

Quality Management in Tourism Services - A Literature Review and Case Study

Gestão da Qualidade em Serviços Turísticos - Uma Revisão de Literatura e Estudo de Caso

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Abstract | More and more, products' and services' quality appear as key competitive factors and thus, companies' quality management system becomes a critical issue for managers. However, although the adoption of ISO standards has been extensively studied in manufacturing companies, in services contexts research is still scarce, especially in some sectors. In this study, we analyze several issues related to the development and implementation of ISO-based quality management in the hotel sector. The research was developed through a case study conducted in a five-star hotel located on the south coast of Madeira (Portugal). Data was gathered through interviews and internal documents. Results show that several difficulties/obstacles had to be overcome, such as resistance to change associated with fear of work overload and bureaucracy, collaboration problems with other parties, and lack of knowledge about key issues. Nevertheless, through tasks systematization, new methodologies implementation, and extensive training of employees, the development of an ISO-based quality management system led to significant improvements in several aspects, including efficiency, productivity. Although the development of ISO-based quality management systems in the hotel sector implies several changes in managers' mindset concerning several issues (e.g. customer needs, innovation processes, marketing issues, human resources, knowledge management), properly implemented and certified systems can bring added value, through continuous improvement efforts, increased quality of services, among other benefits. Our study contributes with interesting insights both to hotels' managers wishing to improve quality management systems and to the development of theory on quality management in the hospitality sector.

Keywords | Advantages, Customer Satisfaction, Motivations for Certification, Quality Management Systems, Service

Resumo | Cada vez mais, a qualidade dos produtos e serviços aparece como fatores-chave de competitividade e, assim, o sistema de gerenciamento de qualidade das empresas se torna uma questão crítica para os gerentes. No entanto, embora a adoção de padrões ISO tenha sido amplamente estudada em empresas de manufatura, em contextos de serviços, a pesquisa ainda é escassa, especialmente em alguns setores. Neste estudo, analisamos várias questões relacionadas ao desenvolvimento e implementação

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de gestão de qualidade baseada em ISO no setor hoteleiro. A pesquisa foi desenvolvida através de um estudo de caso realizado num hotel de cinco estrelas localizado na costa sul da Madeira (Portugal). Os dados foram coletados por meio de entrevistas e documentos internos. Os resultados mostram que várias dificuldades / obstáculos precisaram ser superados, como a resistência à mudança associada ao medo de sobrecarga de trabalho e burocracia, problemas de colaboração com outras partes e falta de conhecimento sobre questões-chave. No entanto, através da sistematização de tarefas, implementação de novas metodologias e treinamento extensivo de funcionários, o desenvolvimento de um sistema de gestão de qualidade baseado em ISO levou a melhorias significativas em vários aspetos, incluindo eficiência, produtividade. Embora o desenvolvimento de sistemas de gestão de qualidade baseados em ISO no setor hoteleiro implique várias mudanças na mentalidade dos gerentes em relação a várias questões (por exemplo, necessidades do cliente, processos de inovação, questões de marketing, recursos humanos, gestão do conhecimento), sistemas corretamente implementados e certificados podem trazer valor, através de esforços de melhoria contínua, aumento da qualidade dos serviços, entre outros benefícios. Nosso estudo contribui com percepções interessantes tanto para os gestores de hotéis que desejam melhorar os sistemas de gestão da qualidade quanto para o desenvolvimento de uma teoria sobre gestão da qualidade no setor da hospitalidade.

Palavras-chave | Vantagens, Satisfação do Cliente, Motivações para Certificação, Sistemas de Gestão da Qualidade, Serviço

1. Introduction

As we have come to realize, we live in an era where consumers are increasingly demanding, the quality that organizations offer in their products and services is thus a factor of uncontrollable importance for their permanence and success in an increasingly competitive market. The tourism sector, however, is not oblivious to this reality, since quality in this sector has also become an essential condition for competitiveness, Crato (2010).

