

# **Projekt speciálních tréninkových metod pro rozvoj služeb ve firmě Lázně Kostelec u Zlína, spol s.r.o.**

Bc. Martina Miková

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Diplomová práce  
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 **Univerzita Tomáše Bati ve Zlíně**  
Fakulta managementu a ekonomiky

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Diploma Work  
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 **Tomas Bata University in Zlín**  
Faculty of Management and Economics

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## **ABSTRACT**

In the diploma thesis I tried to outline and explain the employee training development as a part of human resource management. I focused especially on employee training process and its methods. I also made a mention of different management types within the Europe. In the practical part I elaborated an analysis of the Company according to employee qualification, competitors and strengths and weaknesses including improvement suggestions at the end. The main part of this thesis contains a project of special training methods to improve services in presented company. First I realized a customer satisfaction study. Then I created a special training program and made a cost and risk analysis.

Keywords: employee training and development, human resources, market research

## **ABSTRAKT**

V diplomové práci jsem se snažila o přiblížení a vysvětlení problematiky personálního managementu, školení a rozvoje zaměstnanců, a to především tréninku zaměstnanců a jeho metodám. Dále jsem popsala základní typy managementu v evropské sféře. V praktické části jsou zpracovány analýzy firmy vzhledem ke kvalifikaci zaměstnanců, konkurentům a silným a slabým stránkám společnosti. Na závěr této části jsem uvedla návrhy a doporučení na zlepšení. Stěžejní částí práce je projekt speciálních tréninkových metod pro rozvoj služeb. V jeho úvodu jsem provedla dotazníkové šetření ohledně spokojenosti zákazníků a poté jsem vypracovala tréninkový program včetně nákladové a rizikové analýzy.

Klíčová slova: trénink a rozvoj zaměstnanců, personalistika, marketingový výzkum

I would like to thank to my supervisor doc. PhDr. Ing. Aleš Gregar, CSc. for his professional guidance, valuable advises and support in this project. My thanks belongs also to the management of company Lázně Kostelec u Zlína, s.r.o., namely to Mr. Jiří Fadler for appointing me and his assistance.

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	<b>INTRODUCTION</b>	

The aim of solving this diploma thesis is to analyze and evaluate employee qualifications at Lázně Kostelec u Zlína, s.r.o. and make a suggestion how to improve services by creating a special training program for employees. It is also necessary to do the analysis according to employee qualification, analysis of the competitors and SWOT analysis with improvement suggestions at the end.

I chose this topic from my own experience with employee training at Vail resorts – one of the leading resort operators in North America. Through working for this company, I have gained new experience in the field of employee training development. I decided to work up this theme in my diploma thesis and suggest a similar employee training for a Czech Company.

There are three main parts in my diploma thesis. In the first part you will find a theoretical background that is important for further understanding the topic. In the second analytical part I analyzed the company Lázně Kostelec u Zlína, s.r.o. and filed a proposal in light of improving services by employee qualifications. There is also a mention of employee training at Vail Resorts Company. The third part contains a project of special training methods for services development including cost and risk analysis.

## **I. THEORY**



# 1 EMPLOYEE TRAINING AND DEVELOPMENT

## 1.1 Employee training definition

Training is defined as learning that is provided in order to improve performance on the present job. A person's performance is improved by showing her how to master a new or established technology. The technology may be a piece of heavy machinery, a computer, a procedure for creating a product, or a method of providing a service. This term is often interpreted as the activity when an expert and learner work together to effectively transfer information from the expert to the learner (to enhance a learner's knowledge, attitudes or skills) so the learner can better perform a current task or job. [2,18]

Training refers to the methods used to give new or present employees the skills they need to perform their jobs. Training is a hallmark of good management, and the task managers ignore at their peril. Having high-potential employees does not guarantee they will succeed. Instead, they must know what the manager want them to do and how the manager want them to do it. Otherwise they will do the jobs their way. Good training is vital. [5]

Training involves an expert working with learners to transfer to them certain areas of knowledge or skills to improve in their current jobs. Development is a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance, often to perform some job or new role in the future. [19]

## 1.2 Employee training and development (ETD)

Employee training and development as a part of an organization's overall human resource management (HRM) strategy prepares workforces for the new challenges in organizations. It implies transition in skills, knowledge, attitudes or social behaviours and involves the analysis, design, implementation and evaluation of relevant activity to this transition. Employee training indicates planned efforts to facilitate and organize learning job-related experiences and attempts to improve employee performance in the context of organizational goals.

ETD may help employees to perform better, reducing the need for sophisticated performance management systems. ETD should improve performance and result in higher levels of reward and benefit, yet financial incentives can create higher levels of motivation and participation in ETD activities and training may also be seen as an attractive benefit in its own right. By creating a more trained, effective and motivated workforce, performance levels should rise. [9,20]

### 1.3 Typical Reasons for ETD

Training and development can be initiated for a variety of reasons for an employee or group of employees when a performance appraisal indicates performance improvement is needed, to "benchmark" the status of improvement so far in a performance improvement effort, as part of an overall professional development program or as part of succession planning to help an employee be eligible for a planned change in role in the organization, to "pilot", or test, the operation of a new performance management system and to train about a specific topic. [26]

### 1.4 Typical Topics of ETD

*Communications:* The increasing diversity of today's workforce brings a wide variety of languages and customs.

*Computer skills:* Computer skills are becoming a necessity for conducting administrative and office tasks.

*Customer service:* Increased competition in today's global marketplace makes it critical that employees understand and meet the needs of customers.

*Diversity:* Diversity training usually includes explanation about how people have different perspectives and views, and includes techniques to value diversity

*Ethics:* Today's society has increasing expectations about corporate social responsibility. Also, today's diverse workforce brings a wide variety of values and morals to the workplace.

*Human relations:* The increased stresses of today's workplace can include misunderstandings and conflict. Training can help people to get along in the workplace.

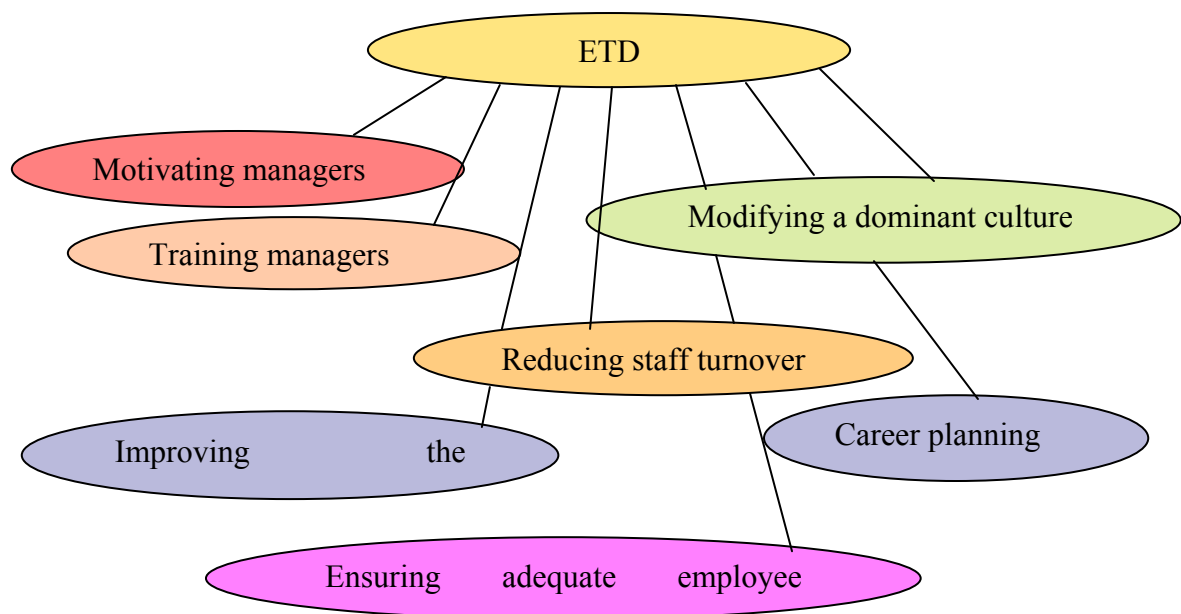
*Quality initiatives:* Initiatives such as Total Quality Management, Quality Circles, benchmarking, etc., require basic training about quality concepts, guidelines and standards for quality, etc.

*Safety:* Safety training is critical where working with heavy equipment, hazardous

chemicals, repetitive activities, etc., but can also be useful with practical advice for avoiding assaults, etc.

### 1.5 Which factors influence training and development

There are five principal sectors that affect training and development. In general, we distinguish transnationalism, foreign investment direct, competitive pressures, social pressures and national culture. A short list of the factors implies cross-cultural awareness skills, flexible cadres of international managers, impact of mergers and acquisition on training resources, need to promote employee and work practice flexibility, enhancement of management skills, emphasis on management education in programmes, rising consumer and life expectations versus cultural nationalism, national vocational training systems and different skill level of intakes or cultural assumption about the effective management. Employee training and development (ETD) covers a wide range of topics, see Fig.1. [2,13]



*Fig. 1 Topics which are covered from ETD [Own Data]*

### 1.6 Four elements of ETD

ETD, frequently also called human resource development (HRD), is then the primary process through which individual and organizational growth over time can achieve its full

potential. It involves integrating the four elements of education, training, development and learning.

*Education:* Bringing up individuals and groups so as to form habits, manners, intellectual and physical aptitudes. Directly and continuously affects the formation of knowledge, abilities, national culture, aspirations and achievements.

*Training:* Instruction and discipline in or for some particular art, profession, occupation or practice; the making proficient by such instruction and practice. Short-term systematic process which helps to master defined tasks or areas of skill or knowledge to predetermined standards.

*Development:* To unfold more fully and bring out all that is potentially contained in the individual or group. Facilitate actions towards maximum levels of performance and achievement of the individual and the organization.

*Learning:* Relatively permanent changes in behaviour that occur as a result of practice. It provides the mechanism for transferring training and development activities into actual practice.

## **1.7 General Benefits from ETD**

There are numerous benefits from training and development. Several of these benefits suggest reasons for supervisors to conduct training among employees. They include:

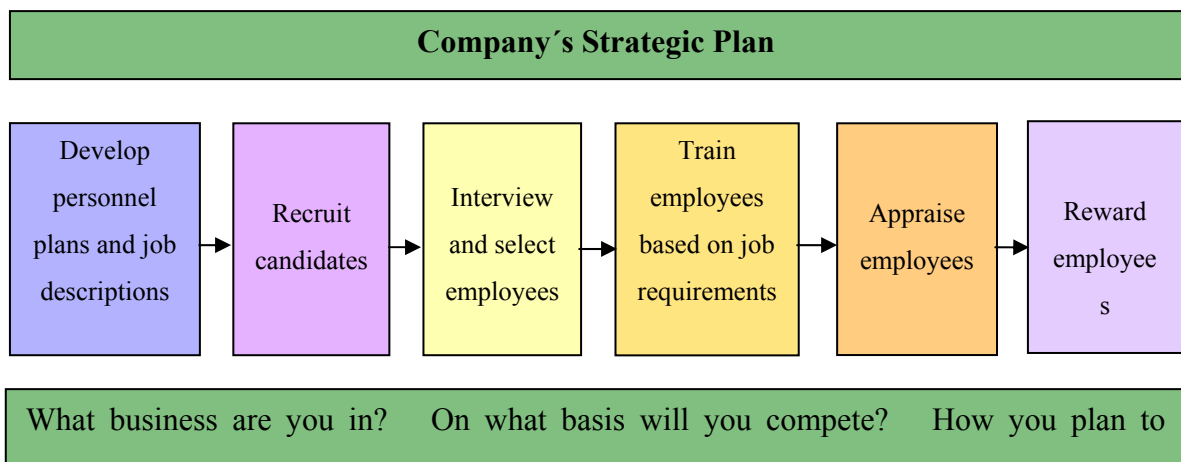
- Increased job satisfaction and morale among employees
- Increased employee motivation
- Increased efficiencies in processes, resulting in financial gain
- Increased capacity to adopt new technologies and methods
- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced company image, e.g., conducting ethics training
- Risk management, diversity training

## 2 ETD IN THE FIELD OF HUMAN RESOURCE MANAGEMENT

### 2.1 The strategic role of Human Resource Management (HRM)

Human resource management (HRM) – the staffing and personnel management is the process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health and safety, and fairness concerns. [14]

There is a need to carry out people or personnel aspects for a management job. These include: conducting job analyses, planning labor needs and recruiting job candidates, selecting job candidates, orienting and training new employees, managing wages and salaries, providing incentives and benefits, appraising performance, communicating, training and developing managers and building employee commitment. The firm's HR strategies, and specifically the HR policies in each area – for instance, how you recruit, select, train, appraise, and compensate employees – should make sense in terms of the company's strategic plan, see Fig. 2.



