

MODELS OF EXEMPLARY SUB-PROCESSES IN THE HOTEL INDUSTRY, NAMELY: "SERVING THE GUEST DURING ARRIVAL" AND "SERVING THE GUEST DURING DEPARTURE"

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***Abstract:** The purpose of the paper is exemplary models of actual sub-processes in the hotel industry to be presented, namely: serving the guest during arrival and serving the guest during departure. The paper defines the concepts of processes, operations and resources. Resources of the hotel company are studied by types. Existing approaches and models of business processes are further developed and applied to the hotel industry. Models of operations, as well as of the types and the requirements to materials, information, human resources and cash flows are presented. The scope of the study includes identification of: the main operations of the processes and the most important materials, information, people, time and cash flows included in them and the requirements for them.*

***Keywords:** hotel establishments, models, processes, operations, flows*

Introduction

The focus of the paper are some models of exemplary processes of hotel business. The models are tool that could be used successfully in managing the activities of companies operating in all sectors of the economy, including hospitality. Based on the models developed an in-depth analysis of the aspects covered by them could be performed. The results of the analysis would serve in making informed decisions about application of various management techniques and approaches in order substantial improvements in hotel business to be achieved.

The aim of the paper is exemplary models of actual sub-processes in the hotel industry to be presented, namely: serving the guest during arrival and serving the guest during departure.

Literature review of the key concepts of the study

The overall activities of the accommodations could be divided into separate processes.

It is assumed that "a process is a set of linked activities that take an input and transform it to create an output. Ideally, the transformation that occurs in the process should add value to the input and create an output that is more useful and effective to the recipient either upstream or downstream" (Johansson, McHugh, Pendlebury, Wheeler III 1994).

Further, individual processes could be divided into operations. The operation is a relatively complete part of the process.

Operation function "is that part of the organization where the goods and services required by customers are produced". "An operation can be depicted as a transformation process which converts inputs of resources (e.g. people, equipment, materials, energy, information) to outputs of goods and services" (Barnes 2008).

Services are "produced" in the presence of the customer. However, not all operations during the "production" of a service need to be carried out only in the presence of the customer. For example, during the provision of the basic service of the accommodation - "night shelter" - both types of operations are performed: related to the welcoming, registering and serving the guest during the departure and related to the cleaning of the guest rooms. While the first type of the operations requires the presence of the customer, the second could be performed without requiring the customer to attend. Depending on that whether the presence of the customer is necessary or not, operations in the provision of services (service operations) could be divided into "front office" (carried out in the presence of the customer) and "back office" (carried out without customer and sometimes even in premises, which are not allowed for customers to access, e.g. the kitchen).

The difference between the front and back office operations is distinguishing the "production" of services from the production of physical good (manufacturing). In manufacturing, which is not carried out in the presence and with the participation of the customer, "front office" operations are absent.

The necessary resources - skills of the staff, facilities, etc. - that are required for "front office" and for "back office" operations of the accommodation are different. The variation of resources required for the back office operations is substantially lower than the variation of the resources required for the front office operations. Unlike "front office", "back office" operations to a larger extent could be planned, described and managed, such as manufacturing operations.

During every process the movement - the transformation or relocation - of physical, human, financial, informational resources and time could be traced. In this regard, it is talked about physical, informational and financial flows. The time of the operations and the required human skills are also determined. In fact, most processes use all kinds of resources. Over time, every process performed use materials, people, information and funds. Thus the movement of physical, human, informational, financial and time flows is considered as the relocation or transformation of the corresponding resources. Various types of flows could be distinguished depending on the direction and trajectory of movement of people, materials, information and funds over time.

Thus information flows are divided into internal and external. The appearance of the first ones is caused by informational exchange between the staff in the enterprise; the second-mentioned flows are sourced from the subjects of the

market - customers, etc. Among internal information flows the following are distinguished: "horizontal" - information exchange between the managers (or hotel employees) of different departments; and "vertical" - informational exchange between the management and employees (Resler 2013). The external informational flows could be incoming (from external parties to the company) and outgoing (from the company to the external parties).

