

Implementation Of Kaizen Method To Improve Process: Case Study In Babylon Hotel / Baghdad

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ABSTRACT

The research aims to study and analyze Kaizen to improve operations at the Babylon Hotel in Baghdad, and to know the availability of Kaizen requirements to improve operations and measure the level of gaps between actual reality and requirements. The reasons for choosing the current research topic are due to the importance of hotel services in meeting local needs. The research problem in the Babylon Hotel focused on the lack of knowledge of its administrative leaders about the importance of Kaizen to improve operations for the company in increasing its sustainability in competitive markets. The research aims to diagnose the application of the Kaizen method to improve operations by several factors, including (the plan stage, the implementation process, the audit process, and the disposition process) in the Babylon Hotel and diagnose its strengths and weaknesses and provide proposals for its development. Checklists with a seven-point scale were used to collect data to identify the level of application and actual documentation within the research community and to work on finding the gap in diagnosing Kaizen to improve operations and the actual reality of the hotel. The case study approach was adopted as the most appropriate in terms of its collection of more than one method at once, which is the use of checklists for the purpose of obtaining the required data and information required by the research for the purpose of reaching the desired goals. The percentage of the extent of The company's compliance with Kaizen to improve operations (89.62%), which created a gap of (10.38%), and after collecting the actual data, the extent of the research sample's application of these standard indicators and measuring the gap between actual and standard performance was reached. The research results showed that the application of the Kaizen method in the Babylon Hotel contributed to improving the effectiveness of operational processes, increasing customer satisfaction, and achieving efficiency in the use of resources. The research recommends adopting the Kaizen method as a sustainable strategy to improve operations in hotels in general, through commitment to continuous improvement and continuous training of employees, with the need to measure performance periodically to ensure that goals are achieved efficiently and effectively.

Keywords: *Kaizen method; process improvement; Babylon Hotel.*

INTRODUCTION

Given the developments witnessed by the contemporary business environment, most notably intense competition, technological and informational progress, short product life cycles, fluctuations and continuous changes in customer tastes, and their need for products or services that meet their needs, all this requires organizations to keep pace with these developments if they want to continue and grow by increasing their interest in service quality in order to support their competitive capabilities in the market. In the face of all these developments, it was difficult for organizations to continue to succeed by improving the value of the service. The Kaizen method is one of the important modern techniques for continuous improvement to achieve the goal of improving the value of the product and, as a result, supporting the competitive advantage. The continuous improvement technique is characterized by planning activities related to improving the performance of the service in a way that leads to improving its value. To achieve success in applying the continuous improvement technique, it requires achieving permanent and continuous improvement

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through the optimal exploitation of available resources by getting rid of activities that do not add value and focusing on activities that add value using methods and tools for continuous improvement, including the Kaizen method.

FIRST AXIS: RESEARCH METHODOLOGY

First / Research problem

The research problem is to study how to apply the Kaizen method, which is based on continuous improvement and gradual development of operations, at the Babylon Hotel in Baghdad. The research aims to analyze the current status of hotel operations in the hotel in order to identify weaknesses and opportunities available to improve performance. The research is based on testing the effectiveness of applying the Kaizen method in improving the efficiency of hotel operations, focusing on the challenges that may face the implementation of this method in a local hotel environment, such as resistance to change, lack of training, or lack of resources. In light of the set of data that were previously presented, the research problem can be defined by the following questions:

1. To what extent does the Babylon Hotel management adopt the dimensions of the Kaizen method for continuous improvement?
2. To what extent does the Babylon Hotel management apply the plan stage as one of the stages of continuous improvement?
3. To what extent does the Babylon Hotel management apply the implementation process as one of the stages of continuous improvement?
4. To what extent does the Babylon Hotel management apply the audit stage as one of the stages of continuous improvement?
5. To what extent does the Babylon Hotel management apply the action stage as one of the stages of continuous improvement?