*Fig. 2 Strategy and the basic HR Process [5]*

### 2.2 HMR goals

Human resource management (HRM) is a strategic and coherent approach to the management of an organization's most valued assets: the people working there who

individually and collectively contribute to the achievement of its objectives. Employee development and employee relations are a part of HRM goals. Other specific goals of HRM are set out below in figure 3.



*Fig. 3 Other goals of HRM [14]*

### 2.3 The role and contribution of ETD relation to HRM

The role and contribution of ETD relation to HRM:

- Improving stagnant productivity
- Rapid incorporation of new technologies fulfilling skill needs in the light of technological change
- Adaptation to new competitive conditions
- Contribution to long-term strategic manpower planning
- Informing decisions over human resource allocation
- Development of skills for the present and the future
- Information for management succession and career planning systems

- A means of substituting for the need to resource externally
- Developing managerial attitudes
- Modifying management and leadership styles
- Building creative and effective teams
- Improving communications
- Increasing levels of commitment and the perception of being a good employer
- Reduce turnover and absenteeism, indirectly improving productivity

## 2.4 Management process and HRM Responsibilities

There are five main activities involved in the management process: planning, organizing, staffing (recruiting, selecting, compensating, training and developing employees), leading and controlling. All managers are, in sense, HR managers, since they all get involved in these activities. Yet most firms also have a human resource department with its top manager. HR manager can also have his or her “staff” or “line” manager. Line manager is authorized to direct the work of subordinates and is responsible for accomplishing the organization’s tasks. Staff manager is a manager who assists and advises line managers. The direct handling of people has always been an integral part of every line manager’s responsibility, from president down to the lowest-level supervisor. There are ten important line supervisor’s responsibilities – HRM Responsibilities – for effective human resource management listed below. [1,24,25]

- Placing the right person on the right job
- Starting new employees in the organization (orientation)
- Training employees for jobs that are new to them
- Improving the job performance of each person
- Gaining creative cooperation and developing smooth working relationships
- Interpreting the company’s policies and procedures
- Controlling labor costs
- Developing the abilities of each person
- Creating and maintaining department morale
- Protecting employee’s health and physical condition

In small organizations, line managers may carry out all these personnel duties unassisted. But as the organization grows, they need the assistance, specialized knowledge, and advice of a separate human resource staff. The human resource department provides the specialized assistance. See the HR department organizational chart of a large company – figure 4.

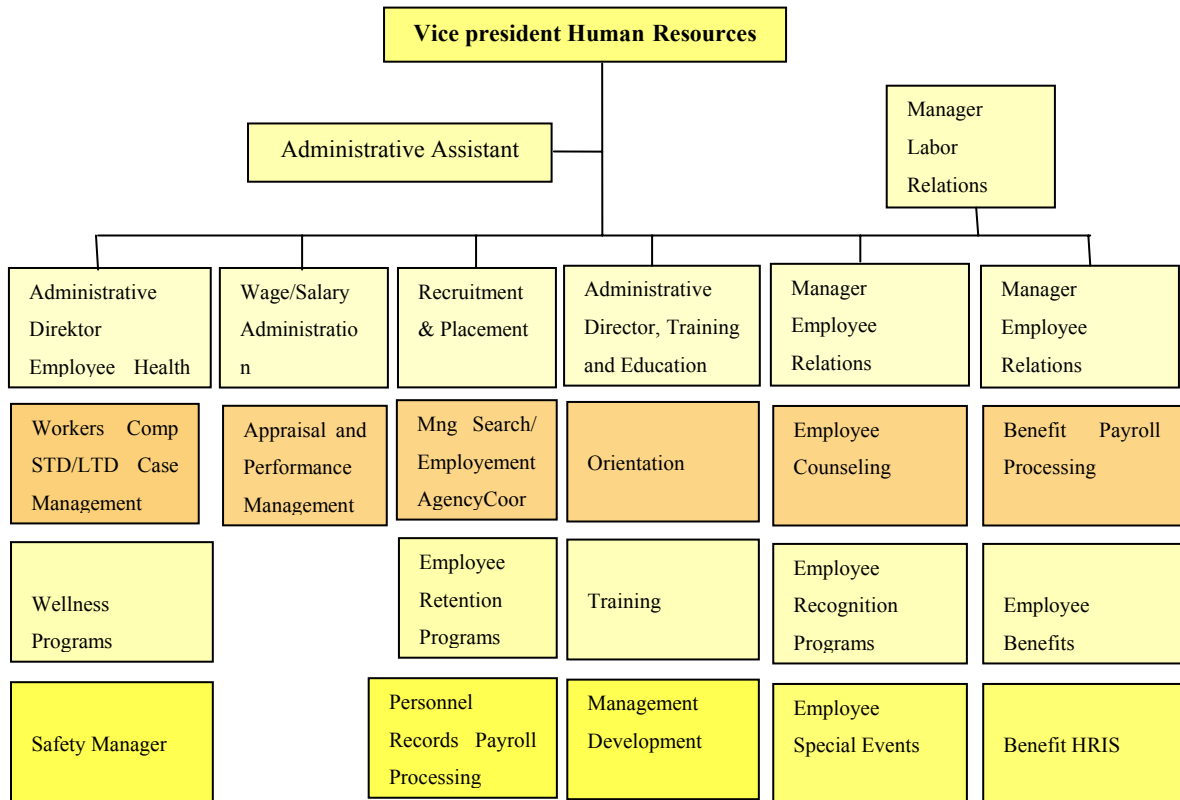


Fig. 4 HR Department Organizational Chart (Large Company) [5]

Source: Adapted from BNA Bulletin to Management, June 29, 2000



### 3 THE TRAINING PROCESS

The basic training process consists of five main steps: needs analysis, instructional design, validation, implementation, and evaluation. [5]

Small and medium-sized companies may want to take advantage of the new trend toward outsourced learning, it means the outsourcing of companies learning functions to major consulting firms. They can also create their own training program, using steps like setting training objectives, writing a detailed job description, developing an abbreviated task containing tasks, performance standards and trainable skills, developing a job instruction sheet and preparing training program for the job. Once we have defined the training steps we need to choose the right training method. There are several training methods described in the second part.

#### 3.1 Training steps

##### **ETD need analysis**

The first step identifies the specific job performance skills needed, assesses the prospective training skills, and develops specific, measurable knowledge and performance objectives based on any deficiencies. ETD needs have to be conducted at three levels of analysis – organizational, personal and jobs, role or career stream level. The organization has to know its goals, how to achieve them and what behaviour is necessary for each job holder to complete his or her tasks. The organization has to find out whether training is needed.

##### **Instructional design**

Instructional design is the second step where you decide on, compile, and produce the training program content, including workbooks, exercises, and activities. The organization has to find out where and how training is needed. Usually the EDS needs assessment process takes organizations through a systematic series of choice about the most appropriate instructional objectives, the criteria that should be used to evaluate the outcomes of ETD, the best design for the learning environment based on principles of learning and the characteristics of the target population, the development of training materials and methods, the conduct of actual training and the evaluation process for the ETD systems.

### **Validation step**

There also may be a third, validation step, in which the bugs are worked out of the training program by presenting it to a small representative audience. The information should be well organized and logically in understandable units presented. A variety of familiar examples, many visual aids and an adequate practice should be provided.

### **To implement the program**

The fourth step is to implement the program, by actually training the targeted employee group. A training guide, self study book, video for improving skills and other training materials are provided by employers. Many materials are also available online and offline.

### **Evaluation step**

Fifth is an evaluation step, in which management assesses the program's successes or failures. This is the last step of the basic training process. Training is futile if the trainee lacks the ability or motivation to benefit from it. In terms of ability, the trainee needs the required reading, writing, and mathematics skills, and the required educational level, intelligence, and knowledge base.

## **3.2 Training Methods**

Once we have identified the training needs and goals, we have to design the training program. We can create the content and program sequence ourselves, but there is also a vast selection of online and offline content and packages from which to choose. There are various methods companies use to actually deliver the training. [5]

### **On-the-Job Training (OJT)**

On-the-job training is probably the most popular training and means having a person learn a job by actually doing it. Every employee, from mailroom clerk to company president, gets on-the-job training when he or she joins a firm. The most familiar type of on-the-job training is the coaching. An experienced worker or the trainee's supervisor trains the employee. At lower level, trainees may acquire skills by observing the supervisor. Job rotation, in which an employee moves from job to job at planned intervals, is another technique. Special

assignments similarly give lower-level executives firsthand experience in working on actual problems. Action learning programs give managers and others released time to work full-time on projects, analyzing and solving problems in departments other than their own. On-the-job training is relatively inexpensive; trainees learn while producing. There is no need for expensive off-site facilities like classrooms or programmed learning devices. Managerial on-the-job training methods include job rotation, the coaching/understudy approach, and action learning.

### **Apprenticeship Training**

Apprenticeship training is a structured process by which people become skilled workers through a combination of classroom instruction and on-the-job training. It is widely used to train individuals for many occupations. It traditionally involves having the learner/apprentice study under the tutelage of a master craftsperson. Several U.S. facilities currently use this approach.

### **Job Instruction Training (JIT)**

Job instruction training means listing each job's basic tasks, along with key points, in order to provide step-by-step training for employees. Many jobs consist of a logical sequence of steps and are best taught step-by-step. The steps show what is to be done, and the key points show how it is to be done and why.

### **Lecturing**

Lecturing is a quick and simple way to provide knowledge to large groups of trainees, as when the salesforce needs to learn the special features of a new product. You could use written materials instead, but they may require considerably more production expense and won't encourage the give-and-take questioning that lectures do.

### **Programmed Learning**

Whether the medium is a textbook, computer, or the Internet, programmed learning is a systematic method for teaching job skills involving presenting questions or facts, allowing the person to respond, and giving the learner immediate feedback on the accuracy of his or her answers.

### **Audiovisual-Based Training**

Audiovisual-based training includes techniques like films, Power Points, videoconferencing, audiotapes or videotapes. It is very effective and widely used. Company uses videos in dealer training sessions to simulate problems and sample reactions to various customer complaints, for example.

### **Simulated Training**

Simulated training is a method in which trainees learn on the actual or simulated equipment they will use on the job, but are actually trained off the job. This is a necessity when it is too costly or dangerous to train employees on the job. In pilot training, for instance, airlines use flight simulators. Simulated training is increasingly computer-based.

### **Computer-Based Training (CBT)**

With computer-based training, the trainee uses computer-based and DVD systems to interactively increase his or her knowledge or skills. These programs consist of graphics-supported lessons, and require trainees to make choices to show their understanding. Interactive technologies reduce learning time an average of 50%. There is an instructional consistency and mastery of learning.