Cash flows in turn could be: positive - receipts of cash; or negative - payments of cash. Thus, in the scientific literature the opinion is expressed: "The cash flow, on the one hand, is regarded as the payments that tourism enterprises carry out in the course of their activity. They invest their money in certain assets, which causes a reduction in their cash capital, i.e. firms at some stage stimulate their business with a negative cash flow. At the same time, they expect a return on their cash resources, which receipts back in the enterprises form their positive cash flow" (Rashkova 2001). In addition, by comparing the positive and negative cash flows the activity of the enterprise is assessed. "When the difference between them is a positive value, the activity is efficient and, vice versa the negative result is a proof of liquid problems of the enterprise" (Rashkova 2012).

The mere resources, which are transformed during the process, are:

"Products or services provided from a source outside the work group that are transformed into the outputs of the work process" (Watson 1994).

Figure 1 represents a classification of the resources of the hotel organization. Resources that are needed by the hotel company (similar to the organizations operating in other economic spheres) could be distinguished to: physical (material, tangible), human, informational, financial and time.

Physical resources are characterized by a material, tangible form. So they can be evaluated with the five senses of man (sight, touch, taste, smell, hearing).

Resources of the hotel company		
<u>Physical</u> By type: -Ambient space and a building -Furnishing (furniture and decoration) -Equipment (devices and installations) -Supplies and consumables By unit: - Front office - Back office - Public spaces - Guest rooms - Premises for additional services		<u>Informational</u> Data systems: - computer (internet and intranet) = reservation systems = property management systems - telephone systems - TV and video systems - manual, written - personal, verbal, etc.
<u>Human:</u> - managerial and executive staff - front and back office staff	<u>Financial:</u> Own (profit, contributions) and borrowed (long-, medium- and short-term loans) funds	<u>Time:</u> Schedule: - full- and part-time - constant and temporary (seasonal) employment

Figure 1. Resources of the Hotel Company

Physical resources include the building of the accommodation. Thus, accommodations could be arranged in stationary (fixed) buildings. Alternatively, vehicles (ships, caravans, etc.) could serve as accommodations. In this case, accommodations are called non-stationary (or movable). There are also semi-stationary (semi-movable) accommodations (such as bungalows), which are buildings, built from lightweight, semi-finished constructions. They can be moved under certain circumstances, though more difficult than the movable ones. Although the building is not directly involved in the operation of the hotel enterprise, it creates conditions and prerequisites for its implementation. Around the building there might be various open spaces, such as gardens, alleys, playgrounds, etc., which serve its functions or contributes to its attractiveness.

Physical resources of the accommodation also include: furnishing (furniture and decoration), equipment (devices and installations) and supply and consumables (raw materials). While the building is characterized by a long-term longevity (life span), the furniture and equipment usually have medium duration of use (operation). Furniture creates convenience for guests and staff, while equipment (devices) supports people when performing an activity. They are both used repeatedly during the "manufacturing process" by staff or guests. Supplies and consumables are characterized by a short-term lifespan. They are only used once (during the "manufacturing process"), lose their original shapes and transfer their value on finished products.

The physical facilities of the accommodation are characterized by a particular architectural style (exterior) and interior design (interior). The architectural appearance and the interior design are characterized by height (storeys), width, shape and structure of the building, size, shape and location of premises, of furniture and equipment, materials, lights, colors, etc.

Physical resources are also distinguished depending on the units they belong to. In this regard, distinguished are physical resources of: the front office, which includes the reception, lobby, etc; back office - premises that are not visible by guests - offices of managers, housekeeping offices, etc.; apartments and guest rooms; public areas - corridors, staircases, premises for additional services, etc.