However, the implementation of this type of certification norms like of ISO 9001 (International Standard Organization) is often discussed in the hospitality literature as marketing or public relations, as an additional tool to attract customers, Benavides-Chicon and Ortega de (2014) and Geerts (2014). ISO 9001 is the leading global standard for quality management, a certifiable standard that has been heavily promoted in all types of industry and around the world (Alonso-

Almeida *et al.*, 2013; Cao & Prakash, 2011; Heras-Saizarbitoria & Boiral, 2013).

We focus on the Portuguese hotel industry for three reasons. First, the hotel industry is one of the sectors of activity that generated the most interest in ISO 9001 certification (Tarí *et al.*, 2010; Alonso-Almeida *et al.*, 2012; Tarí *et al.*, 2012; Psoomas, 2013). Second, ISO 9001 certified hotels use certification to try to reassure consumers about the quality of the services they offer (Perrigot 2006). Thirdly, Madeira is a very important region in the country in terms of quality of hotel services, so it is very important to take into account aspects and certification issues in order to maintain their high-quality standards (Cortes-Jimenez & Pulina, 2010; Seetaram *et al.*, 2013).

However, in order to understand the importance of the certification of companies with QAS - Quality Assurance System, this research was developed with the objective of analyzing in a first phase the conceptual aspects of ISO 9001, which

are fundamental for all consumers or organizations to understand what is understood by quality and in what way this quality can be effectively put into practice.

However, in this matter, some variables must be taken into account, namely the deviations between the quality achieved and the quality desired by the consumer and between the quality produced and the quality perceived by the consumer. Often, there is a gap between the quality that the company produces and the one that the client wants, the absence of norms regulating the provision of services, and the existing ones, often are not applied in an adequate way, however it is intended to fill these gaps that many times or almost always influence consumer dissatisfaction, thus seeking to minimize or remedy these failures.

As a consequence of the ever-growing importance of services in the economies of developed countries and because there is a widespread belief that one of the pillars of the country's economic development is the services sector (Lindon *et al.*, 2004). In this sense, the objective of this study is to understand the reasons why the organizations of the hotel sector bet on the development and implementation of quality assurance systems and their respective certification, as well as evaluate the importance of the use of ISO 9001 standards. The objective of this study is also through a case study to verify which factors influence decision making in a certification process by the governing bodies. As well as discovering through actual case studies of effective implementation, what are the main benefits of the implementation and certification process?

2. Theoretical Framework

2.1. Analyzing ISO 9001

ISO (International Organization for Standardization) is a non-governmental organization crea-

ted to promote the development of standardization activities and acts as a liaison between the public and private sectors. It is made up of 162 countries and is headquartered in Geneva, Switzerland (ISO, 2008). The objective of ISO is to facilitate the international exchange of goods and services and to develop cooperation on an intellectual, scientific, technological and economic level, thus facilitating international trade. Prior to ISO, there were other national and multinational quality system standards. "These were developed for the needs of the military and nuclear industry, and, to a lesser extent, for commercial and industrial use. The various standards had different standards in common and historical links. However, they were not sufficiently consistent in terminology or content for widespread use in international trade (Juran and Godfrey, 1998). ISO has, therefore, normalized all these issues.

2.2. ISO 9001 Certification

2.2.1. What is certification?

In an increasingly competitive and changing market, it's only natural for companies to look for alternatives and tools every day to become more competitive and differentiated from their competitors. To that end, it has contributed to the certification of QMS (Quality Management Systems) of products or services in companies. According to Ganhão and Pereira (1992) "certifying the conformity of a product or service is the action of proving that this service or product conforms to certain specifications or standards", conveying trust to the customer. According to Coelho (2006a, 2006b), "certification as a management tool" is relevant to the innovation and sustainable development of an organization, contributing to "continuous improvement" of this organization and thus providing "added value" certification is a result of "good management, a motivating factor," and "recognition of

company performance."Certification is a demonstrative process of strategic vision because there is a special focus on the client. It certifies the processes taking into account the reality of the company. "And with this process improvement, we can optimize internal procedures, which in turn, also lead to increased productivity at lower costs"(Coelho, 2006a). Thus, "certification should be seen as a first step in the adoption of the quality philosophy"since it has a weight for "qualifying people and increasing productivity"(António & Teixeira, 2009).