### **Electronic Performance Support Systems (EPSS)**

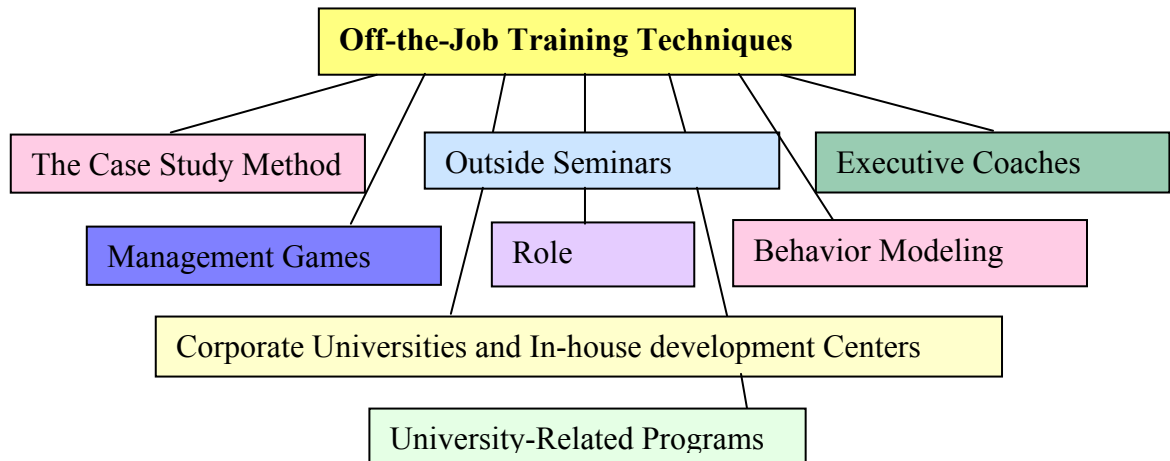
Electronic performance support systems are sets of computerized tools and displays that automate training, documentation, and phone support, integrate this automation into applications, and provide support that is faster, cheaper, and more effective than traditional methods. EPSS are today's job aids – sets of instructions and methods available at the job to guide the worker.

### **Distance and Internet-Based Training**

Distance learning methods include traditional paper-and-pencil correspondence courses, as well as teletraining, videoconferencing, and Internet-based classes. With teletraining, a trainer in a central location teaches groups of employees at remote locations via television hookups. Videoconferencing allows people in one location to communicate live via a combination of audio and visual equipment with people in another country.

## Off-the-Job Management Training Techniques

There are also many off-the-job techniques for training and developing managers.



*Fig. 5 Different Off-the-job training techniques [Own Data]*

## Trainees and Trainers

Once you have decided what training is necessary and where it is needed, the next decision is who should be trained? For a small business, this question is crucial. Training an employee is expensive, especially when he or she leaves your firm for a better job. Therefore, it is important to carefully select who will be trained. Training programs should be designed to consider the ability of the employee to learn the material and to use it effectively, and to make the most efficient use of resources possible. It is also important that employees be motivated by the training experience. Employee failure in the program is not only damaging to the employee but a waste of money as well. Selecting the right trainees is important to the success of the program.

Who actually conducts the training depends on the type of training needed and who will be receiving it. On-the-job training is conducted mostly by supervisors; off-the-job training, by either in-house personnel or outside instructors. In-house training is the daily responsibility of supervisors and employees. Supervisors are ultimately responsible for the productivity and, therefore, the training of their subordinates. These supervisors should be taught the

techniques of good training. They must be aware of the knowledge and skills necessary to make a productive employee. Trainers should be taught to establish goals and objectives for their training and to determine how these objectives can be used to influence the productivity of their departments. They also must be aware of how adults learn and how best to communicate with adults. Small businesses need to develop their supervisors' training capabilities by sending them to courses on training methods. The investment will pay off in increased productivity.

### 3.3 Evaluating the training effort

Training should be evaluated several times during the process. Determine these milestones when you develop the training. Employees should be evaluated by comparing their newly acquired skills with the skills defined by the goals of the training program. Any discrepancies should be noted and adjustments made to the training program to enable it to meet specified goals. Many training programs fall short of their expectations simply because the administrator failed to evaluate its progress until it was too late. Timely evaluation will prevent the training from straying from its goals. [5,15]

In evaluating the training program, the question is not just what to measure, but how to design the evaluation study. We can take a series of measures before and after the training program which provide an initial reading on the program's effectiveness or we can use formal methods for testing the effectiveness of a training program, with before-and-after tests and control group. There are four basic categories of training outcomes we can measure [22]:

- *Reaction.* Evaluate trainees' reactions to the program.
- *Learning.* Test the trainees to determine whether they learned the principles, skills and facts they were supposed to learn.
- *Behavior.* Ask whether the trainees' on-the-job behavior changed because of the training program.
- *Results.* Test if there are measurable results, which were set in terms of the training objectives.

## 4 ETD IN ITS NATIONAL CULTURAL CONTEXT

There are different notions and models of management development including education and training practices across the world. This different understanding of what management is will slow down the pace of integration and limit the attractiveness of many HRM tools to organizations. Manager's roles and practices are deeply embedded in their social and cultural environment. There is no best way of tackling management development. There are four national models mapped out due to their competing traditions: the Japanese model, the Latin European approach, the Germanic tradition and the Anglo-Dutch model. These models are only stereotypes, reflecting the main patterns of homogeneous practice in the countries.

Regarding to following models the British should act as team leaders, HRM specialists, marketers and operational managers, reflecting their traditions. The French make the best company planners with the need for strategic thinking. The Germans represent the best technicians and engineers. The Scandinavians and Dutch make the best team players and middle managers. The Italians are the best designers and public relations people. [14]

### 4.1 The Anglo-Saxon concept of management

The first idea of the management came from USA. The Americans specialized on topics like inventing mass production, marketing and corporate strategy before the end of the Second World War, and creating most of the theories of motivation, leadership, group dynamics, supervisory effectiveness, informal organization, workgroup behaviour and organization theory and analysis in the period after war. Britain was attracted to HRM on the grounds that it had the mission of re-personalizing a mechanistic world and forced managers to build their interpersonal skills, communication and leadership.

The Anglo-Saxon notion that management is something separate, definable and objective means that management ability is seen to be a general and transferable skill, with strong emphasis placed on interpersonal skills. The British system emphasizes empirical thinking, places a premium on personal experience and prefers self-regulation in all things, rather than statutory control. The basis for selection into the management labour market is driven by assumptions about the basic character of the individual in terms of personality and behaviour. The Anglo-Saxon tradition displays a fascination with the organization itself, their philosophy focuses on the generalist notion of management development. Entry into management positions is not based on elitist principles. Career development is in practice a

series of deselection decisions, hopefully made before the individual reaches their level of incompetence.

## **4.2 The Germanic concept of management**

Management development traditions in Germany are virtually a mirror image of the Anglo-Saxon norms. The reactive role of personnel managers in Germany has historically militated against the raising of the management development function to a more organizationally-specific and strategic level. Because of wage negotiations numerous pay scales were created into which managers must be fitted. Cultural traditions in Germany placed great value on the entrepreneur and not the manager. This relatively weak concept of management, together with a relatively recent emergence of general management education, has limited the attention given to management development in Germany.

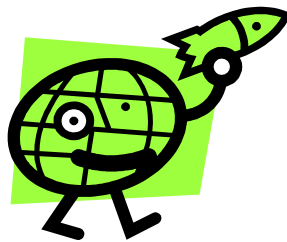
German managers are selected primarily professional and expert knowledge which is required for the variety of traditional functions and departments. Regarding to Derr's study German and Swiss managers relied more on formal authority and attached a higher value and degree of respect to technical competence and functional expertise than did managers from other European countries. The Germans see the organization as only a secondary consequence of the primary task. The German tradition relies on more formalized apprenticeships, job rotation and training, even for graduates. The higher the position, the greater the percentage of university or college graduates encountered. The prestige of executive jobs in manufacturing is high and organizations have less of a problem attracting highly qualified staff into a management career.

## **4.3 The French concept of management**

French industry was civilized from within the prior development of the educational system. Élités were consistently valued as a source of management wealth and industrial activities were historically pursued for reasons of social prestige as opposed to profit-only motives. Managers were, however, seen to have special needs within the education system and a strong distinction developed between the skills of both the manager in the recent private, profit-making sector and the long-standing public-sector administrator and other areas of society. Management offered an avenue for the technical middle class to promote its position in organizational life.



Managers in France are known by the term "cadres" and are selected more on the basis of their intelligence, but the high status attached to qualifications such as the diploma and the gaining of cadre status is difficult to attain. The French see management as an intellectually demanding task. France has a very bureaucratic work system with many layers of hierarchy in the organization. The tall vertical structures in French organizations have given opportunity for an internal market-based labour system. In contrast, many studies of German management only define two levels of authority below board level. Career progression in France is a competitive struggle of achievement.



## 5 SUMMARY

The quality of employees and their development through training and education are major factors in determining long-term profitability of a business. If good employees are hired, it is good policy to invest in the development of their skills, so they can increase their productivity. There are two broad types of training available to businesses: on-the-job and off-the-job techniques. Individual circumstances and the "who," "what" and "why" of your training program determine which method to use. On-the-job training is delivered to employees while they perform their regular jobs. On-the-job techniques include orientations, job instruction training, apprenticeships, internships and assistantships, job rotation and coaching. Off-the-job techniques include lectures, special study, films, television conferences or discussions, case studies, role playing, simulation, programmed instruction and laboratory training. Most of these techniques can be used by small businesses although, some may be too costly. Employee training development is not the same everywhere. Within the European sphere, three main concepts of management can be identified: Anglo-Saxon, Germanic and French. Each has its own reflection in management education systems and institutions. Each also suggests a different set of characteristics or capabilities by selecting people to join their stock of management. An effective manager should also have an overview of all different types of concepts.

On the basis of the theoretical background, I have set two hypotheses which I am going to prove or disprove at the end of the analytical part. By the help by several analyses in the next part of my diploma thesis, I will be able to clarify the following statements.

- Employee training will significantly increase the competitiveness of the company.
- Employee training will increase customer's satisfaction.

## **II. ANALYTICAL PART**

## **6 ANALYSIS OF THE COMPANY AND ENVIRONMENT**

The analytical part of my diploma thesis consists of three main parts. In the next few paragraphs, I will give you a description of the Company generally. In the second part, you will find an analysis of the Company according to the employee qualifications and a SWOT analysis with recommendations at the end. In the third part, there is an analysis of employee training at Vail Resort Company based on my own experience.



### **6.1 Description of the company Lázně Kostelec u Zlína, s.r.o**

#### **6.1.1 Location and basic information about the Company**

The Kostelec Hotel and Spa are situated in beautiful natural surroundings on the border between the Holštýn and Vizovice hills. They are located near the city Zlín in Moravia which is the east part of the Czech Republic. The spa, founded in 1742, is famous for its natural sulphur spring, which is mainly used for the medical treatment of dermatological disorders and diseases, of the cardiovascular system and of the movement apparatus. The hotel services are complemented by a sports area with tennis courts, outdoor swimming pools with pre-heated water and possibilities for other recreational activities like hiking, cycling, spa and wellness. The proximity of the town of Zlín enables the guests to enjoy a rich cultural and social life as well. In the hotel Golf you can find Club Zlín which is a member of the Czech Golf Association and the European Golf Association. Golf Club Zlín operates an indoor golf and a nine-hole golf course. The covered golf course which is open 24 hours, just like the indoor golf with a delicately modeled six hole green, a bunker and several greens. The nine-hole course is open from April to October, as is the driving range.