Physical facilities, equipment and materials of accommodations should meet a number of requirements. Chief among them is that all tangible components of the accommodation as parts of an overall system should complement each other and should provide the effect that is searched according to the concept and ideas of its creators (owners and entrepreneurs). Other requirements are that physical resources should: meet the preferences of guests that the management of the accommodation aims to attract; facilitate the work of the staff; be consistent with environmental factors, such as climate, relief, soils, etc. For example, the relief determines the height and construction of the building, the climate - the architectural appearance and building materials, etc.

To ensure continuous use by guests and staff physical resources in the hotel industry should meet certain criteria for strength, stability, ease of use, etc. In order to meet the preferences of guests the focus should be on the materials, colors, lighting used, etc. For example, materials such as wood and leather create a feeling of warmth and comfort and concrete and stone - of coldness. The formal are especially suitable for accommodations located at winter mountain resorts. Warm colors create a sense of calm and bright and contrasting ones - of dynamics. It is desirable that physical resources should be maintained in a good condition, tidy and clean.

There are requirements for the individual tangible components of the accommodations. For example, guest rooms should have convenient furniture that provides comfort and conditions for relax or successful work of the customers. Guest rooms are furnished with wardrobe, desk, chairs, beds, bedside cabinets, baggage rack, etc. and equipped with fridge or mini-bar, TV set, etc., loaded with towels and consumables, such as soaps, etc. The reception should be signed and visible from the entrance of the accommodation. Usually there are separate workplaces for the member of the staff. Every workplace has a computer, telephone, paper, pens, etc. Reception is also furnished with cupboards, place for keys or cards for guest rooms, clocks, etc. Housekeeping offices store devices (vacuum cleaners, brushes, etc.) and cleaning agents, detergents, etc.

Human resources (employees) are the people who work at the accommodation. The overall experiences of guests during their stays at the accommodation depend on the qualities (knowledge, skills and behavior) of staff.

Employees are divided into managerial and executive staff. Managerial staff includes high- (seniors-e.g. president), medium- (head of departments - e.g. head of housekeeping, head of maids, etc.) and low-level (supervisors and team leaders - e. g. head of the floor of maids, etc.) managers. Unlike executive, managerial staff is responsible not only for its own work but also for the work of the other people. In this regard, managers define the objectives of their units, prepare the work plans of their employees, allocate the work among them, monitor and direct the performance of the operations, assess and report the results of the activity and if necessary appoint corrective actions.

In the accommodations (especially in big hotels), people with various professions (e.g. accounts, engineers, tailors) work at different positions. For example, a large hotel could includes jobs, such as a valet (man, who parks the cars of guests), a porter, who welcomes guests, a bellboy, who carries their baggage, a receptionist, who register them, a concierge, etc.

Some of the employees of the hotel company work with the guests ('front office' personnel), such as the receptionist, who registers the clients. Other employees could perform their work without the necessity of the presence of the guest ('back office' personnel), such as room maids, who clean guest rooms.

There are various requirements for the accommodation staff. Managerial staff should possess managing skills - of seeing things in their entirety and in details, of allocating and coordinating the work, etc. Executive staff should possess various technical skills to effectively perform their work according to the position they occupy (e.g. computer skills, cleaning skills, etc.). Employees who interact with guests during their work (i.e. whose duty is to serve guests) should possess good communication skills - to be able to listen to the guests, to comprehend what they want to say and to answer appropriately.

Financial resources are the funds available to the accommodations. They are necessary for development and operation of the hotel companies. The accommodation can obtain funds through the profit that is generated due to its successful business of sales of rooms, catering and other additional services, as well as through contributions of owners - internal sources. Another option is to obtain loans from external organizations (e.g. banks) - external sources.

When choosing sources of funds the hotel company should consider that:

Internal and external sources of financing "should be balanced in order a high efficiency of the operations at an acceptable level of risk for the particular enterprise to be achieved" (Rashkova 2012).