Independent and accredited certification bodies always perform certification for this purpose. In Portugal's case, the Portuguese Accreditation Institute (IPAC) regulates certification bodies (Ganhão & Pereira, 1992). This entity proves that the QMS meets the requirements established by the norm NP EN ISO 9001 (Madeira *et al.*, 2009; Pinto & Soares, 2010). According to (Furtado, 2003; Shaohan & Minjoon, 2018; Efrosini *et al.*, 2019), certification by ISO 9000 is often due to internal and external reasons to companies, such as improving the organization itself and improving its image.

2.2.2. Motivations, Benefits, Difficulties, and Critical Factors in ISO 9001 Certification

For a company that plans to implement or certify its QMS, there are reasons that led it to make such a decision. Certification can be internally or externally motivated. The former is related to concrete internal organizational improvement, while the latter are associated with marketing, promotional issues, and image enhancement of the institution (Buttle, 1997; Huarng *et al.*, 1999; Corbett *et al.*, 2006), studies that we will analyze in Table 1 (Table 1). In summary, the main motivations presented for ISO 9001 certification are, internally: internal organizational improvement, improved employee integration and increa-

sed productivity. The main external motivations are the marketing advantage, promotional issues, and improvement of the organization's image, customer requirements, competitive pressure, market requirements and the possibility of entering new markets.

After analyzing some of the motivations that lead companies to seek certification, some of the benefits of ISO 9001 certification identified in some studies are presented in Table 2.

From the analysis of literature review, presented in the previous table, we summarized the main internal and external benefits found. After analyzing some benefits that lead companies to seek certification, the main barriers or difficulties in ISO 9001 certification identified in some studies are presented in Table 3.

In general, it can be concluded that the main difficulties pointed out by the companies in ISO 9001 certification are increased costs of quality management, are; resistance to change, quality tools and language, the adaptation to the norm in the initial phase of implementation and certification, the lack of time of the employees, the lack of human and material resources, the incompatibility of this standard with other management systems and the lack of involvement of top management. The involvement of top management is considered one of the crucial elements for successful corporate certification. After analyzing some difficulties in ISO 9001 certification, the critical success factors for ISO 9001 certification are presented in Table 4.

After analyzing the empirical evidence on the critical success factors in ISO 9001 certification in Table 4, we analyzed in Table 5, some empirical evidence on the application of NP EN ISO 9001 standards, published in the Web of Science, taking into account characteristics such as impact factor, number of citations, the category quartile, type of study and methodology.

Author (s)	Publication	Study Analysis
Buttle (1997)	International Journal of Quality & Reliability Management	In its study on ISO 9001, conducted in the UK, the motivations for certification are related to marketing.
Huang <i>et al.</i> , (1999)	Total Quality Management	A study was carried out in Thai companies, where they classified the variables for the motivations as ISO 9001 in three subsets: passive, active and international.
Furtado (2003)	Portuguese Journal of Management Studies	In its study on the impact of ISO 9001 certification on companies, it is noted that the main objective of implementing a QMS was the internal improvement of the organization, followed by an increase in quality of service and subsequently company certification and image improvement.
Corbett <i>et al.</i> , (2003)	ISO Management Systems	According to this author, in a survey of certified companies in the USA, Asia and Europe, the main reasons for implementing the quality standard are improvement in quality, business image, marketing advantage and customer requirements.
Bhuiyan e Alam (2005)	Total Quality Management	These authors conducted a study on the benefits and difficulties of ISO 9001 in Canadian companies and found that the top five reasons for certification were due to customer requirements, improved product quality, improved quality management practices, the culture of organizations and the advantages over the market.
Casadesús e Karapetrovic (2005c)	Total Quality Management	In a study that led to about 400 companies in 1998, the main motivations for implementing ISO 9001 were improving image quality, customer requirements, improving efficiency and control, improving product quality and service, the improvement of the company in the stock market, a decrease in customer complaints and the initiation of the Total Quality Management (TQM) process.
Ingason, Helgi Thor (2015)	Quality Management System", Procedia - Social and Behavioral Sciences	This author studied the implementation of ISO 9001, that is, the quality management system in 21 organizations, through semi-structured interviews with the respective quality managers. In general, it refers that organizations seem to look at the implementation of a quality management system as a project, and employ a standard in the project management tools, albeit in different ways and different ways.
Saizarbitoriaa <i>et al.</i> , (2015)	International Journal of Hospitality Management	The authors of this study examine whether customers of hotels certified by ISO 9001 quality management system are more satisfied than customers of non-certified hotels of the same category and similar location. An empirical study was conducted with a total sample of 186,769 guest ratings of 828 Spanish and Italian hotels. The results show that the quality of certified hotels does not receive a statistical rating and significantly better rating of their customers.