#### **6.1.2 History of Lázně Kostelec u Zlína, s.r.o.**

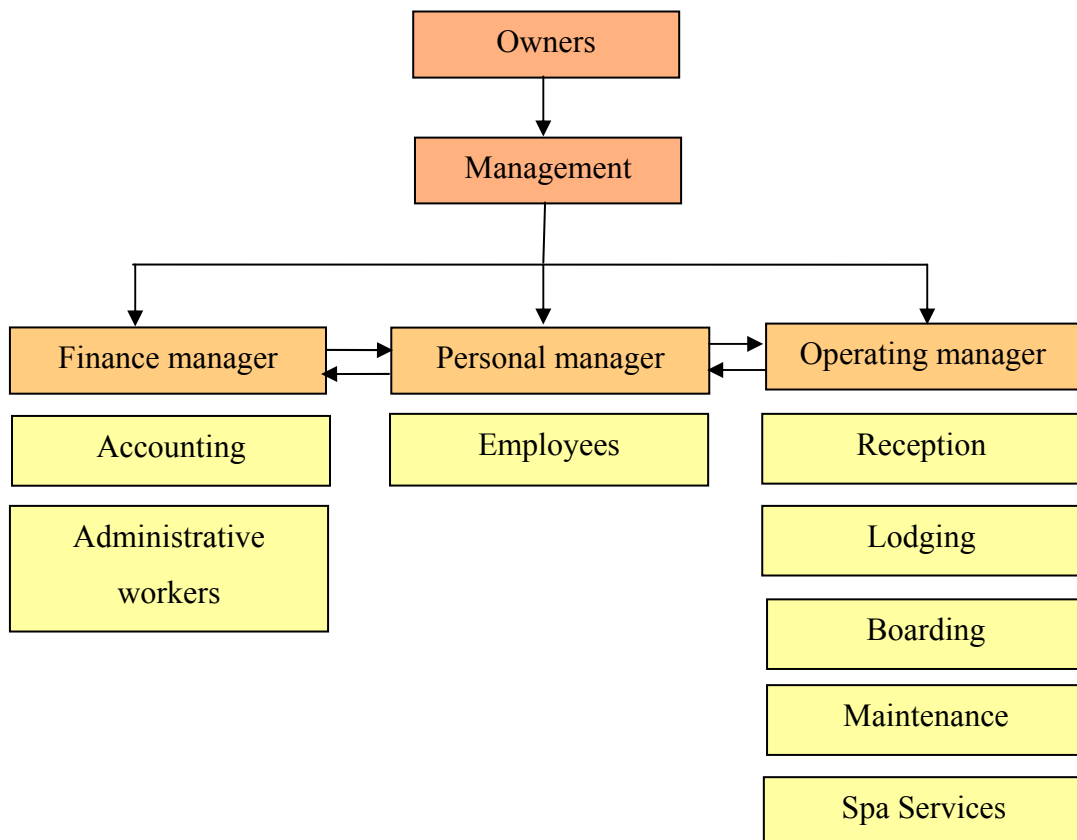
The Spa in Kostelec was bought together with the Lukov estate in the year 1724 by the count Kristian Seilern Aspang. The Seilerns were a family from the lesser nobility with their seat in Litschau - a town on the Swiss-Austrian border and a town to which they returned in the following Second World War. The spa was established in the year 1742 with the wells on the land of Jan Zbořil, a subject of the estate. The Lukov gentry built the spa facility on

this site and, on the basis of the request made by Zbořil, he was regularly relieved of one day of manorial labour in exchange for the use of the springs. When Viennese doctors confirmed the therapeutic effects of the spa's waters, the Kostelec spa began to serve as a therapeutic facility for all the Hungarian lands. Count Jan Bedřich Seilern, who also entered the estate into the state land records, gradually built both the spa and the Lešná chateau in the style of the late Baroque. At the beginning the spa served only for the gentry and treatment was carried out under the supervision of a guildsman bathkeeper by charity workers. As time went on the Kostelec spa changed owners numerous times. The spa achieved its peak during the years 1899 - 1908 when it was owned by the Kroměříž' doctor. J. Kovář and the Mašláňš, husband and wife. The spa was transformed into a modern treatment center which became a social center for the whole region. The Kostelec spa was also visited in great numbers in the years through the First World War. Its capacity at the time was 55 beds. During the Second World War the spa was devastated. After the World War II the Kostelec spa came under the administration of the municipal authorities and was restored with the help of local citizens. In the year 1964 the Kostelec health resort was purchased by the state enterprise Vítkovice. The current treatment center was then gradually established and the hotel was built. Since the 15th of February, 1994, the facility, including the Kostelec health resort has been owned by the limited liability company Zlínat, a company which intends, with the help of the health resort in Piešťany, to revive the spa's great renown for the treatment of disorders of the locomotor system, rheumatism and asthmatic diseases.

From among the famous guests who have visited and have been treated at the health resort in Zlín-Kostelec we may mention for example the Olympic winner Helena Fibingerová, Ivana Trump, the national football team of Australia, the general director of the metallurgical factory in Riga Ing. Doring, or tennis player T. Mečíř. The Czech Inspectorate for Health Resorts has issued a certificate which confirms the analysis of the water from the wells and attests to their designation as natural therapeutic springs. With the consent of the Ministry of Health Spa Kostelec commenced on the 1st of November, 1995, their newly registered spa therapeutic treatment of diseases from category VII of the list of medical indications, i.e. diseases first and foremost of the locomotor system. Today, with the support of the town authority of Zlín and the Ministry of Health of the Czech Republic, Lázně Kostelec would like to transform this private health facility into a modern health resort for the public and a resort which will become one of the Czech Republic's spa destinations and will serve to Czech clientele.

### 6.1.3 Organizational structure of the company

The basic aim of the company is to focus on the main activities – providing golf, spa and wellness services including accommodation and food. The main facility for providing these services is the Kostelec Hotel which is formed by two economical subjects, by Lázně Kostelec u Zlína, spol. s.r.o. and another company called Zlínsat. They cooperate with each other closely. Let us take a closer look at the organizational structure of Lázně Kostelec u Zlína, s.r.o. There six owners who manage the company at the same time. Three core departments take care about finances, staffs and operations containing accommodation, food, spa, wellness and other services and they collaborate with each other very closely. Around 60 employees work in the company, the majority in the spa sector, in medical and health services. The organizational structure is shown in the figure 6.



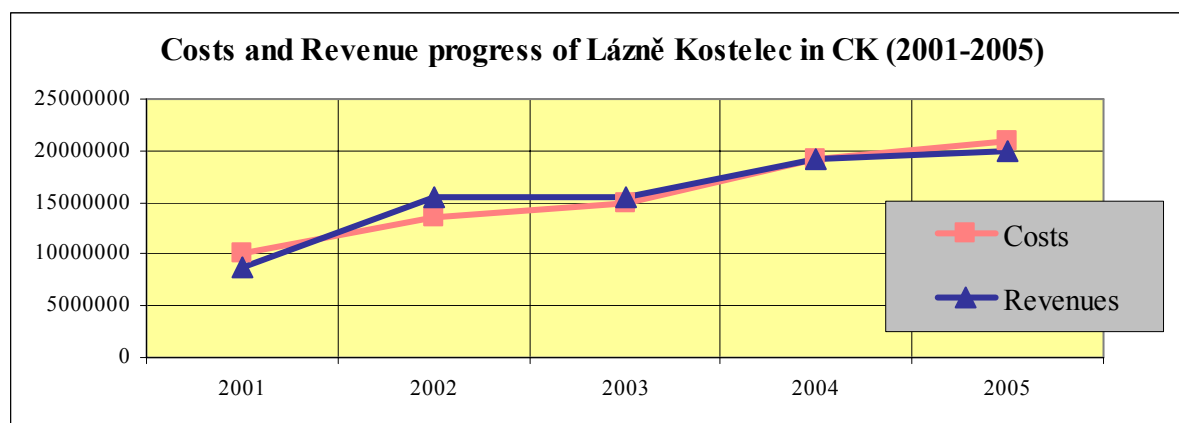
### 6.1.4 Financials *Organizational structure of the company [Own Data]*

In the following part will be discussed the financial situation of the facility Lázně Kostelec. There are two economical subjects, which share the economical department. One of these companies is Lázně Kostelec u Zlína, spol. s.r.o. and another company is called Zlínsat. Zlínsat is the owner of the hotel building and is responsible for its maintenance and

reconstruction. There is a close cooperation between these two companies and they also share the economical department as far as the profit figures and turnovers. Tables below show costs and revenues during the last years.

Year	Costs	Revenues	Profit	Loss
2001	9.981.553	8.704.057		1.277.496
2002	13.500.165	15.450.749	1.950.584	
2003	14.848.616	15.582.963	734.347	
2004	19.113.060	19.259.003	145.942	
2005	20.912.432	19.905.508		1.006.923

Tab. 1 Costs and revenues of Lázně Kostelec u Zlína, s.r.o [Own Data]

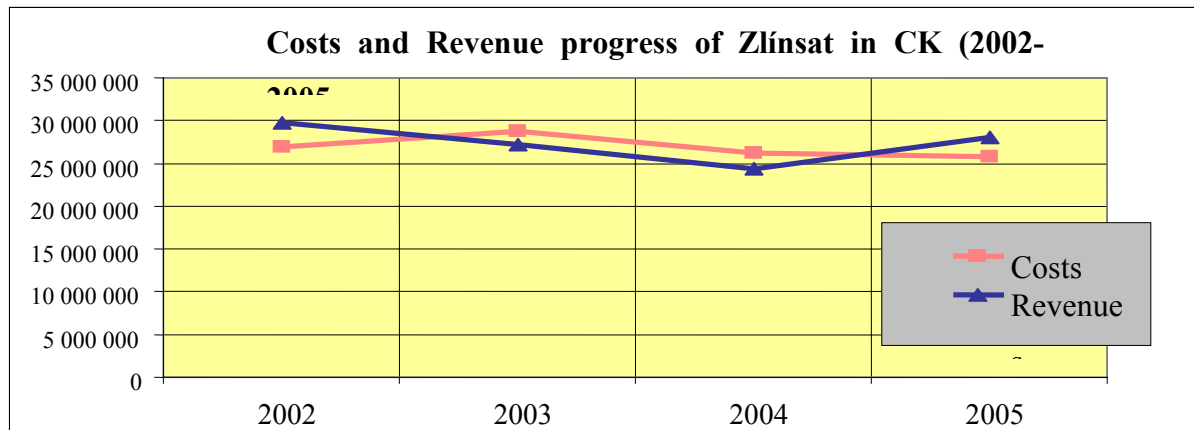


Graph 1 Cost and Revenue progress of Lázně Kostelec u Zlína, s.r.o [Own Data]

At the end of 2001 costs were at almost 10 mill CK and reached a bit over revenues of the Company. After that the revenues began to increase considerably, the Company showed a profit until 2004 where the revenues leveled off with costs again. From 2005 we can see a slightly decreasing tendency of the revenues. In 2005, the Company showed a loss in an amount of 1 mill CK.

Year	Costs	Revenues	Profit	Loss
2002	26.961.946	29.772.876	2.810.930	
2003	28.721.750	27.195.277		1.526.473
2004	26.145.013	24.327.439		1.817.574
2005	25.787.836	28.072.709	2.284.873	

Tab. 2 Costs and revenues of Zlinsat, s.r.o [Own Data]



Graph 2 Cost and Revenue progress of Zlinsat, s.r.o [Own Data]

At the end of 2002 revenues were at almost 30mill CK and Company showed a profit of 2.8mill CK. After costs and revenues reached the same level at the beginning of 2003, both indicators began to fall steady till 2004 where revenues hit a low of 24.3mill CK. After a recovery revenues went up again and reached over costs. In 2005, the Company showed a profit in an amount of 2.3mill CK.

### 6.1.5 Offered services

The hotel guests, spa visitors and others have the opportunity to use indoor facilities, outdoor facilities and other offers from the closest surroundings like swimming pool, tennis court, golf course (9 holes) as well as "Indoor Golf course", rooms for social and business events and nearby located ski slopes, what enables recreation and spa treatment all year round. There are lots of opportunities for sport and other cultural activities placed not only inside of the hotel, but also in the beautiful surroundings. You can also play mini golf or volley-ball. During the summer season there is an outside heated swimming pool available. The hotel offers spa treatment and also an evening program, such as disco or live music. There are various services listed below. Everyone can choose from a wide range of activities or special events offered here.

#### Indoor facilities





Bike hire, billiards, fitness centre, library, massages, Russian skittles, sauna, solarium, table tennis, tennis courts, dance floor, bar, coffee bar, exchange, fax, terrace, meeting rooms, golf shop, lectures, balls, sport equipment rentals, wheelchair access, safe, golf.



### **Outdoor facilities**

Cycling, hiking, sightseeing by aircraft, cross-country skiing, coach rides, golf, summer garden / park, mini golf, outdoor swimming pool, playground, pool for children, Spa building only 5 minutes walk.