Time resources of the hotel company are determined by the working hours of the staff. On the one hand, the staff can work full- or part-time. On the other hand, employees can work year-round or only during the high season. In developing schedules it should be borne in mind that often the staff of the hotel establishments has to work in shifts as some employees work during vacations, holidays, on weekends or during the night in order to ensure a non-stop operation. It is possible that the guests arrive late at night and there should be an employee who can give them a room key. Other characteristics of the hotel industry is that the staff usually has substantially more work during some seasons, days or even hours of the day than at other times. For example, guests leave until noon and maids have to clean and prepare the rooms for new guests as soon as possible. The receptionist sends the leaving guests before noon and accommodates the arriving guests in the afternoon.

The informational resources are the data that are available to the employees and managers of the accommodations. They are very important and are a prerequisite for the successful operation and good customer service. The suitable informational system of the accommodation includes both good connections among the members of the staff (e.g. receptionists should notify the maids that guests have left, maids should notify the receptionists that the rooms are cleaned, etc.) and good connections of the staff with the actual and potential clients (e.g. through reservation systems). The hotel company also needs information about the environment, e.g. about the suppliers, competitors, exchange rates, etc. Various means are used for gaining, processing and storing information, such as

new informational techniques and technologies, e.g. computers, internet and intranet, reservation and property management systems.

The features of some of these are as follows:

"Property Management Systems - PMS, are based on: providing complete information to guests, managing business activities and networking of all business functions in the hotel enterprise (reception, procurement, finances, accounting, research, marketing, sale, human resources, control of business processes, kitchen area and gastronomic business). ...Computer Reservation Systems - CRS - enable performing business operations related to: hotel reservations; e-payment for all services used by the guest and managing relationships with tourists - current and potential, and connecting with GDS systems" (Barjaktarovic, Knezevic 2013).

Other contemporary techniques are fixed and mobile telephones, television and video systems, etc. Another form of information systems is the written sources of information, such as reports, books, registers, documents, etc. Important are also personal contacts, personal communication (face to face) of staff members both among themselves and with external parties, performed in order information to be exchanged.

Methodology of the Study

The processes of serving the guest during the arrival and the departure together with the process of cleaning the guest room ensure the provision of the basic hotel service - conditions for night shelter. The activities that could be included in the composition of these processes are described in details in a number of scientific literature sources (Rutherford, O'Fallon 2011; Stamov, Alexieva 2005; Tonchev, Todoriev 2000; Ribov, Stankova et al. 2007; Hadjinikolov 2003; Bardi 2011; Barrows, Powers, Reynolds 2012; Confederation of Tourism and Hospitality 2010; Holloway 2002; Lawson 1995; Lundberg 1994; Walker 2001; Durovich 2009, etc.). These sources are used for the identification of the operations composing the sub-processes of serving the guest during the arrival and the departure that are described in the paper.

The most important materials, information, people, time and money and the requirements for the processes are drawn from the author of the paper. We consider that the identification of these items would give an idea which of them and how are they been used and transformed during the performance of the individual operations of the processes.

Presentation of the Models of the Exemplary Processes

The models of the sub-processes "Serving the Guest during the Arrival" and "Serving the Guest during the Departure", present an exemplary sequence of the operations composing the sub-processes. The sequence of the operations is presented in Figure 2.