Table 1 | Empirical evidence on the motivations for ISO 9001 certification

Internal Benefits	Author (s)
Increase in Sales;	Huang <i>et al.</i> (1999); Casadesús <i>et al.</i> (2001); Corbett <i>et al.</i> (2002)
Improvement in products and services offered;	Buttle (1997); Casadesús <i>et al.</i> (2001); Heras <i>et al.</i> (2001)
Improvement of internal efficiency;	Buttle (1997); Beirão & Cabral (2002); Bhuiyan & Alam (2005)
Increase / Improvement of knowledge in quality level;	Casadesús <i>et al.</i> (2001); Magd (2006); Beirão e Cabral (2002)
Improvement in Procedures;	Corbett <i>et al.</i> (2003); Magd (2006)
Improvement in quality level;	Corbett <i>et al.</i> (2003); Magd (2006)
Decreased customer audits;	Casadesús <i>et al.</i> (2001); Heras <i>et al.</i> (2001)
Improvement in the definition of employee responsibilities;	Heras <i>et al.</i> (2001); Beirão & Cabral (2002)
Best answers to customer requests.	Casadesús <i>et al.</i> (2001); Heras <i>et al.</i> (2001)
External Benefits	Author (s)
Increased customer satisfaction;	Buttle (1997); Huang <i>et al.</i> (1999); Casadesús <i>et al.</i> (2001); Corbett <i>et al.</i> (2003); Bhuiyan & Alam (2005); Casadesús & Castro (2005); Casadesús & Karapetrovic (2005a)
Image Enhancement;	Beirão & Cabral (2002); Furtado (2003); Corbett <i>et al.</i> (2003)
Increased customer confidence;	Beirão & Cabral (2002); Bhuiyan & Alam (2005)
Reduction of customer complaints;	Huang <i>et al.</i> (1999); Casadesús <i>et al.</i> (2001); Castro (2005)
Improvement in customer relations;	Casadesús <i>et al.</i> (2001); Heras <i>et al.</i> (2001)
Access to new markets;	Casadesús <i>et al.</i> (2001); Beirão & Cabral (2002); Heras <i>et al.</i> (2001)
Increase in the value of the company in the stock market.	Casadesús <i>et al.</i> (2001); Heras <i>et al.</i> (2001); Bhuiyan & Alam (2005)

Table 2 | Empirical Evidence on Benefits from ISO 9001 Certification

Difficulties	Authors
Cost Raising	
Excess Documentation	
Resistance to change	
Lack of time	Dick (2000); Casadesús <i>et al.</i> (2001); Bhuiyan & Alam (2005);
Adaptation to the standard in the initial phase	Zeng <i>et al.</i> (2007); Fenge <i>et al.</i> (2008); Sampaio <i>et al.</i> (2009);
Tools and language of quality	Pinto & Soares (2010); Gotzamani (2001)
Incompatibility with other management systems	
Lack of involvement of top management	
Lack of human and material resources	

