



**RESPONS**  
**Responsible Skills Alliance for Sustainable Management of Small Hotels and**  
**Restaurants**  
**539920-LLP-1-2013-1-BG-LEONARDO-LMP**

**National Field Research Report**

**Country: Poland**

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**Fundacja Rozwoju Przedsiębiorczości / Foundation for Promotion of Entrepreneurship**

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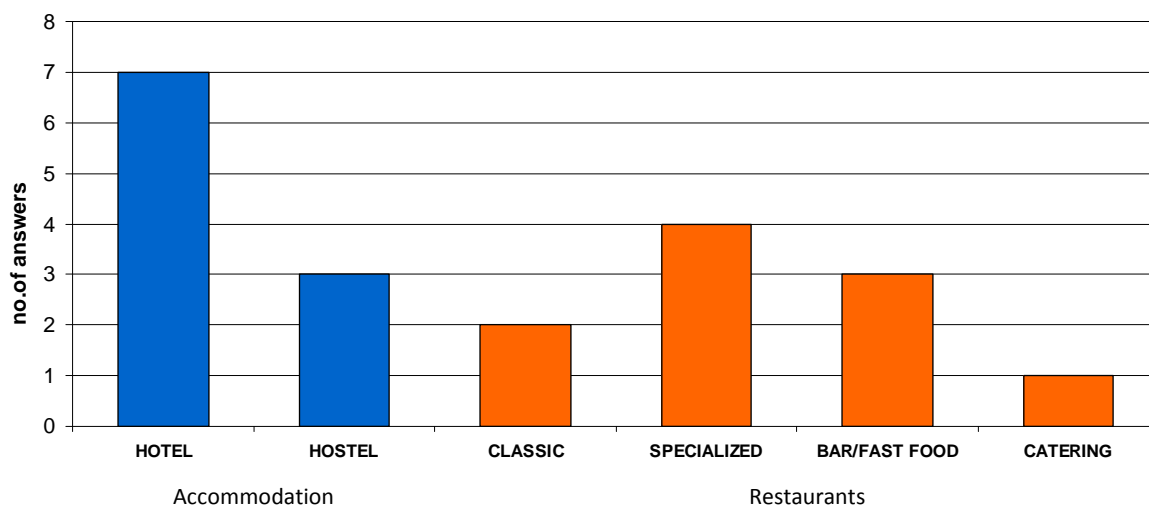
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## Chapter 1. The survey base and sample.

The study conducted by the Foundation for Promotion of Entrepreneurship in Lodz within RESPONS project included 20 local small and medium enterprises from gastronomy and accommodation sector in the city of Lodz. The survey was carried out by distributing questionnaires via email or during personal meetings with hotel and restaurant managers. This way we received 20 thoroughly fulfilled questionnaires - 10 from hotel and hostel managers or owners and 10 from restaurant managers (including one catering company manager).

The questionnaires distributed were divided into 5 sections. Section 1. gathered all required information regarding company, including company name, representative, location, email and web address. The survey was carried out in an urban area (within one city), hence, this part was not analyzed. Section 2. included questions regarding branch, company typology, average annual staff number and family-run businesses. Only 30 per cent of companies are family run businesses (in both sectors 3 out of 10 companies questioned).