### **Other possibilities**

Squash, tennis hall, shopping centre, bowling, another restaurants, car wash, free parking, spa and wellness facilities, beauty saloon, hair dresser, Zoo Lešná



### **Spa and wellness facilities**

The medicinal springs were discovered in 1742. The greatest prime came during the period between the end of the 19th and beginning of the 20th century. Diseases of movement apparatus, dermatological diseases and women diseases are treated here. As curing methods water bath, electrotherapy and ray-therapy are applied. There are a lot of short/long term stays offered at this health resort which already include several treatment procedures. These stays are very popular and also budget-priced. Some of these offers are listed below.

- Holiday weekend for 3 days including 2 treatment procedures
- Relaxation for body and soul for 3 days including sauna and medical treatment
- Five days for every woman including sauna, 3 treatment procedures and visage consultation
- Retirement stay for 5 days including 5 treatments as preferred
- One week for healthy life style including medical and relax treatments, sauna



## Hotel

The hotel has 80 double rooms, 4 suites and 8 four-bed rooms with telephones and satellite TVs, as well as the option of additional beds, showers and toilets. On the ground floor, there is a coffee shop, 2 restaurants, bar, dance bar, meeting rooms and a terrace. The ground floor and the first floor have been renovated last year.



## Golf Course

Also a Golf course is a part of the facility. Thanks the golf simulator and indoor golf can be the game played all year round. The development of the Golf course begun in 1996, one year later the course has been opened and used year round. Ing. Jiří Velden was the person who planned this project and worked together with a Swedish architect P. Chamberlain. There are drive places available, softly molded green with 6 holes, Full Swing Golf Simulator, pro shop, lockers and club which was already established in 1991. Since September 1999 a new nine-hole court, putting a chipping green and driving range has been opened. Golf players are usually members of the Golf Club and do not use any other services allied to the hotel like accommodation or boarding.



Fig. 7 Golf Course Map of Lázně Kostelec [28]



## Specials

Organized cultural programs, sightseeing trips to Zlín, Vizovice and other towns, organized flights with a small plane around Zlín and surrounding, special treatment programs for

Christmas and Easter, better prices of treatment programs in winter term – from October to April, special tours and events allied to golf.

## **6.2 Analysis of the company according to employee qualification**

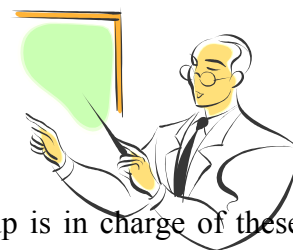
After an interview with the management of the company, a number of important facts and figures have been found out. This information is for the analysis of the company according to services and employee qualification of a big importance. There were four main topics which have been discussed during the interview.

### **6.2.1 Basic information and guests description**

The Kostelec Hotel and Spa are owned by a group of six people who all have the same aim - to provide spa and wellness services including accommodation, food and other activities like golf, tennis, swimming pool and many others. Hotel and spa visitors have an opportunity to take advantage of a wide range of offered services for convenient price. Company employs around 60 employees, in summer a little bit more. The most guests are coming in summer term – from beginning of May till end of September – and are from inland. Lázně Kostelec u Zlína, s.r.o. also tender services through the internet and travel agencies abroad, but foreign visitors are looking for higher standard and are open for higher prices. That's way the international cooperation is on the low level. Even though the company offers special programs during Christmas, December and January are months with the lowest number of visitors. The biggest part of visitors – around 60 percent are older than 50. There are also a lot of returners. Also families with children often visit Hotel Kostelec but they rather prefer the summer term, from June to September.

### **6.2.2 Marketing**

The company has no marketing department. The management group is in charge of these responsibilities and together with financial department takes control of all costs. The marketing share amounts about 750.000 CK per year, mostly invested in brochures and



prospectus which are forwarded by postal services. This is almost 80% and the rest of marketing communication is made by the internet and regional TV. In accordance to one of the company's managers, the response abroad of visitors is high, so that the company is able to cover its costs. The aim of the marketing strategy is to satisfy customers and take advantage of accommodation capacity to the limit what also increases company turn-over. Hotel Kostelec reaches its maximum capability in May every year. The facility Hotel Lázně Kostelec offers more likely moderate prices and is comparable to its competitors. However the hotel and its services are mainly used by guests from a lower income group. For the future, company would like to improve the marketing communication by approaching a better contact with the final customer with the aid of internet and direct mail. The internet webpage of the company has been renovated since last year. Now there is also a possibility to book online.

### 6.2.3 Personnel Management

The company has no human resources department. Also in this case is the management group responsible for all activities linked with personnel management like recruiting, selection, training, and evaluating of employees. Employees are recruited and selected ordinarily. In the first stage they send their biographical information and if they are needed, they are invited for an interview with the management in the second stage. Successful candidates can begin work practically from day to day. Other candidates are saved in database. Hotel Lázně Kostelec largely advertises in regional newspaper called Infoservis. For positions like accountants, medical and hospital services, cooks and waiters are qualified employees of a necessity. Employee training is only provided for employees from vindication sector, accountants and for management whereas the management group attends special language courses. In this case it is rather an education step than training itself. The costs for employee training, which is made two times a year, get around 3000 CK for a weekend or 20000 CK for the entire training program. The training is always provided by an accredited company. There is no training for front desk clerks, people who provide guest services or other employees. Employee evaluation is made by management only when there is a crisis situation. Once or two times a year employees fill in a questionnaire about their satisfaction within the frame of evaluation process. Majority would like to increase its financial support. The more money they get the more satisfied they are. There are several



employee benefits like 50% footage of food costs, swimming for free and 30 minute lunch every day provided by company.

#### **6.2.4 Future plans**

Company plans several changes for the future. They would like to begin with a reconstruction of the facility which is almost 40 years old. In the first phase there is a plan to reconstruct the main spa building including the modernization of the equipment for treatment procedures. At the same time they also plan to put the outdoor swimming pool in repair and cover it up that it is also for guests in winter available. As said before, the company would also like to improve the whole process of marketing communication. They want to keep in a better contact with the final customer with the aid of internet and direct mail. They already renovated their internet webpage last year and made not only in Czech language but also in English that it is available for foreign visitors. Online reservations are also possible. The Company evaluates the employee training as very effective and would like to increase its sections for the future.

### **6.3 Analysis of the competitors**

The main company and the biggest competitor of Lázně Kostelec is the health resort Lázně Luhačovice. Also villages in the neighborhood of Luhačovice provide accommodation and wellness services. The next competitor in the Zlín region is the health resort in Ostrožská Nová Ves. Both companies are the most important competitors in the region.

#### **6.3.1 Spa Luhačovice**



The largest Moravian spa lies in the southeastern part of the Czech Republic, approximately 20 kilometres from the town of Zlín. The disorders of locomotive organs, diseases of respiratory tract, diabetes, diseases of digestive tract as well as blood circulation diseases are

successfully treated here. The healing mineral springs of the Luhačovice Spa rank among the Europe's most effective ones. For more than 10 years, the Luhačovice Spa has been visited regularly by guests coming often from Austria and Germany; in 2003, they were over 3000. Our guests can take advantage of the high level of the spa physicians and of the medical staff as well, of the up-to-date spa health service establishments, and – last but not least – of the gastronomic offer up to international standard. These services are offered in our four-star hotels. The Luhačovice Spa offers its guests also an extensive cultural and social life, including music festivals, performances at the Spa Theatre, or colonnade concerts and sport possibilities like tennis courts, a fitness centre, bowling, marked cycling routes, hiking on many marked footpaths in the surroundings. They also offer trips to castles, chateaux or also wine cellars in the well-known Moravian wine-growing regions.



### 6.3.2 Sulphur Spa Ostrožská Nová Ves

The spa at Ostrožská Nová Ves is situated amid a beautiful, tranquil park in the vicinity of several lakes around eight kilometres from the town of Uherské Hradiště in the heart of the Slovácko Region. The spa tradition here goes back to 1903 when chemical tests and experiments confirmed the curative properties of the water from the surrounding swamps and marshes. The spa buildings are surrounded by ten hectares of parkland. A speciality of the spa is the Sinova brand of natural cosmetics made with water from the sulphur springs. Services like in-patient rehabilitation, in-patient health cure, medical prevention in spa resort, medical wellness are provided here. Customers can also use a wide range of treatments based on natural local healing remedies, movement therapy, electrotherapy, magnetotherapy, thermotherapy, hydrotherapy, inhalation, massages, and lighttherapy. Visitors to the spa have access to a sauna, an indoor swimming pool, mini golf, skittles and table tennis; they can also hire bicycles and go angling by the nearby lakes. Sightseeing flights and parachute jumps can be booked in Kunovice near Uherské Hradiště.

### 6.3.3 Other health resorts around Zlín region

Other competitors in the South Moravian region are Spa Hodonín, Spa Skalka and Teplice nad Bečvou. The spa resorts in the Czech Republic are shown on the picture below.



The spa therapeutic facility in Hodonín is the newest spa facility in the Czech Republic - it was opened in 1979. The discovery of mineral waters containing large amounts of iodine was an incentive for building the facility. The Hodonín iodine-bromine waters with high contents of iodine salts and comparatively low mineralization are amongst the highest quality waters of their kind in Europe.

Sulphuric-alkaline spa Skalka was established in here in Prostějov in 1928. They offer a lot of physiotherapy procedures done by the assistance of trained and experienced staff in a very calm environment. Local mineral water is used during the procedure which is good at healing of rheumatic nature diseases, especially degenerative base disease – arthritis.

Spa Teplice nad Bečvou is one of oldest spa in Moravia. They lie in deep valley of Bečva river. The spa where, first of all the heart and vascular diseases and diseases of the locomotor apparatus are treated, has offered relaxation and professional care since the 16th century already. A unique medicinal means are bath in the alkali earthy acidulous water with a high content of carbon dioxide.



*Fig.8 Map of the most important Czech health resorts [34]*

## 6.4 SWOT Analysis

The aim of a SWOT Analysis is to define strong and weak points of a company in light of company's advantages and disadvantages. SWOT analysis is a kind of a guide for the future and helps the company to improve.

- Strengths – advantages, strong points of a company, positive internal conditions

that gain the upper hand of a competition. It could be the company's location and surroundings or qualified employees.

- Weaknesses – disadvantages, weak points of a company, negative internal conditions which could bring down the effectiveness of a company. For example old fashioned equipment or insufficient staff.
- Opportunities – facilities in the external environment, present or future promising conditions which could bring something new for the company; carry business abroad or new technologies.
- Threats – menace from the external environment, indisposed aspects towards the company. It could be selling problems, difficulties with gaining resources or downward-sloping number of customers.

#### **6.4.1 Strengths**

According to the analysis and interview the company Lázně Kostelec has a number of advantages. One of the strong points is that the company provides a wide range of services so that the customer can choose from indoor – or outdoor facilities or try activities in the neighborhood. The price for these services is also very advantageous, the hotel facility belongs into a lower price category and also its customers are from the lower income group. The facility location and its surroundings belong to the strengths, too. The facility of the Hotel and Spa is situated in beautiful natural surroundings on the border between the Holstýn and Vizovice hills only 4 kilometres from the centre of Zlín. There is a public transportation system which operates from Zlín to Kostelec. Zlín is easily available by train, bus or car. Another point is the size of the company. Because the company is small and has only about 60 employees, they could be very flexible and do different activities if necessary.

#### **6.4.2 Weaknesses**

On the strength of a good price, a quality of offered services suffers a little bit. Since 40 years there had been no bigger renovations of the hotel and spa buildings. Also the swimming pool, mini golf and the whole spa equipment is very old-fashioned. That makes the hotel uninteresting for more movable clientele which is able to pay more money for better standard. Also less qualified and sometimes unfriendly staff is another weak point of the company. Thanks the worse quality is the clientele very limited. There is limited



marketing communication what is the cause of a low interest from abroad and other parts of the Czech Republic. The image of the Hotel Lázně Kostelec is rather negative among the people from the neighborhood. The next weakness is no employee training among sectors like front desk, reservations, guest services, housekeeping and conference host/hostess.