Second / Importance of the research:

1. The importance of the research from a theoretical point of view lies in providing a theoretical framework that defines the most important basic concepts related to continuous improvement through the Kaizen methodology.
2. Determine the level of application of the Kaizen method to improve operations in the Babylon Hotel and provide a scientific contribution in the field of Kaizen to improve operations in the service sector.
3. Know the level of awareness of hotel employees towards the importance of Kaizen to improve operations in hotel business.

Third / Research objectives

The current research seeks to achieve the following objectives:

1. Apply the checklist in the hotel under study to measure Kaizen to improve operations.
2. Determine the gap between the actual reality in applying the Kaizen method to improve operations.
3. State the size of the total gap in the level of application of the Kaizen method to improve operations represented by the four dimensions (planning stage, implementation process, auditing process and disposition process) in the hotel under study.

Fourth: Research Population

This hotel is one of the premium hotels in the Iraqi capital, Baghdad - Al-Karada Street on the banks of the Tigris River in Al-Jadriya neighborhood. It was designed in the form of a ziggurat like a stepped pyramid by the Slovenian architect (Edward Ravinar) to be built in the city of Budra in Montenegro in Yugoslavia. Then the project was cancelled at that time and the designs were taken to be built in Baghdad. It was opened in 1982 under the name of the Oberoi Babylon Hotel and managed by the Oberoi Hotels and Resorts Company. The hotel was converted into a mixed joint stock company since (1995). In October 2014, the hotel joined the Warwick Hotels chain, as the international company worked on its reconstruction and development to rise to the levels of its modern international hotels around the world. The hotel was built on an area of (13) acres and includes 300 rooms distributed over (18) floors and a suite that was recently developed, eight restaurants, a health club with two summer and winter swimming pools, and (3) meeting rooms. The hotel has several departments, the most prominent of which are (administration, public relations, accounts, sales, hotel management, purchases, and reception). The hotel is currently invested by the Rotana Hotel Group.

Fifth: Research Limits

1. Temporal Limits: The research covered the practical aspect of the researched hotel, the subject of the research, for the time period from (10/1/2024) to.(2024/1/12)
2. Spatial Limits: The practical research was limited to the site of the Babylon Hotel.

Sixth: Research tools

The checklist adopted the Kaizen approach for continuous improvement, which explains the stages of solving the quality improvement problem as a basis for evaluating continuous quality improvement initiatives. The checklist relied on four dimensions: plan, implementation, audit, and action. The second axis: The theoretical framework

SECOND AXIS :LITERATURE REVIEW**First: The Kaizen concept to improve operations**

After World War II, most Japanese companies had to start over and face new challenges every day, which led to progress and that just staying in business required a step forward every day. The Kaizen concept was introduced in Japan in 1950 when the government and management felt that there was a problem in the current management system and a shortage of manpower. Kaizen became an important part of the Japanese manufacturing system and made a useful contribution to the success of Japanese manufacturing. In many Western companies, the word Kaizen became more common because it refers to the process of continuous improvement (Gupta, & Jain .2014:23) The word Kaizen is a Japanese word and consists of two parts: kai, meaning change, and zen, meaning for the better. Many researchers and writers have gone to explain the Kaizen concept. (Al-Ardawi and Abbas, 2020: 472) define the Kaizen concept as "a new and advanced mechanism and work system that came to bring about changes in the business environment. These changes include not only making changes in reducing product costs, but also a comprehensive process for all Organizational systems and procedures, i.e. the continuous and comprehensive improvement of the organization as a whole, not a part of it. The concept of continuous improvement goes back to the Japanese, with its application and adoption in the Toyota organization in 1951. This concept was born and developed as a result of the need and necessity felt by the Japanese to excel and excel in global markets. Massaki Imai is considered the inventor of the concept of continuous improvement, and he describes it as the secret of Japan's success. His philosophy can be summarized as "incremental improvement that does not end with doing little to achieve higher levels of performance." The continuous improvement approach is considered a developmental goal in performance (Khashef, 2022: 245).

