Dimensions of quality in tourism and destination quality management

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Quality and Quality Management

- **The quality** of a product or service is its ability to satisfy the **needs of the consumer**.

- **Quality management** covers all the activities undertaken to satisfy the needs of the consumer.

- **Total Quality Management** – quality in the core of organizations management.
Quality in tourism ....

... the result of a process which implies the **satisfaction** of all the legitimate product and service needs, requirements and expectations of the consumer, at an acceptable price, in conformity with the underlying quality determinants such as **safety** and **security**, **hygiene**, **accessibility**, **transparency**, **authenticity** and **harmony** of the tourism activity concerned with its human and natural environment.

Source: UN WTO, 2003
GAP model of service Quality

GAP 1: Consumer expectations versus management perception

GAP 2: Management perception versus quality specifications

GAP 3: quality specifications versus service delivery

GAP 4: Service delivery versus external communications

GAP 5: Expected service versus perceived service

Source: Parasurman, Zeithaml and Berry, 1985
Quality and visitor experience

Visitor experience

Satisfaction and loyalty
Management of tourism service chain

- Good service
- Critical incidents

Before                                      On the spot                                      After

- Information/Reservation
- Journey
- Local information
- Food
- Accommodation
- Transport
- Activities
- Entertainment
- Journey home
- Post-vacation goodwill activities

- = Critical incidents
- = Good service
Quality approaches

**QUALITY OF SERVICE**

Producers oriented or supply led

By objective considerations (indicators, standards)

**QUALITY OF EXPERIENCE**

Customer oriented or demand led

Subjectively (tourist surveys)

Main goal is customer satisfaction
Dimensions of the experience in tourism

Hedonics

- Doing something I really like to do
- Doing something memorable
- Having once-in-life time experience
- Doing something new and different
- etc

Peace of mind

- Physically comfortable
- Property is safe
- Relaxed
- Personal security

Mostly managers use the only service quality attributes measures in their satisfaction evaluations.

A clearer understanding of the customer – specific experience as it relates to a service can contribute to a more effective positioning, promotion and communication strategies.

Source: Otto and Ritchie, 1995
The need for an integrated approach to managing the quality of tourist destinations.
Quality in Tourism is a complex phenomenon

Environment
- Landscape
- Pollution
- Consumption of resources
- Etc.

Software
- Service
- Information
- Hospitality

Hardware
- Facilities
- Functions
- Aesthetical aspects

Source: Based on Felizitas Romeiss-Stracke, 1995
Tourism quality standards

Tourism

Safety and security

Hygiene

Accessibility

Transparency

Harmony with the human and natural environment pertains to sustainability.

Authenticity

Physical, communication and service barriers must be done away

One of its results is making the product markedly distinct from other similar products. Authenticity must meet consumer expectations.

Truthful information on the characteristics and coverage of the product and its total price

Key elements of Integrated Quality Management (IQM)

Requirements of tourists as one of IQM major considerations.

- **Local tourism industry satisfaction**, a key activity of IQM involves **evaluating the quality** of the jobs and the careers of industry employees, as well as the **well-being of local tourism enterprises**.

- **Local people’s quality of life**, concern for the **well-being of residents** means that a destination should find out what the resident population thinks of the effects of tourism.

- **Environmental quality**, measures of the **positive or negative impact of tourism on the environment**, i.e. the destination’s natural, cultural and man-made assets.
Tourist destination quality is the result of a process which implies the satisfaction of all stakeholders’ needs, wants and interests.
Total Quality Management  →  Integrated Quality Management

**Total**
- Guest orientation
- Tourism service chain
- Stakeholders involvement

**Quality**
- Quality of products
- Quality of services
- Quality of processes
- Quality and capacity of infrastructure
- Quality of service providers
- Quality of environment

**Management**
- Destination policy and goals
- Destination quality and goals
- Management structure and quality
- Team capacity and know how
- Responsibilities

Source: Based on Wiesner, 2008
Quality Management – ongoing improvement

- Self-set standard of quality to satisfy the wishes of particular guest segments and of stakeholders.
- Active cultivation of this standard of quality and its constant improvement.
- Conscious monitoring of the standard as well as reactions by critical incidents.
Thank You!