Table 3 | Empirical evidence on main difficulties in ISO 9001 certification

Author (s)	Publication	Study Analysis
Gotzamani e Tsiotras (2001)	International Journal of Operations & Production Management	In the study conducted by these authors, in Greek industrial companies, the key to success lies in the commitment of companies to quality improvement and in their concrete objectives for certification.
Abreu (2002)	Preparing your organization for ISO 9000. Rio de Janeiro, Brazil	This author in his study mentions the following critical factors for the success of the certification of companies, namely: increase of productivity, optimization of resources and reduction of wastes, improvement of processes, with regard to expenses. For customers, you must adjust deadlines and requirements, improve quality, build trust and credibility, and reduce costs.
Furtado (2003)	Portuguese Journal of Management Studies	The author mentions Deming (1986), regarding support from top management, stating that this is critical to the success of a certification and should not be timely or casual support.
IPQ (2005)	Quality Management Systems, Fundamentals and Vocabulary	"Through leadership and action taken, top management can create an environment where people are fully involved and where a quality management system can function effectively."
Huang <i>et al.</i> (1999); Furtado (2003); Feng <i>et al.</i> , (2008)	Total Quality Management & Journal of Manufacturing Technology Management	The main factors for ISO 9001 certification are the importance of employee involvement and top management and the importance of employee training in ISO 9001.

Table 4 | Empirical Evidence on Critical Success Factors in ISO 9001 Certification

Author (s) / Year of Publication	Article	Keywords	Aim of study	Kind of study	Methodology	Journal	Impact factor	Category Quartile	Number Quotations
Manders, B., et al., (2016)	ISO 9001 and product innovation: A literature review and research framework	Quality management; ISO 9001; Product innovation; Incremental product innovation; Literature revision	This article aims to contribute to the practice by helping managers understand the relationship between ISO 9001 and better product innovation.	Empirical	Quantitative Study	Innovation and Standardization	2.526	Q1	69
Cândido, Carlos J. F., et al., (2016)	The financial impact of a withdrawn ISO 9001 certificate	ISO 9000; ISO 9001; Study of events; Certified withdrawal; Decertification; Certificate Loss	The objective of this work is to evaluate to what extent the loss of ISO 9001 certification affects the financial performance of companies that have been withdrawn from certification.	Empirical	Quantitative Study	International Journal of Operations & Production Management	1.736	Q2	61
Osoño Gómez, J. C., et al., (2016).	Impacto de la certificación ISO 9001 en clínicas de Cali, Colombia	ISO 9001 certification; Impact on productivity; Impact on quality; Clinics; Service organizations	Measuring the impact of ISO 9001 certification on hospitals in the city of Cali (Colombia)	Empirical	Quantitative Study	Revista Innovar Colombia Journal	0.136	Q1	21
Tsai, Wen-Hsien e Chou, Wen-Chin (2009)	Selecting management systems for sustainable development in SMEs: A novel hybrid model based on DEMATEL, ANP, and ZOGP	Management system; Sustainable development; Analytic network process (ANP); Zero- a programming goal (ZOGP); Decision Making and Laboratory Evaluation (DEMATEL)	The purpose of this study is to present an integrated approach that could address the interdependencies between multiple criteria and handle resource constraints, and to demonstrate how to select management systems for phased implementation.	Empirical	Quantitative Study	Expert Systems With Applications	2.24	Q1	95
Robinson, Cl; Malhotra, MK (2005)	Defining the concept of supply chain quality management and its relevance to academic and industrial practice	Quality management; supply chain management; search; Conceptual frameworks; Integration process management	Propose a theoretical quality-SCM framework that can be used to put the work before into perspective, as well as identify three specific opportunities for future SQCM research.	Empirical	Quantitative Study	International Journal of Production Economics	2.752	Q1	91
Terziovski, M; (2003)	The longitudinal effects of the ISO 9000 certification process on business performance	ISO 9000; certification; Business performance; Australia	This paper develops, and tests various hypotheses related to the ISO 9000 quality system certification process using the data collected in a cross-sectional study conducted in Australia.	Empirical	Quantitative Study	European Journal of Operational Research	2.358	Q1	84

Table 5 | Empirical evidence on the application of NP EN ISO 9001: 2008 standards published in the Web of Science