According to this approach, the continuous improvement process is viewed as a cumulative process that comes gradually, i.e. in the form of small, well-studied steps, and continuously, and does not come in one go, but rather in batches, and its focus is on the human element more than on the material technological element (Al-Jabouri, Al-Gharbawi, 2015: 306). As for Heizer, 2017: 22), he defined continuous improvement as "the philosophy that total quality management needs in order to improve every aspect of the practical aspects of the goals of perfection that will not be achieved, while its description (Lwao, 2017: 28) is a group of small, independent process innovations in a mutually and progressive manner that is carried out repeatedly by workers or operators and their leaders. Stevenson, 2018: 391) defined continuous improvement as the philosophy that seeks to introduce never-ending improvements during the process of transforming inputs into outputs. We note from the above concepts that continuous improvement is a group of processes that embrace the continuous and gradual improvements that the organization carries out from In order to achieve the desires and expectations of the customer (guest) to enhance its ability to survive and excel, and Harvey (2019:14) defined it as an organized approach to continuous improvement based on teamwork through the personal and professional development of its practitioners. It focuses on providing value to internal and external customers. Berke, et.al, 2022:30 indicated that it is a philosophy that focuses attention on continuous development and improvement and at the same time has an important impact on shaping the way employees think and thus in formulating the organization's culture. Continuous improvement can be defined as the gradual and continuous improvement of the quality of service provided to customers while trying to provide it at an appropriate price to the customer.

Second: The importance of continuous improvement

The importance of continuous improvement for the organization can be explained as follows (Saleh, 2017: 153):

1. Reducing errors: which usually results from the organization's weak efficiency, and therefore the organization must choose competent employees in order to improve the level of performance in the organization.
2. Meeting customer needs: which is the main characteristic of continuous improvement.
3. Increasing employee satisfaction in the organization: This is essential and necessary for any organization that wants to carry out continuous improvement by providing a safe and sound environment, improving the reward system, and providing appropriate training.

While (Mitra, 2016, 18) indicated that the importance of continuous improvement is as follows:

1. Reducing waste in the resources used: The organization often uses more resources than necessary in its operations, so continuous improvement contributes to eliminating waste in those resources.
2. Its importance is evident through the belief, and completely, that all areas in the organization are subject to continuous monitoring, evaluation, and auditing, and through the application of the principle of "Is this necessary? Is it possible to perform it better than that?" The importance of continuous improvement depends on the organization's ability and capacity to keep pace with the renewed requirements of customers and even anticipate them by improving its products in a way that exceeds their requirements and outperforms its competitors.

Third: Objectives of Continuous Improvement Technology

The main objective of continuous improvement is to bring production or service to the highest levels of efficiency by continuously making improvements, relying primarily on workers as they perform the actual work of the activities. There are a set of objectives that can be achieved by following the continuous improvement technique, which are as follows: (Blocher, 2019: 380) Hilton & Platt, 2020: 531).

1. Reducing production costs by monitoring and controlling operations to reduce damage, waste and loss of resources, reducing product turnover time and continuous examination of activities that do not add value in order to reduce or eliminate them.
2. Improving product quality by following continuous improvement methods to increase performance efficiency, improve production and service processes, and the ability to modify and search for sources of problems that hinder these processes.
3. Enhancing competitive advantage and achieving customer satisfaction by anticipating their needs, responding to their desires and making the necessary improvements to reach the optimal form of their aspirations.
4. Improving profitability by absorbing uncontrollable costs through continuous improvement activities that enhance efficiency and productivity. Al-Moussawi (2010: 60) explained that the objectives of continuous improvement are as follows:
 1. Excellence in manufacturing: This can be achieved by reducing inventory levels, increasing quality levels, reducing delivery times, or speeding up response to customer requests.
 2. Excellence in design: This can be achieved by simplifying product design and the ability to improve production flow accurately and with the least possible failures and without wasting resources.
 3. Excellence in marketing: This can be achieved through a good understanding of customer needs and meeting those needs effectively and in a timely manner.