Operations of the sub-process "Serving the Guest during Arrival":

1. Meeting the guest at the airport or train- or bus-station and transferring him/ her by a vehicle of the hotel.
2. A bellboy takes the luggage and accompanies the guest to the reception.
3. A valet parks the car of the guest if the guest arrives by a private vehicle.
4. A porter greets the guest at the entrance of the hotel.
5. A receptionist greets the guest at the reception.
6. The receptionist checks whether the guest has a reservation and confirms the conditions for his/ her stay at the hotel.
7. The receptionist selects a guest room.
8. The receptionist registers the guest: the guest fills in his/ her address card and the receptionist compares the data with those of his/ her ID card or the receptionist fills in the address card by comparing it with the ID card of the guest.
9. The receptionist opens an account of the guest and adds the sums that are pre-paid during the reservation and the deposit if the guest will pay in cash.
10. The receptionist codes and gives the guest a card to access the room or room keys and a passport of the hotel.
11. The receptionist gives the guest information about the hotel services, offers and sells additional services (such as delivery of newspapers and wake-up calls), provides information about the surrounding area and the attractions and wishes him/ her pleasant stay at the hotel.
12. A bellboy accompanies the guest to the room carrying him/ her luggage.
13. The receptionist changes the room status from "free" to "occupied".
14. The receptionist notifies the employees from the other departments that the guest has arrived and is accommodated.
15. The receptionist calls the guest room to ensure that everything is fine.

Operations of the Sub-process "Serving the Guest during Departure":

1. The receptionist greets the guest and is informed that the guest would leave.
2. The receptionist checks and confirms with the guest the information about his/ her account.
3. The receptionist confirms the amounts paid by the guest.
4. The receptionist confirms with the guest the way of payment.
5. The guest pays the due sums and the receptionist issues him/ her relevant documents that the sums are paid.
6. The guest returns room keys or access card.
7. The guest shares his/ her impressions of the hotel.
8. The receptionist offers the guest a future reservation at the same hotel or at another hotel of the same chain.
9. The bellboy carries the luggage of the guest from the guest room to the reception or to the vehicle.
10. The receptionist explains to the guest how to get to the airport, train- or bus-station.
11. The valet brings the car of the guest.
12. The receptionist proposes to keep the luggage of the guest in case the guest wants to travel later.
13. The receptionist provides transportation to the guest: by shuttle or by taxi.
14. The receptionist changes the room status from "occupied" to "free".
15. The receptionist informs the employees from the other departments that the guest has left and the room is free.

Figure 2. Operations Composing the Sample Processes

Materials for the sub-processes "Serving the Guest During the Arrival" and "Serving the Guest during the Departure"		
Type	Composition	Requirements
Surroundings	Parking	Safe, with enough places, maintained and clean
Building	Entrance for people	Clean, maintained, visible, attractive, signed
	Entrance for vehicles	Maintained, clean and signed
Premises	Luggage room	Neat and tidy
	Reception	Signed, visible from the main entrance, clean, tidy, with separate workplaces
	Guest rooms	Appropriately furnished, equipped, maintained and clean
Furnishing	Desktop, stand, cupboards for documents at the reception, place for keys/ cards	Neat and tidy, maintained, in good condition
Equipment	Car of the hotel	In order, loaded with fuel, clean
	Luggage cart	In order
	Work lights	In order
	Computer	In order, clean, fast, reliable. To contain information about the terms of reservation and stay of guests, guest requirements, accounts, room statuses, occupation level, operating procedures of the hotel, the surroundings, hotel and chain
	Printer	Fast and reliable, in good condition, loaded
	Cashbox	Safe and reliable, in good condition
	Device for payment with debit and credit cards	Reliable and in good working order
	Coding device for room access cards	Reliable and in good working order
	Telephone	With good connection, in order
	Elevator	Fast, safe, clean, with sufficient capacity
Supplies and Consumables	Staff uniforms	In good condition, clean
	First aid kit at the reception	Loaded
	Pens	Working
	Templates for documents, passport of the hotel, registration cards, maps of the area, paper, room cards/ keys, telephone directory, transport schedules, promotional materials	Sufficient quantity to meet the requirements of the legislation and the needs of the hotel, clean and in good condition, current, etc.

Figure 3. Materials for the Sample Processes

Figure 3 presents some important physical resources that are involved in the operations of the revealed processes. These are movable or immovable objects - property or means of the hotel. These include a building, furniture, equipment, supplies and consumables. Described are also some requirements for them.