### **6.4.3 Opportunities**

Through the wide range of provided services could the company satisfy needs of all customer groups. There is a children's swimming pool, mini golf or horse riding for the youngest guests, spa services including massages and therapeutic procedures for older generation and golf club for real golf players. The problem is that the reconstruction of the facility is necessary. By virtue of the beautiful location should the company seek to attract more customers from the Czech Republic and abroad. Slovakia could be a potential market with customers looking for better prices. Also in the town Zlín and surroundings are potential visitors who would pay for better services. Even Kostelec becomes more popular place among citizens and lots of people move there.

### **6.4.4 Threats**

The most important threat for the company is the competition. On the one hand it is the internal competition with health resort companies in the region and neighbourhood, on the other hand the competition abroad as well. But the most redoubtable internal competitor is Spa Luhačovice, only 20 km far away and well-known and famous abroad as well. Some of the Czech customers with higher requirements often go abroad and pay higher prices for better quality of services. There are beautiful Spa places in Austria near the Czech borders. Another threat could be leaving customers due to bad quality of offered services and employee qualification.

### **6.4.5 Overview and Recommendations**

In the last part of this capture there is a well-arranged table with all parts of the SWOT analysis and its most important points to compare. In the last paragraph you can read a short summary and some recommendations for the company for the near future.

Strengths	A wide ranch of services, location and surroundings, good price
Weaknesses	Quality of services and equipment, marketing communication, employee training
Opportunities	All customer groups could be satisfied, better mkt. communication and qualification of employees could attract more customers
Threats	Competition offering better services, leaving customers due to bad quality of services and old equipment

*Tab. 3 SWOT Analysis Overview [Own Data]*

On the basis of the SWOT Analysis made for Lázně Kostelec u Zlína, s.r.o., I found out advantages and disadvantages of this company and submitted opportunities what could be done for the future. That is the good price and offer of services that attract two customer groups – families with children and older people – both with lower income. They are satisfied with this lower standard and do not care about bad quality of equipment and some services. For this group is the price the most important factor. But if we think about the future - growing competition and exacting customers, there is an improvement necessary, if the Company wants to be competitive.

The company Lázně Kostelec u Zlína, s.r.o. should take advantage of its biggest strength – beautiful location and surroundings – and attract more customers, also new groups of customers with higher income, by improving of services through equipment modernization and through better qualification of employees with employee training . Employee training should be focused on all employees who are in contact with customers, especially front desk clerks, reservation agents, guest services agents, housekeepers and conference hosts/hostesses. The Company provides training only to medical and health services, cooks, waiters and accountants. These activities should be extended. The Company evaluate employee training as efficient and is open for new possibilities for the future, what is a good beginning.

There are a lot of potential customers in the region and even in Zlín and Kostelec where new families and young people are moving. By the use of effective marketing communication

they should be addressed. The company should invest in advertising, for example advertisements on the regional radio and TV, not only brochures and leaflets. With a view to address customers more personally they could also use a direct mail.

The next important thing is the reconstruction of buildings and equipment, especially in spa sector where the modernization of the equipment for treatment procedures is necessary. They have already begun with renovation of the hotel building. The next plan is to renovate the outdoor swimming pool and cover it up that it is also in winter available. In the next years there will be investment needed in different sectors. From the long-term point of view is this very important, because the Company will have better services, qualified employees and will attract more customers. The new image of the Company could help to confront the competition.



## 7 EMPLOYEE TRAINING AT VAIL RESORTS



### 7.1 General information about Vail Resorts, Inc.

Vail Resorts is one of the leading resort operators in North America. The company's operations are grouped into 3 segments: Mountain, Lodging and Real Estate, which represented approximately 67%, 24% and 9% of the Company's revenues. The Company's Mountain segment owns and operates five premier ski resort properties. The Company's Lodging segment owns and manages a collection of luxury hotels a destination resort at Grand Teton National Park, and a series of strategic lodging properties located in proximity to the Company's ski resorts. Each of the ski resorts offers a full complement of recreational activities, including skiing, snowboarding, snowshoeing, mountain biking, sight-seeing and other recreational activities. The Company, through certain operating subsidiaries, currently employs about 3,700 year-round and 9,900 seasonal employees.

The Company's portfolio of ski resorts currently includes:

- Vail Mountain – the largest ski mountain complex in North America and the most visited ski resort in the US, ranked as the number two ski resort in North America
- Beaver Creek Resort – one of the world's premier luxury mountain resorts, ranked as the number six ski resort in North America
- Breckenridge Mountain – an attractive destination resort with numerous après-ski activities and an extensive bed base, ranked as the number seven ski resort
- Keystone Resort – a year-round family-oriented vacation destination, the sixth most visited resort in the United States
- Heavenly Mountain Resort – the third largest ski resort in North America, the fourth most visited in the United States

### 7.2 Employee training

From my personal experience at Vail resorts, the next paragraph will describe employee training for a hospitality section. Hospitality operations offer exciting career opportunities for those who excel in guest service. Examples of entry-level hospitality positions include front desk, reservations, bell/valet services, guest services call center, housekeeping and conference services. Many of our Property Management Supervisors get their start in these positions. Vail resorts is committed to training and development. Every new employee takes

advantage of New Employee Orientation, on-the-job training, or developmental classes. Vail Resorts, Inc. wants every employee to feel comfortable at his/her job and in his/her career and they feel that the training provided is a great start. Their dedicated Training & Development departments at each resort offer a variety of classes and seminars. From New Employee Orientations to Management Compliance and Management Development courses, they offer their employees the opportunity to continue learning. They're continuing to develop new curriculum in order to deliver more timely, effective and relevant training for their staff members - from their new employees to their management staff.

### **7.2.1 New Employee Orientation**

New Employee Orientation is the first part of employee training for positions like front desk, reservations, bell/valet services, guest services call center, housekeeping and conference services. Attendance is required within 14 days of employment and the training takes place in special training rooms in smaller groups of about 12 people. Lessons include an introduction to resort's philosophies, culture, structure, policies and procedures. Trainees learn how to use the resort computer system including check-in/out procedures, creating reservations, cash handling and looking for information. They also have to know how to read property management codes including all numbers and building abbreviations, and how to make phone calls. The training includes dinearounds and tours through the resort, hotels and condominiums that the trainees are able to give directions to the guests. Audio-visual equipment is used to show different situations employees have to deal with. Trainees are also practicing how to solve different problems in friendly way in form of games and competitions. They should be able to give advices recommendations to guests about all services including dining, shopping, rentals or important telephone numbers. At the end of this part of training there is a final test which every employee has to pass to be able to continue with on-the-job training.

### **7.2.2 On-the-job training**

On-the-job training is the next part of the general training. After the final test the trainee knows all important things theoretically. Now the practical part is coming. From this point the employee has to choose the concrete position he/she wants to work for. In my case it was the position of a Front Desk Clerk. In the first 2 days there is only shadowing, that means

that the trainee was observing other employees by their work - learning by watching. At the beginning everything is shown and explained to him/her by manager or supervisor. On the third day a new employee becomes a uniform, user name and passwords for the computer system and begins to work by his/her self. Usually there is a supervisor or more experienced employee next to him/her to help and answer questions in the first days. The whole on-the-job training lasts about 4 days, but also after this period of time the new employee is still improving and asking manager about new things. There is always one manager on duty in each resort sector.

### **7.2.3 Special classes**

There are always special classes with certification offered to every employee after a period of time. It could be one or two days courses like Management Essential Skills course special Computer classes or longer trainings compact of several 4-hour sessions, for example Management Compliance Series for supervisory level and above employees. Classes necessary for each resort sector are for free. Other continuing education – language classes, outside seminars or technical training – is to be paid. There is a 4<sup>th</sup> week Front Desk Training for all Front Desk Clerks. This class is to give employees a chance to become even more proficient at their jobs, as well as to ask any questions that they may have. It is only one day training to learn more about command keys, fulfilling guest requirements and exceeding guest expectations. The training department coordinates, administrates, and teaches a variety of useful and interesting training sessions that develop skills, enhance knowledge, and expand perspective in all levels of employees at the Resorts in a helpful and efficient manner. Vail Resorts' warm, relaxed and professional atmosphere provides employees an opportunity to learn, and plenty of room for growth.

## 8 SUMMARY

On the basis of effected analysis there are some suggestions, what should be done, for improving services of the Company. SWOT analysis has shown advantages and disadvantages of the facility. The most important points are improving of services through better employee qualification, more intensive marketing communication and reconstruction of buildings including modernization of spa equipment. The plans of the Company are more or less consistent with the results of the analysis. There have been already reconstructed some parts of the hotel building and other plans of reconstruction are ready to start. Capital expenditure will be needed shortly. In the second part of the analytical part, I analyzed the employee training in one American company – Vail Resorts. Through my personal experience with working for Vail Resorts and employee training, I have gained new pieces of knowledge in this field. This experience will also help me with the project part of my diploma thesis.

At the end of the theoretical part, there were two hypotheses. From results of the analyses and my recently gained experience, I am able to explain if these statements are true or not.

- Employee training will significantly increase the competitiveness of the company.
- Employee training will increase customer's satisfaction.

I proved the first hypothesis as a truth. Employees are one of the most important factors in the company. If the company trains and motivates employees in a right way, they can make the company more competitive. On the basis of the results, I disproved the second hypothesis. Employee training is useful, but it is not the only thing that decides about customer's satisfaction. This is the case of trained employees, but old facility and equipment. Customers will not be satisfied. It is necessary to improve all factors.

In the last part of my diploma thesis, I will be dealing with the problem of employee training for positions like front desk clerks, guest services, housekeeping and maintenance and conference host/hostess – people who are in contact with customers every day. I will make a proposal of an employee training project by which means services and image of the Company should be improved.

### **III. PROJECT**



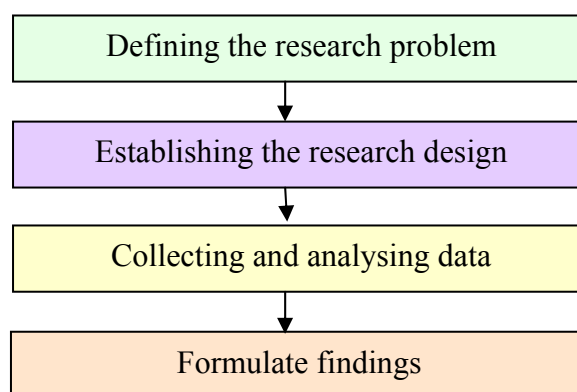
## 9 PROJECT OF SERVICES DEVELOPMENT

The first step in the project is to define sectors where improvement is needed. By means of customers' satisfaction studies, we can measure a customers' level of satisfaction with offered services. In the next step a special training program for selected sectors is created including improvement suggestion. After that there is a cost and risk analysis at the end.

### 9.1 Research of customers' satisfaction with services

For the research of customers' satisfaction with services, I used a customer satisfaction study which exits interviews or surveys that determine a customer's level of satisfaction with the quality of services. It it a type of marketing research and it is one of the indicators of a company's health. As you can see in figure 9, the market research process has 4 basic steps. [27]

Customer satisfaction is an ambiguous and abstract concept. The state of satisfaction depends on a number of both psychological and physical variables. The level of satisfaction can also vary depending on other options the customer may have. There are no units of satisfaction that have been defined. The usual measures of customer satisfaction involve a survey instrument with a set of statements using a scale. The customer is asked to evaluate each statement and then select from a scale how much the customer agrees or disagrees with the statement.



*Fig. 9 Market research process [Own Data]*

The model shows every activity that must be performed. And every activity has a few sequential activities which are connected with an arrow which implies that these activities need to be carried out in a pre-defined order.

### **9.1.1 Defining the research problem**

Defining the problem is the single most important step in the market research process. A clear statement of the problem is a key to a good research. The problem is that we do not exactly know the sectors of services that have to be improved. We need to find out from the customers how satisfied they are with current services. The research question would be: “Are customers satisfied with current services? “ Through the subquestions we could take the certain sectors of services which have to be improved. Customers will give a mark from 1 to 5 for each section. We also have to take into consideration that this research is only determined by one subgroup of customers. There are no potential customers and other subgroups included.