Fourth: Steps for implementing continuous improvement:

There have been many studies that have dealt with the steps of continuous improvement briefly and in detail, and these studies have not agreed on specific steps. On this basis, the research will address the most positive steps to achieve its objectives, which are as follows (Al-Jabouri, Al-Gharbawi, 2015: 308) and (Smith, 2016: 45)

1. Knowing or identifying the areas of "improvement": To implement continuous improvement, it is necessary first to be convinced of the need for improvement and then to identify the necessary steps to meet that need; and the step in the process of continuous improvement is to identify the areas available to the economic unit and then to know how to carry out the improvement, which means that those responsible for improvement must have a clear vision about the direction of continuous improvement efforts.
2. Identify the causes of the problem (high cost of activity): The goal of continuous improvement is to reduce the cost while maintaining the quality of the product to achieve customer satisfaction. To implement improvement in the economic unit, those in charge of the improvement process must know the main reasons

behind the high cost of the activity and address them. Here, the importance of workers in the economic unit appears, as they are the most familiar with and knowledgeable about work sites, and thus they are the most capable of identifying the causes of the high cost of the activity.

3. Knowing or suggesting the best possible solutions: Often, searching for solutions to a problem results in reaching completely unexpected things. On this basis, it is important for the continuous improvement team, when evaluating solutions for continuous improvement, to evaluate new ideas to determine their logic by conducting continuous discussions with members of the continuous improvement team until appropriate solutions are reached.
4. Implementing the best solutions and reviewing the results: Those in charge of the continuous improvement process should choose the solution that has the strongest impact on the problem and start implementing it, then reviewing the results to ensure that the proposed solutions have achieved the desired goals. If not, the proposal or alternative solution should be tested.

Fifth: Steps for implementing continuous improvement using the Kaizen method

Continuous improvement is an ongoing effort to improve methods that are no longer able to implement their competitive advantage: There are several methodologies for continuous improvement, but the most famous is the PDCA quality model, which consists of four steps: (Slack et al., 2014, 584): and Mattu, 2016: 3((

1. The plan: Identify the problem, potential causes, and solutions. The goal of continuous improvement is to reduce costs while maintaining product quality in order to obtain customer satisfaction. To implement improvement in the organization, those in charge of implementation must know the reasons behind the high cost of operations or activities; As a result, identify the opportunity and plan for change.
2. Application: Applying the solutions developed for the problem identified in the first step. The solution that has a clear impact on the problem should be chosen and implemented.
3. Examination: In this stage, the actual results are studied and compared with the expected results to verify any differences or deviations in the implementation of the developed plan and the suitability of the plan in terms of evaluating the new solution that was implemented to see whether it has led to an improvement in the expected performance or not, which gives the organization an opportunity to develop better plans in the event that the expected goals are not achieved.
4. Implementation and adoption: If the change is successful, it is implemented on a larger scale and we evaluate the results continuously. If the change does not work, we repeat the cycle again.

Sixth: Factors that lead to the failure of Kaizen implementation:

The literature has indicated a group of factors that lead to the failure of Kaizen implementation in general, which are (Medinilla, 2016: 24)

1. Cultural conflicts: Managers are more concerned about hiding defects. There is no real management for the transformation to Kaizen and there is a fear of communication and making information available to everyone.
2. Failure to plan and implement: According to the Deming cycle, what is required is defined (plan) and then some procedures are implemented. The obstacles are identified (investigation) but after that nothing is really done to remove the obstacles and redefine the system (action): This type of failure of the Deming cycle is what happens when you do the right things and do the wrong things and then there is no clear plan to work on correcting those mistakes.
3. Failure to identify problems: This happens when you identify major obstacles with limited ability to divide them into smaller parts and can be partially addressed, thus making it difficult to prioritize work.
4. Lack of resources: There is not enough time or skills to implement the Kaizen methodology in a way
5. Lack of a real culture: There is no procedure aimed at changing people's behaviors or their value system.

