

-RESEARCH ARTICLE-

**LEAN TOURISM: AN EFFECTIVE WORKSHOP THROUGH VALUE
STREAM MAPPING METHOD**

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Abstract

This paper focuses on the application of the lean management model in the tourism sector, specifically in the hospitality sector. In line with this focus, a study was conducted in the reception department of a five-star hotel in Mugla/Turkiye. The study aims to explore the applicability of lean thinking in management, which has been used in the manufacturing sector for many years with thriving, sustainable results, and to address opportunities for improvement in the hotel business.

The research methodology includes a comprehensive value stream mapping study of the operational processes in the reception department. The research, involving the hotel manager, reception unit manager, and employees, aimed to identify non-value-adding processes and eliminate them through quality circles.

The value stream-mapping process provided valuable insights into the customer journey from initial registration to room assignment and identified areas for improvement. Non-value-adding steps, such as unnecessary paperwork and delays in the process, were identified, resulting in potential improvements in operational efficiency and customer satisfaction. The results of the study underlined the feasibility of integrating lean principles into the hotel's reception department and highlighted the potential impact on process efficiency and customer satisfaction.

The study also emphasized the importance of monitoring the implementation of the improvement recommendations and evaluating their impact. In addition, it emphasized the need to create a culture of continuous improvement in hotel businesses in the tourism sector. The study's constraints include its focus on a single hotel, the absence of lean transformation initiatives, and its limited scope to the reception department, serving as a pilot study. The findings underscore the importance of adopting lean management practices to optimize processes and elevate the hospitality industry's guest experience.

Keywords: *Lean Tourism, Value Stream Mapping, Efficiency, Tourism, Lean Management.*

JEL Codes: *L83, M11.*

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YALIN TURİZM: DEĞER AKIŞ HARİTALAMA YÖNTEMİ İLE ETKİLİ BİR ATÖLYE ÇALIŞMASI²

Öz

Bu araştırma makalesi, yalın yönetim modelinin turizm sektöründe, özellikle de konaklama sektöründe uygulanmasına odaklanmaktadır. Bu odak doğrusunda Muğla ilindeki bir beş yıldızlı otelin resepsiyon departmanında bir çalışma yapılmıştır. Çalışma, imalat sektöründe yıllardır kullanılan ve başarılı, sürdürülebilir sonuçlar alınan yalın düşüncenin yönetimde uygulanabilirliğini keşfetmeyi ve otel işletmesindeki iyileştirme fırsatlarını ele almayı amaçlamaktadır.

Araştırma metodolojisi, resepsiyon departmanındaki operasyonel süreçleri kapsamlı bir değer akışı haritalama çalışmasını içermektedir. Otel müdürü, resepsiyon birimi sorumlusu ve çalışanların katıldığı araştırma, değer katmayan süreçleri tespit etmeyi ve kalite çemberleri aracılığıyla bunları ortadan kaldırmayı amaçlamıştır.

Değer akışı haritalama süreci, ilk kayıttan oda atamasına kadar müşteri yolculuğuna ilişkin değerli bilgiler sağlamış ve iyileştirme alanlarını belirlemiştir. Gereksiz evrak işleri ve süreçteki gecikmeler gibi değer katmayan adımlar tespit edilerek operasyonel verimlilik ve müşteri memnuniyetinde potansiyel iyileştirmeler sağlanmıştır. Çalışmanın sonuçları, yalın yönetim ilkelerinin otelin resepsiyon departmanına entegre edilmesinin fizibilitesinin altını çizmiş ve süreç verimliliği ve müşteri memnuniyeti üzerindeki potansiyel etkiyi vurgulamıştır.

Çalışma ayrıca, iyileştirme önerilerinin uygulanmasının izlenmesinin ve etkilerinin değerlendirilmesinin önemini vurgulamıştır. Ek olarak turizm sektöründeki otel işletmelerinde sürekli iyileştirme kültürünün oluşturulması gerektiği vurgulanmıştır. Ancak araştırmanın sadece tek bir otelde yapılmış olması, yalın dönüşüm süreçlerine başlanılmaması ve yalnızca resepsiyon departmanında yapılmış bir pilot çalışma olarak kalması, bu araştırmanın kısıtlarıdır. Araştırma bulguları, yalın yönetim ilkelerinin konaklama sektöründeki işletmelerin genel başarısına ve sürdürülebilir büyümesine katkıda bulunabileceğini göstermektedir. Ayrıca, yalın yönetim metodolojilerinin otel operasyonlarında süreç verimliliğini ve müşteri memnuniyetini nasıl önemli ölçüde artırabileceğine dair değerli iç görüşler sunmakta, operasyonel süreçleri optimize etmek ve konaklama sektöründe misafir deneyiminin genel kalitesini yükseltmek için yalın yönetim uygulamalarını benimsemenin önemini vurgulamaktadır.

Anahtar Kelimeler: *Yalın Turizm, Değer Akış Haritalama, Verimlilik, Turizm, Yalın Yönetim.*

JEL Kodları: *L83, M11.*

“This study has been prepared in accordance with Research and Publication Ethics.”