### **9.1.2 Establishing the research design**

There are three types of research design: exploratory research design, descriptive research and causal research. For this research I chose the descriptive research which refers to a set of methods and procedures that describe marketing variables. Descriptive studies portray these variables by answering who, what, why and how questions. These types of research studies may describe such things as consumers’ attitudes, intentions, and behaviours, or the number of competitors and their strategies. After we defined the primary data as needed, we have to determine the method of accessing data. That will be a personal interview on the basis of structured questionnaire including close-end questions, multiple choice questions with the list of several answer choices and one open-ended question at the end, see appendix.

### **9.1.3 Collecting and analyzing data**

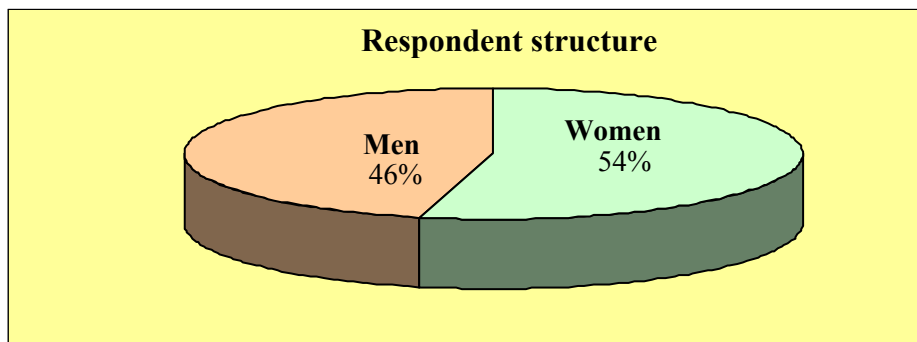
In this case, data collection was done by one person, by the author of this diploma thesis. Existing visitors and hotel guests are our informants. Data analysis is needed to give the raw data any meaning. The first step in analyzing the data is cleaning the data. This is the process of checking the raw data to verify that the data has been correctly entered into the files from the data collection form. After that the data can be tabulated, which refers to the actual counting of the number of observations that fall in to each possible response category. There are several graphs that show the results of the research very clearly.

#### 9.1.4 Formulate findings

After analyzing the data findings based on this data can be made. Once the findings about the quality of services, customers and environment are finished, they have to be presented in an organized manner to the decision makers of the business. In summary, the resulting data was created to help guide the Company's business decisions, so it needs to be readily accessible to the decision makers.

Our customer satisfaction study was realized in July 2006. Questionnaires were discussed with each customer personally. There were 54 informants who answered the questions and all of them were hotel guests, mostly from other regions. The survey contained five questions about identification the respondents, services and their quality, price and improvement suggestions at the end. Research results were partially influenced by the term of the stay. There is mainly older clientele in winter term taking advantage of special prices for treatment procedures which are only in this term available. On the contrary there are a lot of families with children in summer term.

- **Respondent structure**



*Graph 3 Respondent structure of the customer research [Own Data]*

There were 54 respondents participating in the research; 21 women and 18 men. There were in all 9 families with 11 children. The rest was older clientele, predominantly couples older than 50. All customers booked a one week stay or longer, including accommodation in the hotel building and full or half board.

- **Customer segmentation according to new customers or returners**

<i>Possibilities</i>	<i>Number of</i>	<i>%</i>
Last experience	23	42,6
Recommendations	4	7,4
Employee offers through their company	15	27,8
Travel agency	10	18,5
Internet/ online reservations/ others	2	3,7

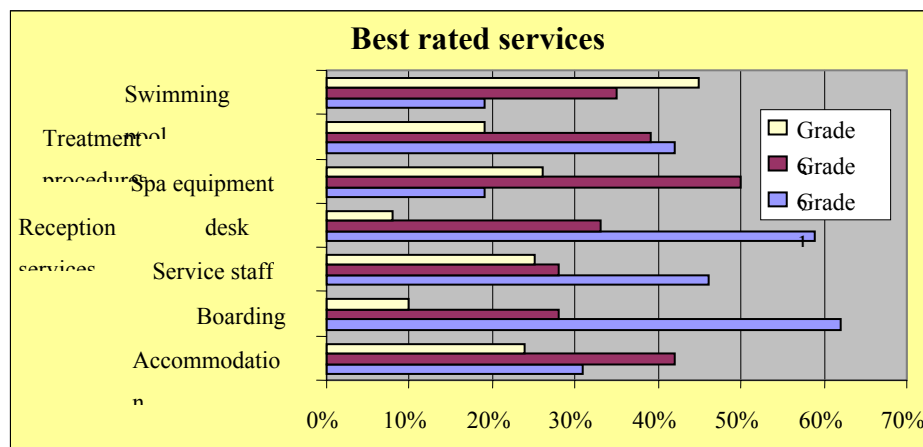
*Tab. 4 Customer segmentation [Own Data]*

42.6% of guests are returners who are satisfied with services. For some of them this was the 4<sup>th</sup> year of their vacation at Hotel Lázně what is a very good sign of satisfaction. This is primary the question of older couples. 27.8% of guests come due to offers through their company. These customers use all treatment procedures and other spa treatments as prescribed by a consultant. 18.5% of all customers book their vacation through a travel agency, mostly families with children. A part of customers came by a positive recommendation from a friend or a family member. It was 7.4%. Only 3.7% found out some information on the internet and booked their reservation online.

■ **Customer satisfaction with services**

	Rating by grades (1-5)				
	1	2	3	4	5
Accommodation	31%	42%	24%	3%	0%
Boarding	62%	28%	10%	0%	0%
Service staff	46%	28%	25%	1%	0%
Reception desk services	59%	33%	8%	0%	0%
Spa equipment	19%	40%	36%	4%	1%
Treatment procedures	42%	39%	19%	0%	0%
Swimming pool	19%	35%	45%	1%	0%
Golf Course	Not able to be rated				
Internet webpage					

*Tab. 5 Customer satisfaction with services in % [Own Data]*



Graph 4 Structured graph with best graded services (1-3) [Own Data]

### Accommodation

Majority of customers - 42% - rated accommodation with the second grade, they think of it as a standard and are quite satisfied. 24% would like to see an improvement, for example air conditioning and modernization.

### Boarding

The best rated service with 62% shows that customers are very satisfied with the menu and boarding services. Only 10% of all customers gave to this service a third grade. Some customers even found the portions too big.

### Service Staff

Satisfaction with service staff has been rated as quite convenient. 46% are very satisfied, 28% satisfied and 25% would like to see some changes in qualification and behaviour. In accordance to customers, some employees were unfriendly.

### Reception Desk Services

Customers show their satisfaction with 59%. Also 22% rated reception employees as quite helpful and friendly. On the basis of the interview I realized that customers actually do not use reception desk services very often. Only check-in and check-out.

### Spa equipment

From the results of this survey we can see that only 19% customers think the spa equipment is convenient. The majority of customers say that the modernization of the equipment is necessary.

### Treatment procedures

Most of the customers are with the offers and prices of the treatment procedures satisfied. 42% of guests gave them the best grade. For some customers it was hard to compare. 19% rated the treatment procedures with the grade 3.

### Swimming pool

The major part of the customers - 45% - considers the swimming pool as quite appropriate, but they see a modernization of this facility as necessary. The facility is very old and it needs to be renovated with its surrounding and mini golf.

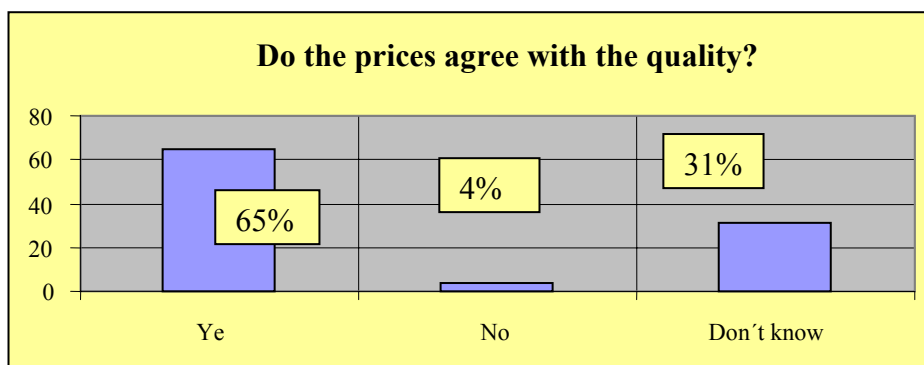
### Golf Course

None of the asked guests has ever played golf at Hotel Lázně. Nobody has ever used the opportunity to play here. Golf Club has its own members who do not use the facility services and hotel guests are not interested in golf.

### Internet webpage

Within the frame of the survey about satisfaction with services, there was a question about a new internet webpage of Hotel Lázně. Almost all guests did not know the webpage or were not interested. Only one family booked their vacation online.

#### ■ Price versus quality



Graph 5 Price and quality comparison [Own Data]

At the question if prices agree with the quality of services, the most of customers answered positive. 65% find the prices appropriate. 31% guests were not able to compare prices with another facility. Only 4% thought that they should pay less.

### ■ Suggestions

The last question was open-ended in anticipation of customers' suggestions. However the majority of customers was quite satisfied and had no positive or negative suggestions. From the rest of the guests we found some recommendations and suggestions in the hotel sector. There is no air conditioning in the main lunchroom what makes dining very uncomfortable. There is also no air conditioning and no refrigerator in the hotel rooms. The next problem is the transport of luggage from the bus stop to the hotel. Guests have to carry the heavy baggage by themselves. Some guests also had inconvenience with service staff. Certain waiters were unfriendly. Customers would also appreciate synchronical treatment procedures for couples so far as they have this wish.

Accommodation, boarding and other additional services are provided by people and are provided to people. People have internal opinions, so their appraisal is subjective as well. To understand the customer's needs and to satisfy them is the key of the Company's prosperity.

On the basis of our customer satisfaction study, we found out that customers are quite satisfied with services in generally. If we take a closer look at concrete sections, the results are not very conclusive. There are reconstructions of the hotel with spa sector and swimming pool and modernization of spa equipment necessary. The study also confirmed that employee training for selected employee groups is needed and that older couples and families with children are the biggest group of the hotel visitors. The strength of the Company is a good price. The results of the customer study are consistent with the results of other analysis of the Company discussed in the analytical part.

The Company has to realize the reconstruction and modernization of the facility. This is the most significant problem and has to be made in the first stage of an improvement. There will be an employee training in the second stage. This topic will be described in the next point of my diploma thesis.

## **9.2 Project planning**

After the results of all analysis, we decided to create a new training program for Lázně Kostelec to increase employee qualification what improves services as well. Following training program will be provided by an accredited Company that Lázně Kostelec has to choose, by the management and qualified supervisors. Once the management group has gained the training experience, the employee training could be done by the Company Lázně Kostelec, itself.

### **9.2.1 Training steps**

The basic training process consists of five main steps: needs analysis, instructional design, validation, implementation, and evaluation.

#### **ETD need analysis**

In the first step we have to analyze the organization's needs and identify training goals which, when reached, will equip learner's with knowledge and skills to meet the organization's needs. One of the Company's goals is to improve image of the Company and attract more customers. Many customers from the neighborhood have negative feeling about the Company, because of the old equipment and bad quality of offered services. There are already renovations and modernizations planned for the future, so we will concentrate on the employee qualification. After the entire analysis of the Company, we realized that there is no employee training for a hospitality sector, for front desk clerks, reservation agents, and conference hosts/hostesses. The company employs three reservation agents, 4 front desk clerks and one social agent, who are in personal contact with customers every day. There are no conference hosts and no bell/valet service. The objective of the first employee training is to improve the qualifications of all employees and increase satisfaction among the guests. In the second stage there will be a training program for only new employees.