Author (s) / Year of Publication	Article	Key words	Aim of study	Kind of study	Methodology	Journal	Impact Factor	Category Quartile	Number Quotations
Heras-Saizarbitoria, Inaki; Boiral, Olivier (2013)	ISO 9001 and ISO 14001: Towards a Research Agenda on Management System Standards	Environmental Volunteers - programs; Company self-regulation; ISO-9000 certification; Financial performance	The main objective of this work is to analyze academic research on meta-standards through an integrative review aimed at shedding light on the main conclusions and substantial advances made in this area.	Empirical	Quantitative Study	International Journal of Management Reviews	3.857	Q1	32
Levine, David L.; Toffel, Michael W. (2010)	Quality Management and Job Quality: How the ISO 9001 Standard for Quality Management Systems Affects Employees and Employers	ISO 9001; quality management; Patterns; Occupational health and safety; salary; job; empirical; California	This is the first large-scale study to explore how employee outcomes such as employment, salary, health and safety change when employers adopt ISO 9001. They analyze a corresponding sample of about 1,000 companies in California.	Empirical	Quantitative Study	Management Science	2.482	Q1	28
Heras-Saizarbitoria, I et al., (2011)	The impact of ISO 9001 standard and the EFQM model: The view of the assessors	Models of quality management; ISO 9000; EFQM; motivation; Self-performance; Evaluators	The objective of this paper is to assess the impact of both the ISO 9000 standard and the European Foundation for Quality Management (EFQM) self-assessment model, the most commonly used total quality management model in Europe.	Empirical	Quantitative Study	Total Quality Management & Business Excellence	1.323	Q2	18
Ulach, J; Marimon, F; Bernardo, M (2011)	ISO 9001 diffusion analysis according to activity sectors	ISO 9000; Management standards; Globalization; Industrial performance	The purpose of this article is to analyze the evolution of the worldwide diffusion, according to industry sectors of activity, from 9000 to ISO quality family of standards.	Empirical	Quantitative Study	Industrial Management & Data Systems	1.226	Q3	12
Gotzamani, Katerina (2010)	Results of an empirical investigation on the anticipated improvement areas of the ISO 9001:2000 standard	Quality management systems; ISO 9001: 2000; Performance improvement; Empirical research	The purpose of this study is to investigate the effects of quality management in accordance with the worldwide ISO 9000: 2000. More specifically, the article investigates whether certified organizations have actually witnessed the expected benefits of the revised series of standards, as well as the benefits and problems found in the implementation of process-oriented ISO 9001: 2000.	Empirical	Quantitative Study	Total Quality Management & Business Excellence	1.323	Q2	12

Table 5 |cont.

3. Methods

To achieve the defined objectives, a qualitative research approach was adopted, using a case study based on secondary data provided by the hotel and also because it is the most real and adequate practice to understand the issues addressed. According to Godoy (1995: 63), it should not be forgotten, however, during the process, in this type of research, "the meaning that people give to things and their life must be the researcher's essential concern." The research was developed from the collection of information from a private sector hotel institution certified by ISO 9001: 2008.

For this study, we carried out an intensive study during the months of March, April and May of 2016; essentially in the databases of Web of Science, SCOPUS, EBSCO, SciencDirect, among other sources linked to the SGQ and ISO 9001 mentioned in the bibliography.

The qualitative case study applied to Enotel Lido Resort Conference & SPA - Madeira Island, as a research method remains one of the most challenging endeavors of social sciences. Case studies are just one of the many ways to conduct research in social sciences (Yin, 2010). In this context, investigations supported by case studies, have gained a greater reputation in the scientific environment. According to Yin (2010), although case study is a differentiated form of empirical research, many researchers disregard the strategy. To define the issues that are most significant for a case study project, one way is to review the literature. Thus, according to Poulis, Plakoyiannaki, (2013), the case study is not a peripheral issue of concern, but rather a challenge that reflects on the general application of research, as a research organization that has its limitations.

Thus, some critiques made to this method are configured in relation to the issues such as the choice of cases, the quality of the study and the processes of generalization. According to Yin (2011), in order for the case study method to be

used correctly and for the results to be relevant to the field, some basic questions should be observed, such as: what is the "case" and the justification for doing so, develop a theoretical perspective in conjunction with the research design, triangulation of different data sources, rigorous and thorough development of explanations of rival theories during the analysis and seek theoretical generalization of the study. The interview, according to Yin (2010) is one of the most important sources of information for the case study. Interviews are guided conversations, not structured investigations. It is common that they are conducted spontaneously (perceived), and for this we suggest caution with interpersonal influences. According to Yin (2010), one type of case study interview is the in-depth interview.