² Genişletilmiş Türkçe Özet, makalenin sonunda yer almaktadır.

1. INTRODUCTION

In today's world, the tourism sector has emerged as a significant source of economic growth and global interaction (Lee and Chang, 2008). The proliferation of travel opportunities, technological advancements, and evolving lifestyles have contributed to the rapid expansion and diversification of tourism (Weidenfeld, 2018). However, this dynamic nature of the tourism sector has also brought forth numerous challenges. Tourism enterprises are persistently seeking new management models and strategies to meet customer expectations, establish competitive advantages, and reduce costs (Iordache et al., 2010). This endeavor has led to an increasing interest in the application of the lean management model within the tourism sector. Although mean management originated as a philosophy developed by Toyota in the automotive industry, it has gained effective traction across diverse sectors in recent years (Czifra et al., 2019; Kelendar, 2020; Cusumano et al., 2021).

Commonly adopted cost reduction strategies in the tourism sector often revolve around cutbacks in wages and labor (Majumdar, 2021). Nevertheless, the lean management model underscores the inadequacy of exclusively focusing on these areas to curtail costs. Lean thinking centers on managing processes and activities efficiently and effectively, curbing wastage, and fostering continuous improvement (Fiorillo et al., 2021).

This research examines the feasibility and impact of integrating the lean management model within the tourism sector. It specifically explores how lean thinking can enhance the competitiveness of tourism enterprises and improve customer satisfaction (Foris et al. 2020). The study focuses on the practical application of the Lean Management model in accommodation establishments, with particular emphasis on hotels as key players in the tourism industry.

The investigation will center on the reception department of a prestigious five-star hotel in Türkiye's Mugla province. Every aspect of the guest's journey, from the initial point of contact to the room, will undergo scrutiny. The overarching objective is to evaluate the feasibility of seamlessly integrating lean thinking principles into these intricate processes.

The reason for this research is based on the constantly changing tourism industry, which is influenced by factors such as technological advancements, changes in consumer behavior, and global economic dynamics. Therefore, it is necessary to review and improve operational strategies in response to these transformative trends. The lean management model is of great importance in this context and requires thorough investigation. To understand the significance of this research, it is necessary to explore the challenges facing the tourism industry and the potential benefits that lean management principles could provide. In this section, the reasoning behind the research is explained by identifying specific gaps and opportunities within the tourism sector. A thorough examination through the lens of lean management is necessary.

The study aims to improve management strategies for the tourism sector, enhancing sustainability of enterprises. This contribution is twofold. The research aims to provide a new perspective on existing literature by demonstrating how the lean management model can be used as a comprehensive approach to achieve continuous improvement and operational efficiency in the complex field of tourism.

2. CONCEPTUAL DIMENSION

Businesses are looking for ways to reduce costs without compromising product or service quality in times of crisis. Lean production philosophy is a method that businesses do not hesitate to apply in these periods and is known for its success in the areas where it is applied. Lean production, which has become increasingly popular in recent years, is a systematic philosophy that focuses on eliminating waste, creating flow in the production process and continuous improvement. While all this is happening, lean thinking, which is accepted as an effective management philosophy with a continuous improvement method that progresses in ways that contribute to the value offered to customers, is based on the Toyota Production System.

Taiichi Ohno, the creator of the lean production system, was inspired by the Ford production system with a group of experts at Toyota Motor Company. The essence of the Ford production system is to strive for a continuous flow in production (Morgan and Brenig-Jones, 2012). Toyota's achievements were recognized over time and its production philosophy was adopted. According to James Womack and many other researchers, this method has reached its current meaning by being expressed as lean thinking, lean production, lean systems (Womack and Jones, 1996; May, 2005; Hino, 2006, Womack et al., 2007). What is important and where the focus should be is to define value for the customer, to recognize unnecessary activities outside this definition as waste and to ensure operational speed and flow. Lean is a management concept that aims to improve and simplify production processes to reduce waste and increase organizational productivity (Madsen et al., 2019). Lean thinking has also been defined as a management philosophy that increases the value perceived by customers by adding desired features and eliminating non-value-added activities (i.e. waste) that may be hidden in the process (Bonaccorsi et al., 2011).

The basis of lean thinking is to focus on the individual product and its value stream and to eliminate all waste (*muda*) in all areas and functions within the system (Womack and Jones, 1996). Although at first glance, simplification and speeding up of the system to achieve this may come to the fore, the goal is to create value for the customer and eliminate waste (Table 1.) from all processes (Goldsby and Marthichenko, 2005).

Table 1. Seven Types of Waste

<i>Waste Type</i>	
1	Overproduction
2	Waiting Time
3	Unnecessary Transport
4	Unnecessary Tasks
5	Excess Inventory
6	Unnecessary Motion
7	Defective Production

This management philosophy, which is easy to adopt and implement, has been adopted all over the world, especially after the 1990s, and has gathered a large following. However, the observed popularity of lean has changed over time. Since the claims of lean were already thought to be done organically by businesses, more recently newer concepts and buzzwords such as Agile Management and Big Data Analytics have somewhat eclipsed lean (Rigby and Bilodeau, 2018). In addition, it has been observed that lean practices have been adopted in many branches of the service sector, especially in the tourism and health sectors, and have started to be used more effectively in these sectors.