By analyzing the above, we find that there are obstacles that become clear with the implementation of Kaizen, the most important of which is poor planning. Resistance to change by employees, the lack of management's role in implementing Kaizen and its reluctance to empower employees, and shortcomings in follow-up and control systems. Therefore, solutions must be found to overcome these obstacles. The most important of these is changing the organizational culture, developing the work environment, training employees to understand the Kaizen methodology well, and encouraging them to provide their contributions and support for implementing the Kaizen methodology for continuous improvement

THE THIRD AXIS / THE PRACTICAL ASPECT

This axis will present the steps of presenting and analyzing Kaizen to improve operations through checklists and calculating the weighted arithmetic mean and percentage of the extent of conformity and the amount of the gap and knowing the strengths and weaknesses in each dimension. It also includes a summary of the results of the checklists to apply the Kaizen method to improve operations. The axis also provides an analytical presentation of the data collected by the researchers during the field experience. The checklist prepared according to Kaizen was used to improve operations and the seven-point Likert scale was used to identify the extent of actual conformity with the paragraphs of the dimensions. Table (1) shows each paragraph of the scale as follows:

Table (1) Seven-point scale paragraphs

No.	Paragraphs	Wight
1.	Fully implemented / Fully documented	6
2.	Fully implemented / Partially documented	5
3.	Fully implemented / Not documented	4
4.	Partially implemented / Fully documented	3
5.	Partially implemented / Partially documented	2
6.	Partially implemented / Not documented	1
7.	Not implemented / Not documented	0

The following statistical tools are used to complete the research

- Weighted arithmetic mean: This is to find the correct rate to know the extent of Kaizen's conformity to improve current operations with the required ones through the following relationship: Weighted arithmetic mean= Total sum (weights * their frequencies)/ Total sum of results frequencies
- Percentage of conformity: The percentage of each requirement is calculated, in order to determine the amount of conformity and difference with the specification requirements by applying the following specification: Percentage= Total sum (weights * their frequencies)/ Total sum of results frequencies * highest weight in the scale
- Gap size: It is the value of the difference between the percentage of conformity with each requirement and what is required by the following specification: Gap size for each requirement = 1- Percentage of conformity.

First: The plan stage: It is clear from the checklist for the plan stage, which shows the extent of Kaizen's convergence to improve operations at the Babylon Hotel according to the questions included in the paragraph and as shown in Table (2) below:

•Analysis

The results of the checklist (plan stage) show that the actual application and documentation of this dimension according to the weighted arithmetic mean value is (5.4) degrees, which is equivalent to a percentage of actual conformity of (90%), which led to a gap with a percentage of (10%), and this indicates a complete application and partial documentation, and this can be attributed to the strengths and weaknesses explained as follows:

1- Strengths:

- A. The Babylon Hotel management's emphasis on improving the quality of written plans that focus on improving the quality of services and emphasizing measurable goals
- B. Having a team to improve the quality of administrative operations that need to be modified or added.
- C. There is a review of the data quality improvement team to diagnose the hotel's positive cases for the purpose of maintaining and improving them.
- D. The quality improvement team has the knowledge to involve other members in the improvement process, and to clarify their roles and activities related to the improvement project objectives.

2- Weaknesses:

There is a weakness in developing systems for tracking hotel service activities and publishing the results of continuous improvement.

Table (2) Checklist for the “Plan Phase”

No	Paragraphs	Scale						
		Fully implemented and fully documented	Fully implemented and partially documented	Fully implemented and not documented	Partially implemented and fully documented	Partially implemented and partially documented	Partially implemented and not documented	Not implemented and not documented
1.	The Quality Improvement Team develops a written action plan for quality improvement that identifies measurable goals.		*					
2.	The Quality Improvement Team identifies the administrative and technical processes that need to be added or modified to achieve the improvement goals.	*						
3.	The Quality Improvement Team reviews data to identify resources for positive cases from within or outside the hotel.		*					
4.	The Quality Improvement Team develops and implements systems to track and disseminate the results of the improvement project that are consistent			*				

	with the workflow of the hotel.							
5.	The Quality Improvement Team has a clear understanding of how to involve other members in the improvement and include their roles and activities relevant to the improvement project goals.	*						
Weights	6	5	4	3	2	1	0	
Frequencies	2	2	1	0	0	0	0	
Outcome	12	10	5	0	0	0	0	
Overall Average	5.4							
Percentage	90%							
Gap Size	10%							