For the elaboration of this research, the qualitative methodology was used for the exploratory study, using the case study of the Enotel Lido Resort Conference & SPA, located in Madeira Island. The choice of this project was due to its great contribution to the development of the activities related to the hotel sector in the region and to reflect upon the quality at regional, national and international level. The interview was conducted with the hotel administrator and based on this interview the case study was carried out as analyzed in the following point.

4. Case study

4.1. Enotel Lido Resort Conference & SPA - Madeira Island

The Enotel Lido Resort Conference & SPA is a five-star unit located on the south coast of Madeira, Portugal, close to the famous Lido area in Funchal. The hotel is connected to the charming promenade that stretches along the coast to Praia Formosa, where you can enjoy the breathtaking sea

views at various observation points and gaze upon the subtropical plants, flowers and unique trees. The seafront promenade is also utilized for walking and jogging. Guests have access to a wide range of leisure facilities, ranging from the pools, squash

court, gym, and access to the Thalassothys Spa, which offers a range of revitalizing treatments. The hotel is also the ideal place for conferences and professional events, with eight fully equipped rooms with capacity for 300 participants.

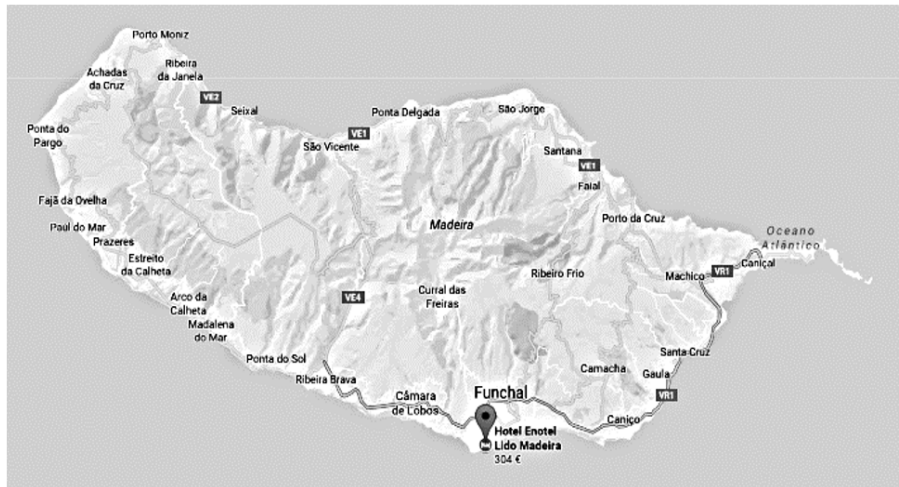


Figure 1 | Map of Madeira Island



Figure 2 | Enotel Lido Resort Conference & SPA - Madeira Island

4.2. Analysis results

The hotel has 317 rooms, a conference Centre with eight rooms, two restaurants, three bars, two swimming pools, spa and gym. Initially intended

to be a hotel for conferences, events and individual guests, it has since become a hotel for tourist groups, clients and families. The accommodations at the Enotel Lido are comfortable and spacious, offering spacious terraces and sea views from al-

most every room. Guests staying in the Tower Suite have a kitchenette to prepare their own meals or fine gourmet dining in the hotel's restaurants and bars. Enotel Lido has direct access to the charming seaside Lido promenade, ideal place for a late evening walk. The lively Lido area is within walking distance, where numerous shops and restaurants can be found. There are specially adapted rooms for people with reduced mobility and all areas of the hotel accommodate wheelchair users.

In search of excellence, the ENOTEL Group combines principles of transparency, differentiation, boldness and vitality, as it believes that innovating means finding something that sets it apart from its competitors, always with a dose of boldness and energy. The group's mission is to lead the four- and five-star hotels in each of the markets it is present, through a strategy oriented to customer satisfaction (internal and external) and permanent search for new solutions, using monitoring and control of its operations. In this sense, it is firm belief that the implementation of a QMS is the way forward, since implementing: monitoring, evaluating, disseminating and comparing good practices are processes that are at the heart of continuous improvement.