In the service sector, lean should be evaluated with an emphasis on the cultural aspects of the philosophy and how it affects the management of an organization. While lean is adopted only as a managerial stance and culture, the use of tools and techniques such as Poka-Yoke, Kanban, SMED and value stream mapping means the direct impact of lean in an organization. Lean transformation in the service sector;

- An organizational trend,
- Philosophy of management,
- A set of principles and
- Application of a range of techniques

...can be realized by resorting to four main ways (Ringen and Rolfsen, 2014). In the tourism sector, it is applied under the name of "Lean Tourism" to increase efficiency, ensure flow in processes and contribute to customer value.

3. LEAN TOURISM

While lean thinking was originally applied in the manufacturing sector, the field of service, particularly the accommodation sector, remains an area where lean practices have not been extensively explored. The healthcare sector stands out as one of the most researched areas for lean in the service industry, with much of this research supporting the effectiveness of Lean thinking (Vlachos and Bogdanovic, 2013).

Bowen and Youngdahl (1998) argue that Lean practices in the service sector, much like in the manufacturing sector, require unique methods of development. The focal point here is defining value for the customer and being able to create that value.

However, a challenge for both researchers and practitioners are determining the mix of appropriate service and production technologies to create customer value.

Especially in the post-COVID-19 era, the hospitality industry has faced challenges in reducing or eliminating costs and becoming more efficient soon. Looking back at the last decade, the lodging industry had been experiencing continuous growth and momentum. However, during the pandemic, the sector suffered a significant setback, making it crucial for businesses to focus on enhancing efficiency and service quality. Additionally, a literature review highlighted the existence of small hotels and tourism organizations that have implemented Lean practices. This is attributed to the adoption of lean techniques in a single department of a business, potentially missing out on the holistic lean approach.

Table 2. Lean Characteristics in Hospitality Management (Vlachos and Bogdanovic, 2013)

Lean Characteristics (Bowen and Youngdahl, 1998)	Best Hospitality Practices (Siguaw and Enz, 1999)
The goals of reducing trade-offs in performance focus on internal efficiency and external flexibility.	It sustains system-wide processes for quality operation and service standards. It focuses on predetermined task time requirements to reduce labor costs.
Facilitating the flow of value-added processes and implementing Just-In-Time (JIT) to attract customers.	Process management established to facilitate operations in hotels facing resource constraints.
It focuses on eliminating waste in the value chain of activities from product development to product delivery.	Efforts to eliminate non-value-added activities that focus on quality, cost efficiency, and profit effectiveness.
Customer focus and engagement are enhanced in the product development and delivery processes.	It is acknowledged that customers play an integral role in most of the hotel processes.
Employees and teams are empowered.	Specific departments are empowered and authorized.

Incorporating lean techniques in only one department of business leads to missing the overall essence of the lean approach. One of the fundamental concepts of lean management is the concept of "value." According to the Lean philosophy, value is determined from the customer's perspective, and all business processes should be designed to create customer value. The lean way of determining value is whether customers are willing to pay for each step in the process (Irani, 2011). For instance, a clean hotel room is something a customer might find valuable. However, when cleaning and preparing a hotel room, there are steps that customers might need to take to find value (Alcalde-González et al., 2021). Customers are unwilling to pay for those steps and can be eliminated from the process without affecting the final product or service.

To achieve this efficiency level, Value Stream Mapping (VSM) is a critical tool that supports lean management practices by visualizing every step a product or service goes through until it reaches the customer (Schoeman et al. 2020). This tool helps businesses identify which steps add value and which do not, making eliminating waste and optimizing processes easier (Narke & Jayadeva, 2020). VSM, widely applied in the lean management approach, enables businesses to see their entire process more transparently, reducing inefficiencies and improving overall performance. Though VSM has been predominantly used in production, it has also been successfully adapted for the service sector, allowing businesses to streamline operations and respond to customer demands more efficiently (Setiewan et al. 2021).

Through tools like VSM, the Lean management philosophy aims to eliminate any activity that does not create value, known as waste. Businesses can reduce costs, increase operational efficiency, and improve customer experience by focusing on activities that directly contribute to customer satisfaction. Lean thinking involves continuous process analysis, incorporating customer feedback to identify waste and refine operations (Zaki, 2022).

In the tourism sector, customer satisfaction and perceived value hold critical importance for the success of businesses. The value in the eyes of a hotel customer encompasses all experiences, service quality, hospitality, and problem-solving abilities from check-in to check-out (Tatiyanantakul & Chindaprasert, 2023). Hence, implementing lean practices in only a specific department of a hotel business is not sufficient to comprehensively enhance customer experience (Batwara et al. 2023).