Second: Implementation process

It is clear from the checklist for the implementation process, which shows the extent of Kaizen's convergence to improve operations at the Babylon Hotel according to the questions included in the paragraph and as shown in Table (3) below:

•Analysis

The results of the checklist (implementation process) show that the actual application and documentation of this dimension according to the weighted arithmetic mean value is (5.36) degrees, which is equivalent to a percentage of actual conformity of (89%), which led to a gap of (11%), and this indicates a complete application and partial documentation, and this can be attributed to the strengths and weaknesses explained as follows:

1- Strengths:

- A. The presence of a system in the hotel that gives the quality improvement team the authority to identify positive cases that support the improvement project.
- B. The hotel has a system that provides each specialist with a monthly list of work-related risks.
- C. The presence of a system in the hotel that ensures that the specialist reviews each operational case implemented in the project.
- D. The presence of approved contexts to identify the problem that is taken into consideration during the hotel reservation procedures.
- E. A report is provided to the specialists on the level of service provided.
- F. The quality improvement team receives continuous updates on the results of field inspections.
- G. There are contexts in the hotel to periodically inform the operation and maintenance team members of the hotel's work hazards.
- H. There is a system in the hotel aimed at teaching guests how to benefit from hotel services and maintain their safety.

I. There are systems that include the inspection team to support specialists during changes in the number of guests.

J. Unchanged cases and problems are re-evaluated with the aim of reaching a radical solution.

2- weaknesses:

A. Not using well an organized form to document the results of the periodic inspection of the services provided by specialists.

Table (3) "Implementation Process" Checklist

No	Paragraphs	Scale						
		Fully implemented and fully documented	Fully implemented and partially documented	Fully implemented and not documented	Partially implemented and fully documented	Partially implemented and partially documented	Partially implemented and not documented	Not implemented and not documented
6.	There is a system in the hotel that empowers the quality improvement team to distinguish positive cases that contribute to the improvement project.	*						
7.	There is a system in the hotel to provide each specialist with a monthly list of work risks.	*						
8.	There is a system in the hotel to ensure that the specialist reviews each operational case implemented in the project.		*					
9.	There are applied processes to identify the problem that are taken into consideration when making		*					

	reservations at the hotel.							
10.	There is a system in the hotel to provide specialists with a report on the level of service provided.	*						
11.	The specialists use a structured form to document the results of the periodic inspection of the service provided.			*				
12.	The quality improvement team is informed of the results of field inspections on a regular basis.		*					
13.	There are processes in the hotel to periodically inform the members of the operation and maintenance team about the work risks in the hotel.	*						
14.	There is a system to educate guests at the hotel on how to benefit from hotel services and maintain their safety..		*					
15.	There are systems that include the inspection team to support specialists		*					

	during changes in the number of guests.							
16.	The cases and problems that have not received changes are re-evaluated to reach a radical solution.	*						
Weights	6	5	4	3	2	1	0	
Frequencies	5	5	1	0	0	0	0	
Outcome	30	25	4	0	0	0	0	
Overall Average	5.36							
Percentage	89%							
Gap Size	11%							

Third: Auditing process

The checklist for the auditing process shows the extent of Kaizen's convergence to improve operations at the Babylon Hotel according to the questions included in the paragraph and as shown in Table (4) below:

•Analysis

The results of the checklist (auditing process) show that the actual application and documentation of this dimension according to the weighted arithmetic mean value is (5.5) degrees, equivalent to a percentage of actual conformity of (92%), which led to a gap of (8%), and this indicates a complete application and partial documentation, and this can be attributed to the strengths and weaknesses explained as follows:

1- Strengths:

