between operating efficiency and service quality: are they compatible?. *International Journal of Production Research*, 51(8), 2548-2567.
- Trkman, P. (2010). The critical success factors of business process management. *International journal of information management*, 30(2), 125-134.
- Thomas, O. & Fellmann MA, M. (2009). Semantic process modeling—design and implementation of an ontology-based representation of business processes. *Business & Information Systems Engineering*, 1, 438-451.
- Tari, J., Molina, J. & Castejon, J. (2007), "the relationship between quality management practices and their effects on quality outcomes", *European Journal of Operational Research*, Vol.183, No.2, pp.483-501.

- Tsikriktsis, N. & Heineke, J. (2004), "The Impact of Process Variation on Customer Dissatisfaction: Evidence from the U.S. Domestic Airlines Industry", *Decisions Sciences*, Vol. 35, No. 1, pp. 129-142.
- vom Brocke, J., Jans, M., Mendling, J. & Reijers, H. A. (2021). A five-level framework for research on process mining. *Business & Information Systems Engineering*, 1-8.
- Van der Aalst, W. M. (2013). Business process management: a comprehensive survey. *International Scholarly Research Notices*, 2013.
- Vergidis, K., Turner, C. J., & Tiwari, A. (2008). Business process perspectives: Theoretical developments vs. real-world practice. *International journal of production economics*, 114(1), 91-104.
- Vinogradova, O. V. Reengineering of trading enterprises: theory and methodology (Doctoral dissertation, dissertation for obtaining scientific degree of doctor of economic sciences: 08.06. 01/Donetskiy state university of trade and economics by name M. Tugan-Baranovskogo.–Donetsk, 2006.–435 p).
- van der Aalst, W. M. (2004). Business process management: a personal view. *Business Process Management Journal*, 10 (2).
- Völkner, P. & Werners, B. (2000). A decision support system for business process planning. *European Journal of Operational Research*, 125(3), 633-647.
- Weske, M., Van Der Aalst, W. M. & Verbeek, H. M. W. (2004). Advances in business process management. *Data & Knowledge Engineering*, 50(1), 1-8.
- Wood, M. (1994). Statistical Methods for Monitoring Service Processes. *International Journal of Service Industry Management*, Vol.5, Iss.4, pp.53 – 68.
- Ubaid, A. M. & Dweiri, F. T. (2020). Business process management (BPM): terminologies and methodologies unified. *International Journal of System Assurance Engineering and Management*, 11, 1046-1064.
- Yevheniia, S, Margaryta, B. & Mariia, K. (2021), " DIGITAL FUNCTIONALITY OF COMPLEMENTATION OF BUSINESS PROCESSES OF THE HOTEL INDUSTRY", DOI: [http://doi.org/10.31617/visnik.knute.2021\(140\)08](http://doi.org/10.31617/visnik.knute.2021(140)08)
- Yesipova, K. A. & Burak, T. V. (2013). MANAGEMENT OF BUSINESS PROCESSES IN THE HOTEL ENTERPRISES. *Modern scientific research and their practical application*, 21307, 40-46.
- Zhang, Z. (2000), "Developing a model of quality management methods and evaluating their effects on business performance", *Total Quality Management*, Vol.11, No.1, pp.129-137.
- Zeithaml, V. A., Berry, L. L. & Parasuraman, A. (1988). Communication and control processes in the delivery of service quality. *Journal of marketing*, 52(2), 35-48.



استكشاف العناصر الأساسية لهيكل عملية الخدمة في صناعة الفنادق: هل توجد أي نماذج وتعريفات مشتركة؟

بطه ربيع علام^١ محمد هاني بهي الدين^٢ محمد صابر سيد^٣

^١ قسم إدارة الفنادق - كلية السياحة والفنادق - جامعة المنيا

^{٢,٣} قسم إدارة الفنادق - كلية السياحة والفنادق - جامعة حلوان

الملخص

هناك مؤلفات واسعة النطاق تؤكد أنه يمكن تحسين أداء الأعمال بشكل عام من خلال تبني وجهة نظر قائمة على العمليات للأعمال التجارية والتي يتم قياسها من خلال نتائج الجودة ورضا العملاء. إن أهمية تركيز الانتباه على العمليات التجارية معترف بها ومقبولة على نطاق واسع على الرغم من جميع أوجه عدم اليقين وصعوبات التشغيل في ممارسات الإدارة. كانت دراستنا مدفوعة بفكرة أن الانتقال إلى النماذج المفاهيمية والتعاريف الراسخة للعملية التجارية تلعب دوراً في التحدي والصعوبة التي تواجه المنظمات عند وضع مفهوم العملية موضع التنفيذ اعتماداً على العمليات التي تنتمي إلى نشاط معين. الهدف من هذه الورقة هو وصف نتائج الدراسة التي تهدف إلى تشكيل الجهاز المفاهيمي لعملية الخدمة في الفنادق لتحسين نتائج عملية الخدمة بطريقة أكثر منهجية. من خلال تحليل البيانات التي تم الحصول عليها من خلال المقابلات المتعمقة، هناك العديد من الأوصاف والتعريفات لعملية الخدمة من ثلاث وجهات نظر مختلفة قدمها مديرو الفنادق، ولكن لا يبدو أن أيًا منها منتشر حقًا وتعريف راسخ مع التركيز بشكل كبير على الإجراءات المعيارية التشغيلية (SOPs) للأنشطة الفندقية ويمكن إضافة القيمة من خلال التنفيذ الفعال والدقيق. وبالتالي، هناك حاجة إلى إيلاء المزيد من الاهتمام للعناصر الأساسية الإضافية لعملية الخدمة أثناء التخطيط لعمليات تشغيل الفنادق وإعداد إجراءات التشغيل الموحدة ذات الصلة من قبل الشركة المالكة.

معلومات المقالة

الكلمات المفتاحية

إدارة العمليات التجارية؛
عملية الأعمال؛
عملية الخدمة؛
المعوقات الرئيسية؛
صناعة الفنادق.

(JAAUTH)

المجلد ٢٤، العدد ١،
(٢٠٢٣)،
ص ٢٧٠-٢٩٤.