Lean management is a system that should be considered across all processes and departments. This approach involves analyzing all business processes to reduce waste, enhance efficiency, and elevate quality. By focusing on activities that create customer value, businesses can improve customer satisfaction and gain a sustainable competitive advantage. There is a consensus that lean techniques can eliminate waste and reduce risk in service sectors, including construction (Howell and Ballard, 1998) and aviation (Hines et al., 2004). Therefore, lean thinking can be successfully applied to various departments within a hotel (Rauch et al., 2016; Vlachos and Bogdanovic, 2014). For instance, housekeeping can be an ideal department to implement lean thinking to eliminate waste and create value (Beiser, 2010). Many lean thinking tools and principles such as waste types, value stream mapping, and the kaizen process can be adopted in the housekeeping department (Beiser, 2010; Lancaster, 2011).

Food and beverage operations, especially in the fast-food sector, can also be another significant area to apply lean thinking. Well-known fast-food brands like McDonald's and Taco Bell have successfully applied lean thinking in their production lines, leading to increased efficiency, productivity, and competitive advantage (Bowen and Youngdahl, 1998; Kanakana, 2013; Leite and Vieira, 2015). Another notable example of implementing lean thinking in food production is Glostrup Hospital in Denmark, which reduced food waste from 10% to 5%. However, lean thinking is currently applied on a very limited scale in the hotel industry. Starwood Hotels reported being

the only lodging business that fully implemented lean thinking and six sigma across all aspects of its operations (Lancaster, 2011; Mohammad, 2017).

4. METHODOLOGY

In the context of this study, the lean management model was implemented in the reception department of a prominent five-star hotel. The hotel, located in Mugla, Turkiye, is commitment to providing high-quality service and ensuring a memorable experience for its guests. It operates in a competitive environment within the tourism sector, where customer satisfaction and operational efficiency are paramount. The specific details about the hotel's name and location are withheld to maintain confidentiality and adhere to ethical considerations in research practices. Throughout the implementation phase, the researcher adopted a specific research methodology to evaluate the applicability of the lean thinking model within the reception department of this hotel. The operational processes of the hotel, specifically those within the reception department, were meticulously examined. A comprehensive value stream map was developed, aligning with the foundational principles of lean management.

Step 1: Plan the workshop and set dates.

As part of this study, we collaborated with a five-star hotel to explore the feasibility of implementing the lean management model in the tourism sector. After initial discussions with the hotel manager and reception department, we were granted permission to organize a workshop focused on implementing the lean management model in the reception department. The date and time for the workshop were determined.

The workshop is scheduled for June 21, 2023, from 8:00 AM to 5:00 PM.

The workshop was held with the hotel manager, reception department supervisor, and reception staff in attendance. A convenient time frame was selected to minimize the impact on their work hours, and a day was chosen based on their workload.

Table 3. Workshop Participants

<i>Workshop Participants</i>	<i>Experience</i>
<i>Hotel Manager</i>	15 years
<i>Reception Chief</i>	6 years
<i>Receptionist 1.</i>	8 years
<i>Receptionist 2.</i>	4 years
<i>Receptionist 3.</i>	4 years
<i>Receptionist 4.</i>	1 year

The workshop thoroughly analyzed the operational processes of the reception department and developed a value stream map in line with the core principles of lean management. The value stream mapping aimed to identify steps that did not contribute to customer value and identify improvement opportunities.

The outcomes of this workshop were crucial in understanding how the lean management model could be effectively applied to the reception department of the hotel operation. The hotel operation could enhance efficiency and customer satisfaction by analyzing processes, identifying waste, and proposing improvements, thereby contributing to its overall success.

Step 2: Value Stream Mapping

The value stream map illustrates the steps and processes within the reception department from the moment a customer arrives at the hotel. The map clearly visualizes the steps in the process and identifies whether they contribute to customer value. During the workshop, non-value-adding stages were identified, and opportunities for improvement were determined.

The reception department's customer journey was analyzed during the value stream mapping process, including the check-in process, room assignment, key issuance, and any additional services requested. Each step was evaluated for necessity and contribution to the overall customer experience.

Identified non-value-adding steps, such as unnecessary paperwork, redundant data entry, or delays in the process, often contributed to longer waiting times for customers, reduced efficiency, and potentially lower customer satisfaction. Addressing these steps could streamline hotel operations and allocate resources more effectively.

The value stream mapping process enabled the team to identify bottlenecks and inefficiencies in the reception department. By visualizing the entire process, the team could pinpoint delays and underutilized resources. This information was crucial for making informed decisions about process improvements and resource allocation.

The objective of this step was to produce a thorough visual representation of the reception department's processes, pinpointing areas of waste and inefficiency. This visual representation formed the basis for subsequent steps in the lean management implementation, including identifying opportunities for improvement, implementing changes, and measuring their impact.

The hotel operation gained insights into its past processes and their alignment with customer value through the value stream mapping process. This allowed for the optimization and enhancement of the reception department's operations, resulting in improved customer satisfaction and overall operational efficiency.