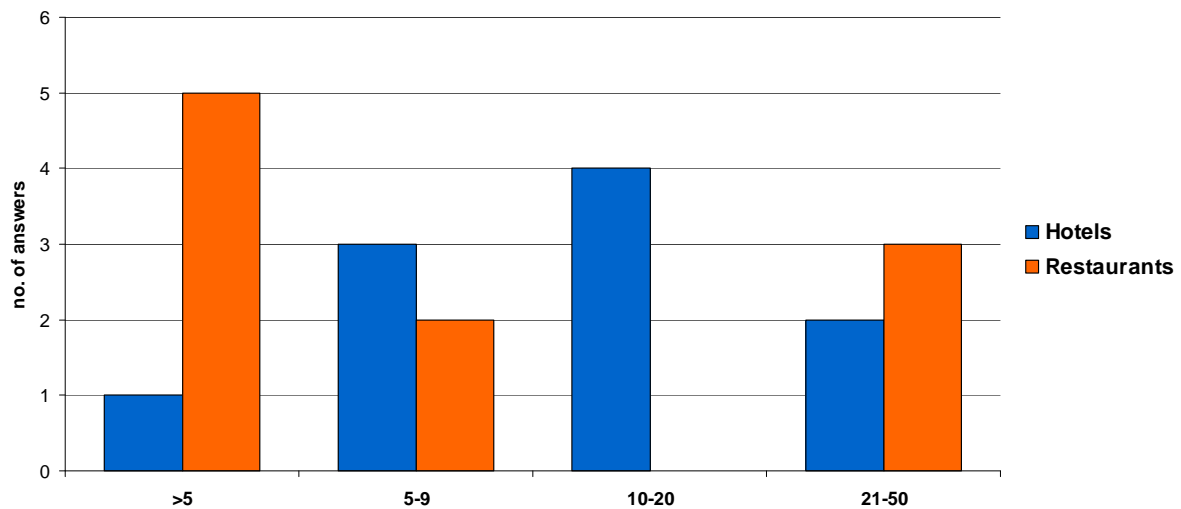
Variety of company typology is presented on the chart below:



**Fig. 1 Company typology.**

As presented, there were no representatives of guest houses, villas or motels within accommodation branch as well as restaurants with artistic program.

The staff-size of questioned companies varies. Our main target was the smallest companies, which is especially visible in restaurant sector. Only 30% percent of restaurants employ more than 10 workers annually.



**Fig. 2 Annual average staff number.**

## **Chapter 2. Importance of the dimensions affecting HORECA’s SMEs’ performances.**

Taking under consideration a small number of studied questionnaires, to effectively rank dimensions affecting the HORECA SME’s performance we created a scale of assessment standardizing frequency of given answers.

**Methodology and data analysis (methodology elaborated by prof. Andrzej Boczkowski, 2010, EU-GRAD: National case study – Poland, project reference no. 510579-LLP-1-2010-1-ES-ERASMUS-ECUE)**

Each answer given by a respondent was allocated points which were representations of the position on the scale of assessment. Thus, in the section 3 of the questionnaire, regarding importance of the dimensions “not important” was marked as 0, quite important – 1, important – 2 and “very important” – 3. For answers to each question, we calculated arithmetic mean to enable comparisons between accommodation and gastronomy sectors. This way we calculated an assessment indicator which shows to what degree a given dimension is important to HORECA’s managers. The indicator is a quotient of average assessment and maximum assessment and it ranges from 0 to 1. The higher the indicator, the more important the dimension.

### Hotels

3.1 WEB 2.0	<b>0,8</b>
3.8 Safe working conditions	<b>0,8</b>
3.9 Equal working conditions	<b>0,8</b>
3.10 Responsible workplace	<b>0,8</b>
3.7 Human resources development	<b>0,7</b>
3.2 Online Services	<b>0,6</b>
3.3 Individualised hospitality experiences/menus	<b>0,57</b>
3.12 Local community/social initiatives	<b>0,53</b>
3.4 Sustainable resorts	<b>0,5</b>
3.11 Ecological workplace	<b>0,43</b>
3.6 Healthy friendly food and experinences	<b>0,4</b>
3.5 Wellness based offer	<b>0,23</b>

To hotels the most important dimensions affecting performance are working conditions, both safe and equal for all workers. What is more, responsibility and using web 2.0 are amongst the most important ones. Ecological workplace, healthy and friendly food and wellness based offer are considered the least important

### Restaurants

3.9 Equal working conditions	<b>0,83</b>
3.2 Online Services	<b>0,83</b>
3.1 WEB 2.0	<b>0,8</b>
3.8 Safe working conditions	<b>0,73</b>
3.10 Responsible workplace	<b>0,73</b>
3.7 Human resources development	<b>0,63</b>
3.3 Individualised hospitality experiences/menus	<b>0,6</b>
3.12 Local community/social initiatives	<b>0,4</b>
3.11 Ecological workplace	<b>0,4</b>
3.6 Healthy friendly food and experinences	<b>0,3</b>
3.4 Sustainable resorts and menus	<b>0,23</b>
3.5 Wellness based offer	<b>0,2</b>

According to hotel managers, the most important dimension are rather innovative – using web 2.0 and online services. Equal working conditions is considered very important as well. Sustainable menus and wellness based offer were the least important agents.