People of the sub-processes "Serving the Guest during the Arrival" and "Serving the Guest during the Departure"	
Employees who are involved in serving the guest during the arrival and the departure	Requirements to the relevant employees
All	With uniforms and signs, suitable appearance and attitude toward guests (to greet, watch guests in the eyes, not to interrupt them when they speak, etc.), familiar with the characteristics and procedures of the hotel during serving guests, with their obligations and workplace, with requirements and characteristics of guests
Receptionist	With good computer skills, good skills of opening and keeping accounts and payment; commercial skills; acquainted with the levels of occupation and room rates, with the procedures at the arrival and registration, coding and giving access cards, keys and passport of the hotel, with the services, rooms, hotel and its surroundings; with the procedures and methods of charging and payment, currencies that are accepted in the country and how they look like, exchange rates, payment documents, handling devices and money, with the procedures of serving the guest during the departure, with transport modes and routes, the condition of roads, with the procedures of providing transportation from and to the hotel, etc.
Driver	With good driving skills
Valet	With good driving and parking skills and able to protect guests' cars
Bellboy	With skills to handle luggage of guests
Porter (doorman)	Appropriate manners and skills

Figure 4. People of the exemplary processes of the hotel company

Figure 4 shows the people involved in the operations. These are employees of the hotel. Some requirements for the employees are described too. Operations of the sub-processes of serving the guest during the arrival and the departure cannot be carried out without the presence of the client.

As the matter of the requirements to employees when performing their work as a part of process implementation is concerned, a clarification should be made, namely it is better only one employee to contact with a guest. Thus, the guest is more relaxed knowing who to turn to and he/ she would not receive the same information more than once. In this regard, the premium class hotels in some countries have a practice the same employee to greet the guest at the entrance, to accompany him/her to the front office to register and then to accompany him/ her to the guest room.

Information of the sub-process "Serving the Guest during the Arrival"			
Internal vertical flows	Internal hori-zontal flows	External input flows	External output flows
-about procedures for welcoming and serving guests in and out of the hotel -about registration procedures -about appropriate attitude towards guests -parking procedures and protection of vehicles -procedures for opening, keeping guest accounts, paying in cash, with voucher, debit and credit cards -procedures for issuing room keys, cards and hotel passports -luggage transfer procedures	-about room statuses -about guest arrival - when, where and who is going to arrive -about the accommodation of guests -about special requirements and features of guests -about additional services purchased by guests -phone numbers and features of the other departments	-about day reservations-where, when and who will arrive; the conditions under which the reservation is made (pre-payments, regular customers, agreed prices) -about requirements of guests (for room type, number of beds, number of guests, length of stay, etc.) -names, addresses, nationalities, ID card numbers of guests -when and how guests will pay -about the vehicles of guests -who is going to leave and when	-about location, characteristics, prices and occupancy of rooms -about appliances in the room and ways of work -about numbers and locations of rooms -about how to use room cards for unlocking the rooms -how to use room access card for charging fees for payment of the additional services -name, address, location and telephone of the hotel -availability, working hours, methods of use, location and prices of hotel services - settlement and the surrounding area -about payment methods
Information of the sub-process "Serving the Guest during the Departure"			
Internal vertical flows	Internal hori-zontal flows	External input flows	External output flows
-about departure procedures - procedures for paying in different ways - about using devices, handling vouchers and cash - about foreign currencies that are	-phone numbers of hotel drivers, hotel departments and taxis -prices of taxis -occupancy of the hotel car -time of departure of guests	-about guests desire to leave -about the time of departure of guests - about the number of guest rooms -impression of the guests of the stay, hotel and service	-about services used by time, quantity and prices -about amounts due by types, quantity and prices of services -about amounts paid by types, quantity and prices of services

accepted by banks, how they look like and exchange rates - about necessary payment documents that are received and issued by hotel - luggage handling procedures -room statuses	-the place where guests want to travel to - leaving and check-out of guests	-about the guest and his/ her travel -about the vehicle of the guest - about the time when guests are going to take their luggage from the luggage room -about the duration of the travel of guests	-about payment methods -about the hotels of the chain and their occupancy -about the occupancy of the hotel vehicle -about roads, routes, duration of travel -transport timetables, lines, stops, time of arrival and departure of vehicles
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Figure 5. Information of the Sample Hotel Processes