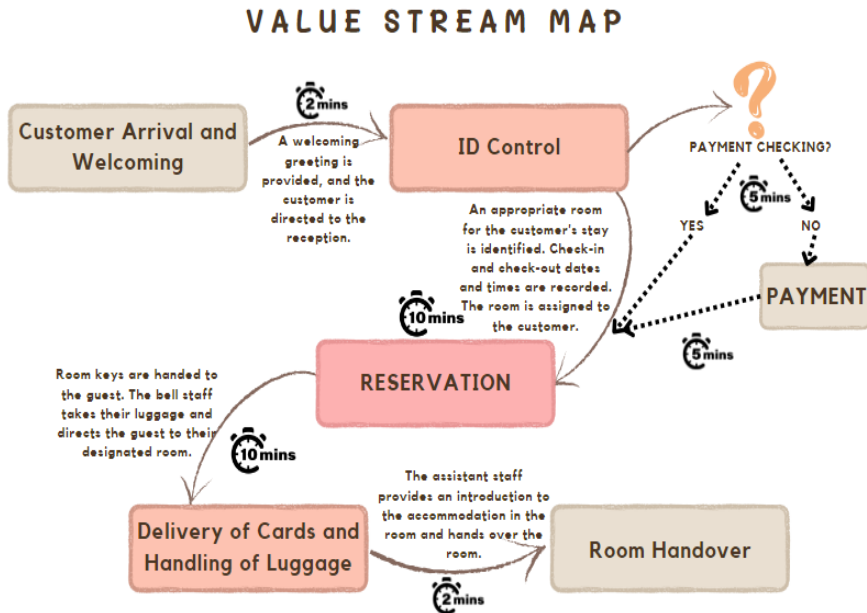


Figure 1. Value Stream Map of Reception Processes

Commentary: The durations on the value stream map depict the operational processes of the reception department within the business. It is crucial for the steps that generate customer value to be concise, as customers desire a fast, efficient, and trouble-free service. Improvement of these durations and rendering operations more efficient can potentially elevate customer satisfaction and boost the competitiveness of the enterprise.

In the workshop application, the analysis of these timeframes is intended to identify steps that do not contribute to customer value, and to subsequently eliminate or enhance these steps. Especially for time-consuming steps such as identity verification, payment, and reservation records, the impact of these steps on the process should be assessed, and solutions should be devised to execute them more effectively.

Step 3: Identifying Value and Waste

In this step, we identified the steps in the previously drawn value stream map that did not create customer value and could be categorized as waste.

- Greeting (2 min): This is the process of welcoming the customer from the moment they step into the hotel. It is an important step as it forms the customer's first impression. However, a brief process is favorable since customers appreciate a quick and efficient welcome experience.

- Identity Verification, Payment, and Reservation Record (20 min): This step involves the verification of customer identity, payment processing, and recording of reservations in the system. The 20-minute duration might seem a bit long. Shortening this time and conducting the processes more swiftly and smoothly are important for customer satisfaction.
- Handling of Luggage (10 min): This is the process of taking the customer's luggage and transporting it to their room. A 10-minute duration can be considered a standard time. However, if possible, reducing this time can enhance customer satisfaction.
- Room Delivery (2 min): This is the final step where the room is handed over to the customer. A short duration of 2 minutes creates a positive impact and facilitates the customer's swift settling into the room.

During the workshop application, the first evaluation was done to determine whether the identified steps create value or not. Additionally, steps that are important to the customer were highlighted. Subsequently, steps that could potentially be categorized as waste within the process were identified. These steps do not create customer value and can reduce the efficiency of the process. The identification of these steps signifies the areas where improvements will be focused in the process.

For instance, in the "Identity Verification, Payment, and Reservation Record" process, a prolonged duration might diminish customer value and satisfaction. In such a case, considerations could include streamlining the process, digitalizing it, or devising a more effective workflow. This phase of the workshop application holds critical significance in pinpointing the areas for improvement within the hotel's reception department and in making the process more customer-oriented and efficient. The undertaken value and waste identification activities will assist hotels in the tourism sector to effectively implement the lean management model and enhance customer experience.

Step 4: Identifying Improvement Opportunities

In this step, based on the previously conducted value and waste identification activities, improvement opportunities within the process have been identified. Taking into consideration each step in the value stream map, potential solutions and enhancements were devised to increase customer value and minimize waste.

- Rapid Check-in Application: To shorten the duration of the identity verification, payment, and reservation record step, a digital check-in application can be developed. Customers can input their check-in details in advance into the system, allowing them to quickly check in upon their arrival.
- Mobile Room Keys: Mobile room keys could be utilized for the step involving the assignment and delivery of room cards. This way, customers can access room keys through their mobile phones, eliminating the need for physical cards.

- **Training and Workflow Update:** The step of handling luggage might require training and updating of workflows to allow personnel to be more effectively organized. The transportation process can be conducted more efficiently and systematically.
- **Digital Room Introductions:** For the step involving personnel arriving at the room and providing an introduction, digital media such as videos or images showcasing the room can be used. This method can make room introductions more effective and customer oriented.