Following the implementation of the QMS, in accordance with the standards NP EN ISO 9001, which took the first steps in this direction in 2003, a set of good management practices was introduced, such as the standardization of internal procedures - Processing of data, which in the organization of customer service, ensuring that all procedures follow the same standard; The preparation of written procedures so as to ensure that all elements of the organization are aware of the procedures and how they should carry out their tasks; The organization of records that serve as the basis for the definition of the strategy, being used as memory whenever it is necessary to resort to something that happened in the past.

Templates are used for records which in many cases are common to more than one section; Mo-

onitoring is implemented systematically, which requires that we reflect on the results and evaluate what has been done, in order to see if we are on the right track, internal audits of systemized controls are carried out, in order to assess the degree of implementation of the management system; Meets with legal compliance to ensure that all applicable legislation is complied with; Visual aids are created to encourage more appealing the systematization of the management system, using figurative and color elements; Event books are created to record all important events in the different sections; It is used sensitization in the workstations, as a way to alert and to remember procedures and concepts; Customer surveys are implemented as a system for assessing the degree of satisfaction, meeting their expectations.

Throughout the years of the QMS implementation, the Enotel Lido Resort Conference & SPA - Madeira has seen significant improvements in several aspects, improvements that are a direct reflection of the implementation of the system. The unit presents as examples; Improvement of the indicator of suggestions and complaints per 1000 rooms, which is an indicator that measures the efficiency with which the service is provided in order to guarantee the lowest number of complaints; The response rate to customer questionnaires is one of the best indicators of the Enotel Group and has remained above 50% in recent years; Housing productivity is an indicator that has improved year after year; Because the increase in efficiency is related to better management of the work of floor employees.

The systematization of tasks and the new methodologies resulting from the implementation of the QMS are well visible in this result; the implementation of "The Enotel Experience", a concept oriented to client management logic as opposed to internal process logic. This concept led to the redefinition of the concept of reception and receptionists as a form of differentiation and part of the group's strategy; The importance given to

constant training of employees in the various areas (languages and techniques, behavioral) as an essential complement to this process; The definition of clear, specific and achievable objectives, their monitoring and evaluation helps the team to understand what they can achieve or cannot reach and where they want to go.

Associated with the process of the QMS implementation, the company recognizes the existence of difficulties / obstacles that had to be overcome. In the understanding of the unit, three main difficulties are identified: enormous resistance to change by the staff (when the management system was started, the first steps seemed to be, for many employees, an overload of work and bureaucracy; of all the documents written with everything, they still had to secure another set of records; difficulty in explaining the concept of certification and ISO standards: what is a management system, what is it for, what benefits does it bring); With legal entities and suppliers, who were not aware of the good practices of a quality system (it was often necessary to resort to persistence in order to obtain the collaboration of public and private entities, understood the reason of the requests made).

The system, after being implemented, increased the degree of dissatisfaction with the objectives and goals achieved; the intended goal is reaching the highest level, in accordance with the principle of continuous improvement advocated by NP EN ISO 9001 standards. The creation of new strategies to maximize the results of the implemented actions; during this process, we discover innovative ways of conducting work and conquering more for the company and for our consumers. This way of feeling for the company eventually becomes a way of being for the employees, who become excellent sellers and service providers, as they themselves acquire a new vision of the future and of the business, functioning as a driving force of the whole system.

5. Conclusions

The present study aimed to provide a theoretical framework on the main results regarding the benefits and difficulties in quality certification, according to the ISO 9001 normative reference. Through the analysis of the literature review and the case study, it was possible to arrive at a set of conclusions, about the theme of this article.

We can conclude that a properly implemented and certified QMS can bring added value to the organizations, through continuous improvement, increased customer satisfaction, internal and external, increased quality of products and services and reduced errors or defects. ISO 9001 has brought some changes to the mindset of managers, such as rethinking the business, rethinking customer needs, innovation, marketing and rethinking about knowledge base management and human resources.

The aim of this study is to show that organizations can better understand the difficulties encountered in the certification of their QMS, by overcoming them in an efficient and rapid way, in order to obtain more benefits from the implementation of ISO 9001. On the other hand, it is expected that with the realization of the main benefits and advantages, one can choose to certify an organization in a celebrated and increasingly conscious way.

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