Figure 5 shows the most substantial information that is used or exchanged during the performance of business operations. The information can be received by or transmitted to the guest, other hotel staff members or serve the employees in carrying out the operations.

Figure 6 is dedicated to the time needed to carry out the operation. Of course, every hotel establishment can measure, assign and determine the average time for the performance of every operation. It will depend on the competence of staff, the available equipment and informational systems, work schedules, etc. The delays, which may arise, including these that do not depend on the hotel staff should also be taken into an account. In addition, the opportunities for speeding up the time of the operations should be explored.

Indicators that should be calculated for each operation of the process
Mean time of the operation
Maximum deviation from the mean time
Possibilities of significant delays
Opportunities to improve the time to perform the operation
How soon the operation could begin

Figure 6. Time of the Sample Hotel (Sub) Processes

The funds that are required for the performance of the operations (costs) and the funds that are gained by them (revenues) are shown in Figure 7. For the performance of each operation costs are incurred for physical resources, materials, construction and maintenance of facilities, salaries and social insurance contribution of staff, informational systems, databases, etc.

Revenues and costs of the sub-processes "Serving the Guest during the Arrival" and "Serving the Guest during the Departure"	
Revenues	Costs
-From nights spent -From bought and used additional services by guests during their stays -From parking charges -From reservations	-For training and equipment of personnel, for salaries, social security -For construction, maintenance, cleaning, security, furnishing and equipment of building, entrances, parking lot, reception, luggage room, guest rooms, elevators, a place for cards or keys -For purchase and maintenance of cars, luggage trolleys, lighting equipment, computers, computer programs, databases, printers, cashboxes, payment devices, encoders, telephones -For signposting, countertops, cabinets, cupboards -For uniforms of staff -For paper, blanks, pens, maps of the area, passports of the hotel, cards or keys, telephone directories, schedules, promotional materials -For lighting, water, fuel, energy, electricity, heating, telephone calls

Figure 7. Funds of the Sample Hotel Processes

In the sub-processes of serving the guest during the arrival and the departure, there are costs for materials, facilities, salaries and social insurance, information and informational systems. From these sub-processes the hotel also receives revenues too. However, the revenues from the nights spent should be compared with the costs for both on the one hand, the sub-processes of serving the guests during the arrival and the departure and on the other, the process of cleaning the guest rooms as due to these spending the hotel generates revenues from its core service - providing accommodation and conditions for night shelter.

In many cases, the same physical resources, staff members, etc. can be used in several individual operations of every process. The most important physical resources, informational flows, people, funds and time of every operation, as well as the requirements for these items should be determined. That is done for the processes of serving the guest during the arrival and the departure in models that are developed by the author of the paper and presented in her monograph "Models of Hotel Activities".

Conclusion

The models described here are substantially simplified. Actually, they can include other operations too. Operations can be performed in a different sequence or some of them sometimes should not be performed depending on the situation. Processes can include other materials, people, information, time and funds and additional requirements for them can be set. Managers of every hotel establishment should choose these, which are considered as the most

important to them. Other variants of process performance could be developed suitable for different situations.

We consider that the benefits of these models are in the fact that they could be used to find the most appropriate materials, people, information, time and funds, as well as to draw the most significant features and requirements for these items that can be used in the development of computer programs and other systems of operation management. Besides, different variants of process performance and various ways for process optimization could be predicted and designed in order to improve the activity of the hotel company.

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