These examples are potential improvement opportunities that can be discussed and worked upon during the workshop application. Identifying improvement opportunities will bring together the experiences, ideas, and expertise of workshop participants to provide essential solutions on how to arrange the process more efficiently and customer-centrally.

Step 5: Application of Improvement Suggestions

In this step, action plans have been formulated to implement the identified improvement opportunities. Together with workshop participants, how each improvement suggestion will be put into practice, who is responsible for each aspect, and the processes to be monitored have been determined.

- **Rapid Check-in Application:** Collaboration has been established with the IT department for the digital check-in application. The IT department mentioned that they are currently in the process of adapting to a new ERP system, which might temporarily slow down operations. It was recommended for them to focus on staff training. It was also agreed upon that this system should be integrated with e-commerce reservation applications.
- **Mobile Room Keys:** Communication with technology providers has been initiated for mobile room keys. "An appropriate mobile key system should be chosen, and customers should be educated on how to use it."
- **Training and Workflow Update:** Training sessions and workflow updates have been decided for the luggage handling process. Staff members are encouraged to transport luggage more effectively and systematically. However, due to the seasonal and temporary nature of employees in the tourism industry, emphasis was placed on developing a continuous learning system.
- **Digital Room Introductions:** It was decided to feature digital room introduction materials more extensively and in detail on social media and the website. Additionally, digital media players visible to customers will be added to the reception area.

Monitoring the steps identified for the implementation of each improvement suggestion and tracking progress is crucial. Additionally, measuring the impact of

improvement suggestions and analyzing the outcomes are essential. This way, the success of the workshop application's implemented improvements can be assessed. Post-workshop, the implementation process of improvement suggestions should be monitored through regular meetings and feedback exchange. If needed, revisions can be made. This step will aid hotel businesses in the tourism sector in effectively applying lean management principles and continuously enhancing their business processes.

Step 6: Evaluation of Results

In this step, the outcomes of the implemented improvements have been evaluated, and the identified improvement opportunities have been reassessed. The solutions and enhancements put into practice have been thoroughly examined to measure their effectiveness. Based on the evaluation results, strategies for continuous improvement have been determined. Education and knowledge sharing have been conducted to foster a culture of continuous improvement.

- **Digital Check-in Application:**
 - ✓ **Before:** The identity verification, payment, and reservation record processes used to take approximately 20 minutes. This long waiting time negatively affected customer satisfaction.
 - ✓ **After:** With the implementation of the digital check-in application, this duration has been reduced to 5 minutes. Customers were able to input their information into the system before their arrival, allowing for a much faster check-in process upon arrival. The reduced waiting time significantly increased customer satisfaction and made the process more seamless.

- **Mobile Room Keys:**
 - ✓ **Before:** Room keys were physically handed over to customers in the form of cards, which occasionally caused delays, especially during busy times.
 - ✓ **After:** The mobile room key system allowed customers to access their rooms using their mobile devices. The need for physical room cards was eliminated, speeding up the room delivery process and enhancing the customer experience.

- **Luggage Handling Process:**
 - ✓ **Before:** The luggage handling process took around 10 minutes, and the organization of personnel was sometimes insufficient.
 - ✓ **After:** With staff training and workflow updates, the luggage handling time was reduced to 7 minutes. The process became more efficient and systematic, increasing customer satisfaction while also optimizing staff workload.

- **Digital Room Introductions:**
 - ✓ **Before:** Personnel were required to physically introduce the room to the customer, which could be time-consuming.

- ✓ **After:** Digital room introduction videos and content were implemented, automating the room introduction process. Customers now had access to necessary information without the need for lengthy interactions, allowing staff to save time and providing a more flexible experience for customers.

General Changes:

- **Increased Efficiency:** The digitalization of processes and staff training resulted in tasks being completed in a shorter time frame, thereby increasing operational efficiency.
- **Improved Customer Satisfaction:** The reduction of waiting times and the acceleration of processes greatly enhanced the customer experience. The implementation of digital solutions allowed for faster and more flexible services.
- **Cost Reduction:** Improved processes and more efficient staff reduced operational costs for the hotel. Waste reduction led to time and resource savings.
- **Technological Advancements:** The introduction of digital check-in and mobile key applications contributed to the hotel offering more modern and customer-friendly services.

The implemented improvements have significantly increased customer satisfaction and streamline hotel operations, making processes faster and more efficient. The integration of digital solutions and staff training have yielded positive outcomes for both the hotel and its customers.

Based on these evaluation results, strategies for continuous improvement have been determined, and efforts are underway to ensure sustained success. Continuous education and knowledge sharing have been implemented to foster a culture of ongoing improvement, ensuring that the hotel remains adaptable and responsive to customer needs.