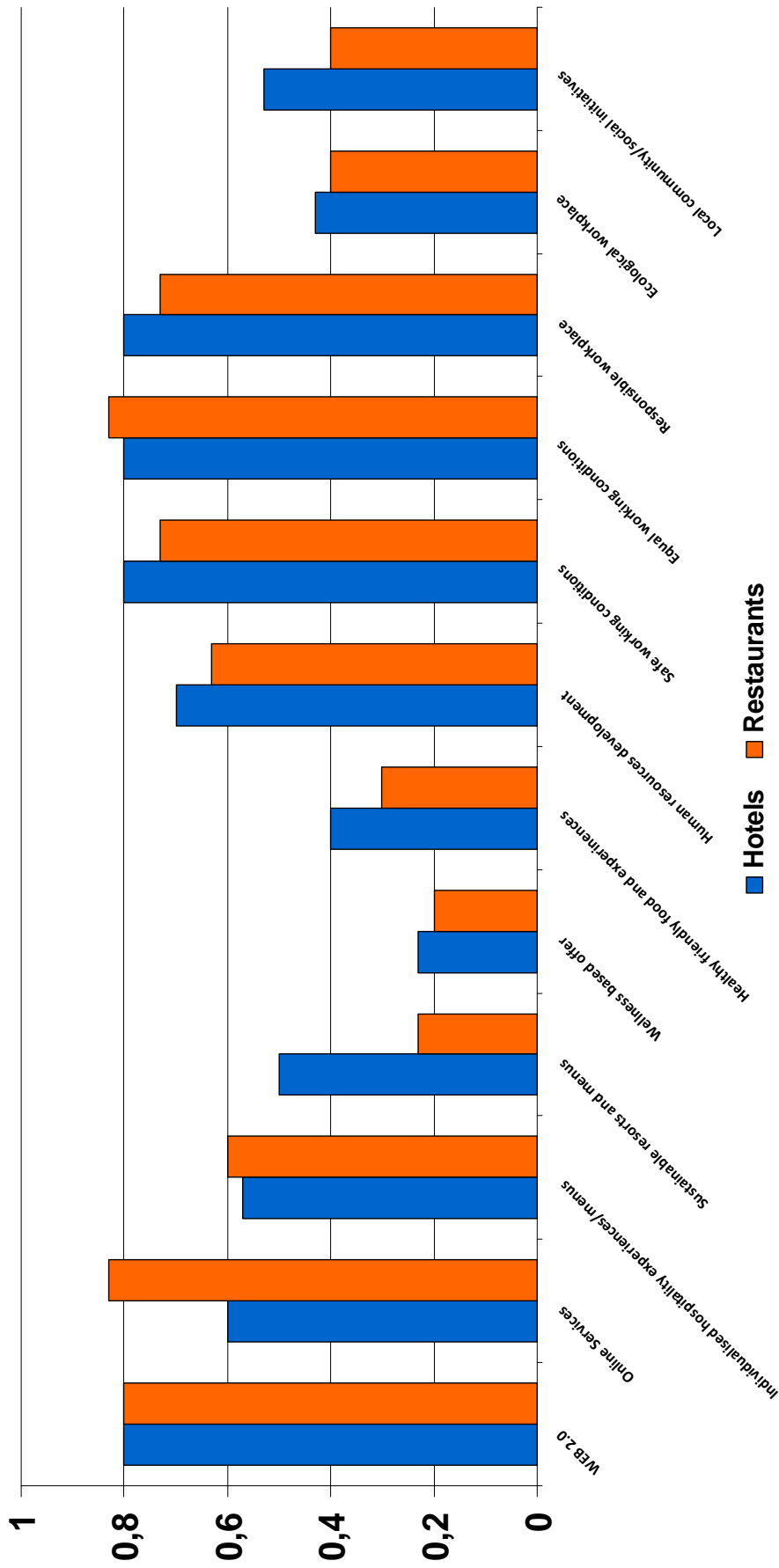


Fig. 3. Services, problems and knowledge gaps - importance



### Chapter 3. Dimensions requiring further training.

The training needs of HORECA employees were measured the same way as dimensions proposed in chapter 2. The higher the indicator, the bigger company experience.