- A. The quality improvement team relies on objective information to evaluate the effectiveness of the implemented procedures.
- B. The quality improvement team holds monthly meetings to review data related to the improvement project.
- C. The quality improvement team uses coordinated tools (such as quality control charts and Pareto analysis) to evaluate the improvement results.
- D. The Quality Improvement Team uses the data from the periodic inspections to diagnose the obstacles that prevent remedial changes to the problems and develops appropriate solutions to address them.
- e. The hotel management holds direct meetings with the specialists in the Quality Improvement Team to review the results.
- f. The Quality Improvement Team reviews the progress made towards the improvement goals in the hotel as specified in the action plan.
- g. The Quality Improvement Team conducts benchmarking to compare the hotel's performance with other hotels.
- h. The Quality Improvement Team reviews the progress made towards the improvement project goals as specified by the hotel management.
- i. The Quality Improvement Team periodically reviews the activities of the Quality Improvement Project to evaluate the effectiveness of its operations.

Table (4) “Audit Process” Checklist

No	Paragraphs	Scale						
		Fully implemented and fully documented	Fully implemented and partially documented	Fully implemented and not documented	Partially implemented and fully documented	Partially implemented and partially documented	Partially implemented and not documented	Not implemented and not documented
17.	The Quality Improvement Team uses objective information to evaluate the effectiveness of actions taken.		*					
18.	The Quality Improvement Team meets monthly to review data on the improvement project.	*						
19.	The Quality Improvement Team uses structured tools (quality control charts, Pareto analysis) to evaluate improvement results.	*						
20.	The Quality Improvement Team uses periodic segment data to identify barriers to remedial changes to problems and develop solutions to address them.		*					
21.	Hotel management meets directly with the Quality Improvement Team specialists to review results.		*					
22.	The Quality Improvement	*						

	t Team reviews progress toward the hotel's improvement goals as set in the action plan.							
23.	The Quality Improvement Team conducts benchmarking to compare the hotel's performance with other hotels.	*						
24.	The Quality Improvement Team reviews progress toward the improvement project goals as set by hotel leadership.		*					
25.	The Quality Improvement Team regularly reviews the quality improvement project activities to evaluate the effectiveness of their operations.	*						
Weights	6	5	4	3	2	1	0	
Frequencies	5	4	0	0	0	0	0	
Outcome	30	20	0	0	0	0	0	
Overall Average	5.5							
Percentage	92 %							
Gap Size	6							

Fourth: The action process

The checklist for the action processes shows the extent of Kaizen's convergence to improve operations at the Babylon Hotel according to the questions included in the paragraph and as shown in Table (5) below:

- Analysis

The results of the checklist (action process) show that the actual application and documentation of this dimension according to the weighted arithmetic mean value is (5.25) degrees, equivalent to a percentage of actual conformity of (87.5%), which led to a gap with a percentage of (12.5%), and this indicates a complete application and complete documentation, and this can be attributed to the strengths and weaknesses shown as follows:

Table (5) "action process" checklist

No	Paragraphs	Scale						
		Fully implemented and fully documented	Fully implemented and partially documented	Fully implemented and not documented	Partially implemented and fully documented	Partially implemented and partially documented	Partially implemented and not documented	Not implemented and not documented
26.	Effective improvement processes are established as part of the hotel's ongoing operational procedures and processes.	*						
27.	The Quality Improvement Team continues to monitor improvement project data, including inspection department data, to ensure that gains are maintained.		*					
28.	New employees are trained in the relevant practices of the Quality Improvement Project.			*				
29.	The Quality Improvement Team uses the results of the data evaluation to modify the action plan to correct processes or implement new processes to ensure that the improvement project	*						

	goals are achieved.							
Weights	6	5	4	3	2	1	0	
Frequencies	2	1	1	0	0	0	0	
Outcome	12	5	4	0	0	0	0	
Overall Average	5.25							
Percentage	87.5%							
Gap Size	12.5%							

1 -Strengths:

A. The effectiveness of improvement processes and their number of ongoing operational procedures and processes in the hotel.

B. The quality improvement team continues to monitor the improvement project data, including the inspection department data, to ensure the sustainability of gains.