5. DISCUSSION

This study examines the effectiveness of workshop applications in implementing Lean Management principles in the tourism sector, resulting in improved process efficiency. The research provides a comprehensive perspective on the evolving landscape of efficient business operations by incorporating insights from lean Management. The lean management model offers a systematic solution to the persistent issue of waste reduction in the tourism sector. By utilizing value stream mapping and identifying areas for improvement, businesses can enhance customer value and reduce operational waste.

In the age of digitalization, the integration of lean management practices is becoming more important. This study acknowledges the importance of digital advancements, such as rapid check-in applications and mobile room keys, in aligning with Lean principles and enhancing overall operational efficiency in the tourism sector.

However, waste reduction strategies may be more applicable in departments with greater customer interaction, such as Food and Beverage or Housekeeping. Future studies could further explore the impact of digital technologies on the hospitality industry. It is crucial to establish a culture of continuous improvement. Although workshop applications are useful for initial process enhancement, businesses should encourage employees to consistently review processes and share innovative ideas to ensure perpetual evolution.

Although valuable insights were gained, this study has limitations. The focus on the reception department may limit the generalizability of findings to other departments. Future research could encompass a broader scope, considering various departments and their unique challenges within the tourism sector.

In conclusion, the lean management model is a powerful tool for efficiently managing processes and elevating customer value in the tourism sector. Workshop applications provide businesses with insights into their processes, uncover improvement opportunities, and facilitate continuous evolution. Integrating insights from digitalization enhances the relevance of lean principles in today's dynamic business landscape. Enterprises that prioritize lean management principles for waste reduction and improved customer experiences are well-positioned for success and sustainable growth.

CONCLUSION

In conclusion, this study presents compelling evidence regarding the applicability and efficacy of lean management principles within the hospitality sector, specifically focusing on the reception department of a prominent five-star hotel in Mugla, Türkiye. Through a meticulously designed workshop and value stream mapping exercise, the study has provided valuable insights into how lean management methodologies can substantially enhance process efficiency and customer satisfaction within hotel operations.

The findings of this study underscore the significance of embracing lean management practices as a means of optimizing operational processes and elevating the overall quality of the guest experience within the hospitality industry. Lean management offers a robust framework for driving continuous improvement and enhancing organizational performance by systematically identifying and addressing inefficiencies and waste within operational workflows.

Moreover, this study highlights the imperative for ongoing innovation and adaptation within the tourism sector. In an era marked by rapid technological advancements and shifting consumer expectations, integrating lean management principles provides a strategic advantage for hospitality establishments seeking to remain competitive and resilient in the face of evolving market dynamics.

Future research endeavors may explore the broader applicability of lean principles across various departments within hospitality establishments. Further investigation into the synergies between lean methodologies and emerging technologies could yield valuable insights into harnessing digital innovation to drive sustainable improvements and foster greater competitiveness within the tourism industry.

In essence, this study contributes to the scholarly discourse on lean management within the context of hospitality and offers practical implications for industry practitioners seeking to optimize their operational processes and deliver exceptional guest experiences. By embracing lean principles and fostering a culture of continuous improvement, hospitality establishments can position themselves for long-term success and resilience in an increasingly dynamic and competitive marketplace.

YALIN TURİZM: DEĞER AKIŞ HARİTALAMA YÖNTEMİ İLE ETKİLİ BİR ATÖLYE ÇALIŞMASI

1. GİRİŞ

Turizm sektörü, dünya genelinde ekonomik büyümeye ve istihdama önemli katkılar sağlayan kritik bir endüstridir. Bu sektörde faaliyet gösteren işletmelerin, rekabet gücünü ve müşteri memnuniyetini artırmak için sürekli olarak iş süreçlerini iyileştirmeleri gerekmektedir. Bu nedenle, yönetim modelleri ve stratejileri, işletmelerin operasyonel etkinliklerini artırmak ve müşteri deneyimini iyileştirmek amacıyla sürekli olarak incelenmektedir. Bu çalışma turizm sektöründe yalın yönetim modelinin uygulanabilirliğini ve etkisini değerlendirmeyi amaçlamaktadır.

2. YÖNTEM

Bu çalışma kapsamında, beş yıldızlı bir otelin resepsiyon departmanında bir uygulama yürütülmüştür. Araştırma sürecinde, otelle ilk temastan başlayarak tüm iş süreçleri değer akışı haritalaması kullanılarak kapsamlı bir incelemeye tabi tutulmuştur. Daha sonra, Yalın Yönetim prensiplerinin bu iş süreçlerine nasıl entegre edilebileceği araştırılmıştır.

3. BULGULAR

Bu çalışma, yalın prensiplere dayanılarak gerçekleştirilmiştir. Araştırmanın odak noktası, beş yıldızlı bir otel işletmesinin resepsiyon departmanında Yalın Yönetim modelinin uygulanabilirliğini incelemektir. Çalışmanın başında, işletmenin iş süreçleri derinlemesine analiz edilmiştir. Aynı zamanda değer akışı haritalaması süreci boyunca yalın düşünce ilkelerine uyulmuştur. Ardından, bir atölye uygulaması gerçekleştirilmiştir ve katılımcılarla iş süreçlerinin gözden geçirilmesi ve iyileştirme fırsatlarının belirlenmesi için etkileşimli bir ortam oluşturulmuştur.