#### **Instructional design**

Instructional design is the second step where we have to design a training system that learners and trainers can implement to meet the learning goals. There will be two stages of the training, employee orientation for every new employee from all sectors and then training for a concrete position. The first stage of the training will take place in one of the hotel



meeting rooms. Lázně Kostelec has to pick out the company that provides a special trainer. After the agreement with management, the trainer will prepare the training program and training materials. First the trainer will introduce to trainees the Company's philosophy, structure, aims and policy. There will be a tour through the health resort and through the Spa sector. The next day, trainees will be practicing in form of games how to solve the guest's problems, how to be polite and friendly in every situation, how to make phone calls, how to give directions and how provide information to the guests. Trainees have to be also able to give advice about offered services, prices and other possibilities like dining, shopping, trips, sport activities, telephone numbers, information about the Company's webpage etc. All information, brochures, learning materials, audio-visual aids have to be provided by the trainer. He/she has to organize the structure of the lessons together with the management group few weeks in advance. Trainees will be given learning materials to study at home. At the second day, there will be a final test that will verify trainee's knowledge. Just for the first time, there will be two groups of trainees. All front desk clerks, reservation agents, waiters, medical assistants and referents who are in every –day contact with customers will be divided in two groups at around 8/10 people. The next training will be provided only for new employees in one group. The second part of the training will be on-the-job. This is only the case of front desk clerks and reservation agents. Trainees will learn while doing their job. There will be a supervisor or qualified employee working with them for the first day. After that they will start working by their own. During the training process, there should be a manager picked out of the management group, who will be watching and analyzing the whole training.

### **Validation step**

The validation step should validate if the training is effective and will bring results. The information provided by the trainer should be well organized and logically in meaningful units presented. A variety of familiar examples, many visual aids and an adequate practice should be provided. The validation of the training program will be provided in two phases. First it should be the trainer who searches for trainees opinions and discusses them together with the group. From the questions he/she should see if trainees are listening carefully. In the second phase, there will be a final test which will verify the knowledge of the trainees. Information from these two sources and the trainer's control are the background for the

success of the employee training process. All results will be discussed between the trainer and the management of the Company.

### **To implement the program**

The fourth step is to implement the training package, by actually training the targeted employee group. In this step is the qualification of the trainer very important. He/she should be engaged in the topic of employee training and development and should be schooled in different training methods. The trainer should be engaged in the Company's philosophy, structure, aims and visions for the future. The management group should be concerned with the whole training program. Validation of the progress will be discussed on the management meetings regularly. Advance workings should begin two months before the training program. A training guide, self study book, video about spa procedures and other training materials are provided by employers. First stage of the training will be obligatory for all employees who have never been trained before. Not only for new employees in the hospitality sector, but also for waiters, vindication employees and assistants in the spa sector. After the first special training lessons, training will be provided for new employees, after recruiting them, in smaller groups once or twice a year.

### **Evaluation step**

This is the last step of the basic training process, in which management assesses the program's successes or failures. The evaluation before and during the training program will be taken from the results of the validation procedure, by monitoring the training by the trainer and management group and from trainees opinions. Now we are not able to evaluate the entire training program, we have to wait until the training is done and after a period of time when the first results are visible.

## **9.2.2 Training methods**

Once we have decided the training steps, we have to define our training methods:

- New Employee Orientation
- Audiovisual-Based Training technique
- On-the-job Training

Three training methods have been chosen for this training program. In the first stage of 2 days, there is a New Employee Orientation where new employees get information about the Company's philosophy, structure, aims and policy and they also learn the basic working steps. A part of the first stage will also be an Audiovisual-Based Training technique prepared by the trainer. It will include a video about spa treatments in Lázně Kostelec. The next stage will be On-the-job Training where employees will work under the supervision of manager or qualified employee. This will take another one or two days. After that employees will be able to work alone.

### 9.2.3 Training structure

In the table below, there is a structured employee training defined according to the stages.

<b>0. Stage (2 months)</b>	<b>Training preparations</b> Choosing the Company, training materials preparation (training guide, copies for learners, video), preparation the trainees group and the training room, planning the entire training program
<b>1. Stage (4days,2 groups)</b>	<b>New Employee Orientation</b> First part of the training process for new employees in the hotel training room under supervision of the trainer
<b>2. Stage (1/2 days)</b>	<b>On-The-Job-Training</b> Second part of the training for front desk clerks and reservation agents under supervision of qualified employee
<b>Monitoring (8months)</b>	<b>Monitoring the situation</b> The management group will monitor the situation after the training program. Measuring by a number of customers, new subgroups of customers and their satisfaction with services.
<b>Evaluation</b>	<b>The evaluation of the training program</b> Comparing costs and revenues, strengths and weaknesses

Tab. 6 Employee training process [Own Data]

### 9.3 Cost Analysis

In the following paragraph, we will discuss the cost analysis of the employee training. It is a long-term process. We should start with the whole project at least two months earlier. Everything has to be well-organized and prepared before the training gets started. Well-structured table below shows the cost analysis of the entire training program.

<b>0. Stage</b>	<b>Training preparations</b> Consultations with the trainer, training guide (scheduling, writing, printing), copies for learners, self study book, other materials, Audio-video materials, DVDs (Spa procedures, others...)	<b>Costs</b>  12.800
<b>1. Stage</b>	<b>New Employee Orientation</b> 4 days training, 8 classes a day ( 600CK/ class)	<b>Costs</b> 19.200
<b>2. Stage</b>	<b>On-The-Job-Training</b> Supervisor's remuneration (1/2 days)	<b>Costs</b> 2.000/4.000
<b>Monitoring</b>	<b>Monitoring the situation</b>	
<b>Evaluation</b>	<b>The evaluation of the training program</b>	
<b>Costs</b>	<b>All together</b>	<b>34.000/36.000</b>

*Tab. 7 Cost analysis of the Company [Own Data]*

All listed prices are preliminary. It depends on a company. It is useful to look through several offers of the companies on the internet to compare. It is necessary to pick out a professional company with good experience to be effective. The sectional training program will cost about 32.000 CK including all training materials, brochures, copies, self-study book, audio/video materials, DVDs and the trainer's salary as well. All training materials will be provided by trainer after an agreement with the management group of the Company. Preparation of training materials, well-structured training program for each class, audio-visual equipment and a professional performing, these are the main tasks of the trainer. Lázně Kostelec will get a well-prepared package with all needs. This is the main part of the entire training program. The second stage – On-The-Job Training – will be done by the

company lázně Kostelec itself with the help of its own employees, supervisors and managers. The supervisor's remuneration for one or two days could be about 2.000/4.000 CK. The Company has to spend about 35.000 CK for the entire training program.

## **9.4 Risk Analysis**

Through the use of the employee training, the Company gets several advantages. Qualified and friendly employees will provide better services. With the reconstruction of the Spa sector, Hotel building and swimming pool, the image of the Company will change what attracts more customers. Proposed solution will only be effective, if there is anything else what would disturb the positive effects of the project.

### **Marketing communication**

It could be weak marketing communication after the project and renovations. It is necessary to intensify the marketing communication in form of advertising in radio, regional TV, through brochures and direct mail, that there is something new what the Company offers. No advertising investments to familiarize customers with the new image could cause bad success at the beginning.

### **Human Capital**

Insufficient support from the part of the management group could also bring negative results. It is important to be creative and convinced of the improvement. Sometimes the ability to change one's mind or conventional practices in the Company bulks a large. Human Capital is an important part by implementation the new program in the Company. The right motivation of the employees is needed, too. The employer should regularly provide the employee training. If the first training has been already done, there should be another one, for example language courses, management courses. If the employee sees a possibility of a personal growth, he/she tries to work harder.

### **Capital expenditure**

The Company will have a big capital expenditure in the near future. First the reconstructions of the buildings and equipment that have to be made and then spending fairly big costs on the training program. It could happen that the company will not have enough financial resources and will not be able to finish the reconstructions or to pay for employee training. Capital expenditures like this have to be planned in advance.

## CONCLUSIONS

The aim of this diploma thesis was to analyze employee qualifications and to suggest a project of special training methods to improve services at Lázně Kostelec u Zlína, spol s.r.o. The first theoretical part describes employee training and development generally. In the second part, I analyzed and evaluated the company Lázně Kostelec. The third part begins with the research of customer's satisfaction. There is a project of special training methods to improve services including cost and risk analysis at the end.

Through the analysis of the Company, I found out a number of advantages and disadvantages of the facility. The analysis showed that it is necessary to improve services through better employee qualification, to make marketing communication more intensive and to plan a reconstruction of buildings including modernization of spa equipment. These results have been confirmed with a customer satisfaction study as well. In the third part of my thesis, I focused on employee qualifications and I created a project of special training methods to improve services. Two parts of the training program "New Employee Orientation" and "On-The-Job Training" should improve employee qualification and customer satisfaction. Employee training and development initiatives can transform organizations with providing extra skills to your employees to not only increase safety and productivity but training leads to higher job satisfaction, which shows up in better corporate performance.

But not only employee training could bring better results. In the first stage, it is necessary to renovate the hotel buildings and modernize equipment. The Company also has to invest in marketing communication, especially in advertising after the training program. There are big investments needed in the future. But only this way could bring an improvement and the company will be competitive.





## SUMMARY

The title of my diploma thesis is “Project of special training methods to improve services at Lázně Kostelec, spol s.r.o. “. The aim of solving this thesis is to analyze and evaluate services and employee qualifications of this Company and propose a strategy that could improve services.

In the first theoretical part of my work, I made a literary background about employee training and development. First of all I formulated basic terms which are useful for better understanding the topic. Further on, I explained the employee training in the context of human resource management. Then I concentrated on the entire training process including training steps and training methods. Finally, I made an overview of three different types of concepts within the European sphere.

In the second part I analyzed and evaluated the Company according to services and employee qualifications. I described the Company, made an analysis on the basis of employee qualifications and competitors. Then I summarized the advantages and disadvantages of the Company at the end of the SWOT analysis. There is also a mention about employee training in American Company. Improvement suggestions are at the end of this part.

In the last part of my work, I presented a special training program for employees. First I made a customer satisfaction study to find out what has to be improved. Then I planned a project of special training methods to improve services. I created an employee training including training steps and training methods. There is a cost and risk analysis at the end. By creating the training program, I used my own experience at Vail Resorts - one of the leading resort operators in North America.

## SHRNUTÍ

Tato diplomová práce pod názvem “Projekt speciálních tréninkových metod pro rozvoj služeb ve firmě Lázně Kostelec u Zlína, spol s.r.o.”, je rozdělena do tří hlavních částí; teoretická, analytická a projektová. Předmětem řešení diplomové práce je zhodnotit kvalifikaci pracovníků, zjistit kvalitu nabízených služeb a navrhnout strategii, která zajistí zlepšení dané situace.

V první teoretické části své práce jsem zpracovala teoretické poznatky z oblasti personálního řízení, odborného rozvoje a rozvoje klasifikace pracovníků. V úvodu jsem vysvětlila základní pojmy, nutné k porozumění dané problematice. Dále jsem se zaměřila na školení a rozvoj zaměstnanců v kontextu s řízením lidských zdrojů. Popsala jsem postup tréninku zaměstnanců a vysvětlila jeho metody. V poslední části jsem se zmínila o různém chápání managementu v evropské sféře a posala jeho tři základní pojetí.

V druhé praktické části jsem provedla analýzu současného stavu společnosti Lázně Kostelec, dále analýzu v souvislosti s kvalifikací zaměstnanců, analýzu konkurence a SWOT analýzu, ve které jsem zhodnotila klady a zápory firmy. V další části jsem popsala trénink zaměstnanců u společnosti Vail Resorts, kde jsem čerpala na základě vlastní zkušenosti. Závěrem analytické části je shodnocení situace a návrhy na zlepšení.

V poslední části jsem předložila projekt speciálních tréninkových metod pro rozvoj služeb. Nejprve jsem provedla dotazníkové šetření ohledně spokojenosti zákazníků se službami, a poté jsem navrhla tréninkový postup a vybrala tréninkové metody. Návrh jsem na závěr podrobila nákladové a rizikové analýze.

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