C. New employees are trained on practices related to the hotel services quality improvement project.

D. The quality improvement team relies on the results of the data evaluation to modify the action plan with the aim of correcting the processes or implementing new procedures that ensure achieving the improvement project objectives.

Fifth: Summary of the results of the checklists for applying the Kaizen method to improve operations

The amount of the gap in the percentage of agreement for applying Kaizen to improve operations according to the Kaizen method can be known. All factors give a positive indicator for their application. In general, we have identified the positive points, which are represented by the strengths of each factor, as well as identifying the negative points, which are represented by the weaknesses of each factor that we can reach according to the scale used in the research tool (checklist). Table (6) also shows the total percentage of matching dimensions, which is 89.5%. This represents that Kaizen to improve operations is fully applied and partially documented, and that the gap reached (10.38%), which is a relatively small gap that can be bridged.

Table (6) Summary of the matching rates and the gap achieved for each factor of Kaizen to improve operations

No.	Factor	Rate	Fully implemented and partially documented level	Conformity rate %	Gap %
1.	Plan Phase	5.4	Fully implemented and partially documented	%90	%10
2.	Implementation Process	5.36	Fully implemented and partially documented	%89	%11
3.	Audit Process	5.5	Fully implemented and partially documented	%92	%8
4.	Action Process	5.25	Fully implemented and partially documented	%87.5	%12.5
Total Achieved		21.51	Fully implemented and partially documented	%89.62	%10.38
Total Required		24		400	
Maximum Required for Each Requirement		6		100	

FOURTH AXIS / CONCLUSIONS AND RECOMMENDATIONS**First: Conclusions**

- 1- Management's commitment to the quality of measurable plans and objectives and that Babylon Hotel management is committed to improving the quality of written plans that focus on achieving measurable objectives, which contributes to identifying clear paths for improvement and ensures tangible results.
- 2- It is evident that the hotel is working to develop and improve operations flexibly and adapt to the needs of continuous change.
- 3- During the review of data to diagnose and improve positive cases, it appears that the hotel attaches importance to tracking performance and identifying areas that can be improved.
- 4- The quality improvement team's possession of the necessary knowledge to involve other members and ensure the clarity of their roles reflects good coordination between individuals and contributes to achieving improvement objectives more effectively.
- 5- The presence of clear systems and periodic reviews that confirm the hotel's commitment to continuously updating work plans and ensuring the effectiveness of the measures taken in the field of quality improvement.
- 6- The team shows interest in evaluating the effectiveness of the implemented measures, and the presence of coordinated tools and scientific foundations (such as data analysis) to ensure the provision of the best services and continuous quality control.
- 7- Providing new employees with the practices of the quality improvement project and enhancing continuous communication with all members contributes to improving overall performance and enhancing the effectiveness of operations within the hotel.
- 8- The quality improvement team continues to monitor data and review performance periodically to ensure that goals are achieved and the gains achieved are maintained in the long term.

Second: Recommendations:

- 1- It is recommended to continue improving and updating written plans and measurable goals to keep pace with the continuous changes in market needs and enhance quality in all aspects of operations.
- 2- It is important to continue training new employees periodically on quality practices and the best means to achieve improvement goals in all hotel departments.
- 3- The need to expand the use of coordinated tools such as quality control charts and Pareto analysis, to enhance the team's ability to evaluate performance more accurately and make informed decisions.
- 4- The need to enhance communication between all work teams within the hotel and ensure continuous interaction between different members to achieve optimal coordination in implementing improvement procedures.
- 5- The sustainability of improvement processes should be enhanced by linking them more effectively to ongoing operational procedures, which contributes to transforming improvements into an essential part of the hotel culture.
- 6- Continue to collect and analyze data periodically to ensure that gains are maintained and improvement goals are achieved.
- 7- The quality improvement team must be prepared to modify action plans based on ongoing data assessments, ensuring that processes are improved or new procedures are implemented to help achieve the set goals.
- 8- Systems that help guests benefit from hotel services and maintain their safety must be enhanced, which enhances their satisfaction and increases opportunities to improve the guest experience.

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