Atölye uygulaması sonucunda, resepsiyon departmanının iş süreçlerinde çeşitli iyileştirme fırsatları ortaya çıkmıştır. Özellikle, müşteri bekleme sürelerinin azaltılması, gereksiz kâğıt işlerinin ortadan kaldırılması ve verimliliği artırmak için

dijital çözümlerin kullanılması gibi alanlarda iyileştirme önerileri geliştirilmiştir. Bu önerilerin işletme üzerinde olumlu bir etkisi olacağı ve müşteri memnuniyetini artırabileceği öngörülmektedir.

Ayrıca, atölye uygulaması sırasında katılımcılar arasında yapılan tartışmalar, Yalın Yönetim modelinin işletmenin resepsiyon departmanında uygulanabilir olduğunu ve iş süreçlerini iyileştirmek için etkili bir yöntem olduğunu göstermiştir.

4. TARTIŞMA

Çalışmanın sonuçları, turizm sektöründeki işletmelerin Yalın Yönetim modelini benimsemesi ve uygulamasının faydalı olabileceğini göstermektedir. Bununla birlikte, bu modelin her işletmeye uyarlanması için dikkate alınması gereken bazı özel koşullar bulunduğu belirtilmelidir. Bunlar özellikle, işletmelerin büyüklüğü ve yapısı, yönetimin desteği, sektörel dinamikler, teknolojik alt yapı ve insan kaynakları gibi faktörlere bağlıdır. Ayrıca, gelecekteki araştırmalarda, Yalın Yönetim modelinin farklı turizm işletmelerinde nasıl uygulanabileceği ve sektördeki diğer gelişmelerle nasıl entegre edilebileceği daha detaylı bir şekilde incelenebilir.

SONUÇ

Bu çalışma, turizm sektöründeki işletmelerin operasyonel verimliliklerini artırmak ve müşteri memnuniyetini sağlamak amacıyla Yalın Yönetim modelini uygulamanın faydalı olabileceğini göstermektedir. Çalışmanın bulguları, Yalın Yönetim prensiplerinin resepsiyon departmanındaki iş süreçlerine başarılı bir şekilde entegre edilebileceğini ve işletmenin operasyonel etkinliğini artırabileceğini ortaya koymaktadır. Değer akış haritalaması yapılarak belirlenen iyileştirme fırsatları, müşteri memnuniyetini artırabilir ve işletmenin rekabetçiliğini güçlendirebilir.

Ayrıca, çalışmanın bulguları, Yalın Yönetim modelinin sadece iş süreçlerini iyileştirmekle kalmayıp aynı zamanda müşteri deneyimini de olumlu yönde etkileyebileceğini vurgulamaktadır. Yalın prensiplerinin turizm sektöründeki işletmelerde nasıl etkili bir şekilde uygulanabileceği konusundaki anlayışı artırmak, sektördeki rekabetçiliği artırabilir ve sürdürülebilir büyümeye katkı sağlayabilir.

Bununla birlikte, bu çalışmanın bazı kısıtları bulunmaktadır. Örneğin, çalışmanın sadece bir otelde gerçekleştirilmiş olması ve sınırlı sayıda katılımcının olması, genelleme yapılmasını zorlaştırmaktadır. Gelecekteki çalışmalarda, farklı turizm işletmeleri ve daha geniş katılımcı gruplarıyla benzer çalışmaların yapılması önerilebilir. Ayrıca, yalın yönetim modelinin turizm sektöründeki işletmelerde nasıl daha etkili bir şekilde uygulanabileceği ve sektördeki diğer gelişmelerle nasıl entegre edilebileceği daha detaylı bir şekilde incelenebilir.

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KATKI ORANI / CONTRIBUTION RATE	AÇIKLAMA / EXPLANATION	KATKIDA BULUNANLAR / CONTRIBUTORS
Fikir veya Kavram / <i>Idea or Notion</i>	Araştırma hipotezini veya fikrini oluşturmak / <i>Form the research hypothesis or idea</i>	M. Paşa GÜLTAŞ
Tasarım / <i>Design</i>	Yöntemi, ölçeği ve deseni tasarlamak / <i>Designing method, scale and pattern</i>	M. Paşa GÜLTAŞ
Veri Toplama ve İşleme / <i>Data Collecting and Processing</i>	Verileri toplamak, düzenlenmek ve raporlamak / <i>Collecting, organizing and reporting data</i>	M. Paşa GÜLTAŞ
Tartışma ve Yorum / <i>Discussion and Interpretation</i>	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / <i>Taking responsibility in evaluating and finalizing the findings</i>	M. Paşa GÜLTAŞ
Literatür Taraması / <i>Literature Review</i>	Çalışma için gerekli literatürü taramak / <i>Review the literature required for the study</i>	M. Paşa GÜLTAŞ