#### Hotels

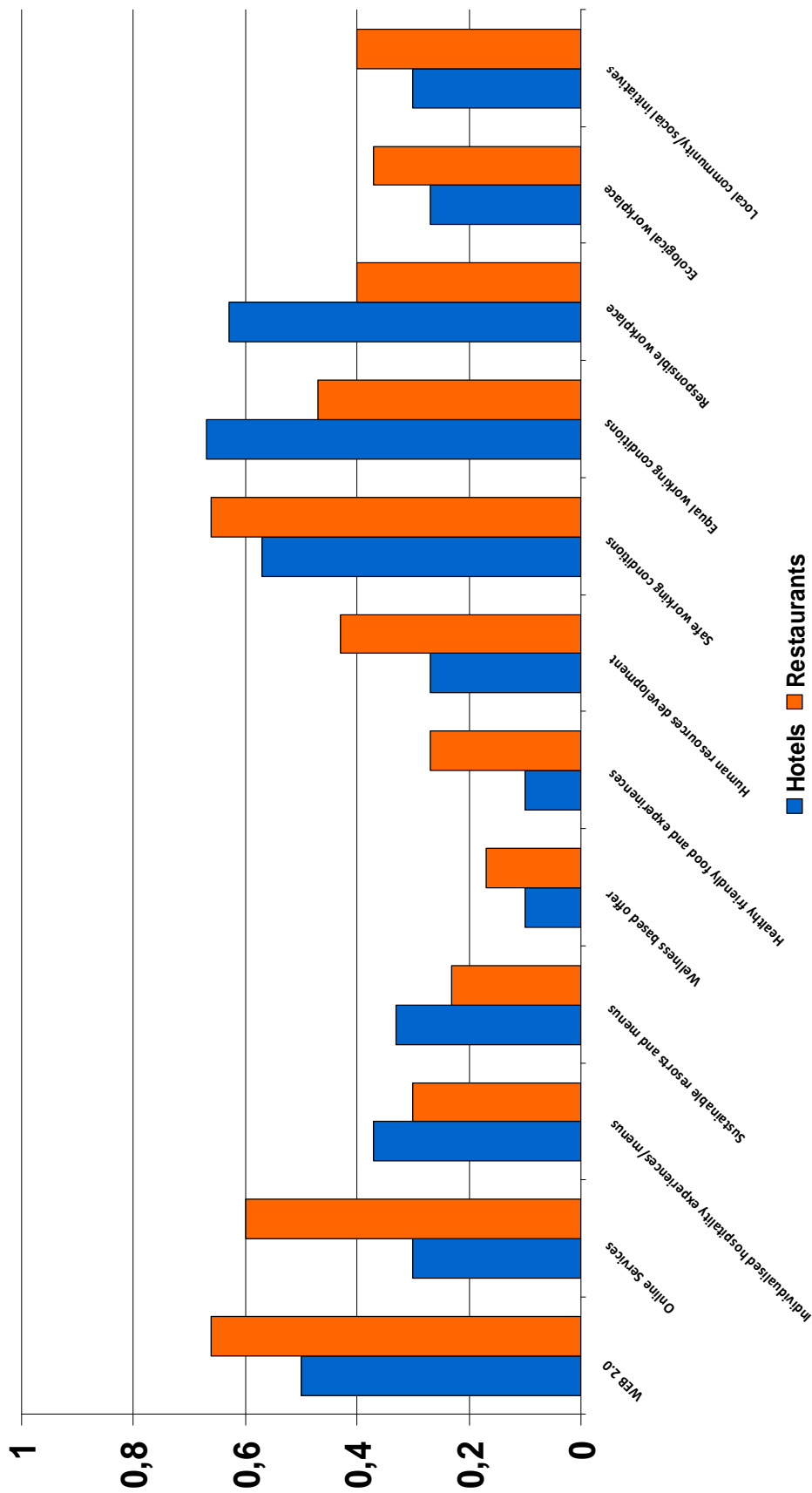
3.9 Equal working conditions	<b>0,67</b>
3.10 Responsible workplace	<b>0,63</b>
3.8 Safe working conditions	<b>0,57</b>
3.1 WEB 2.0	<b>0,5</b>
3.3 Individualised hospitality experiences/menus	<b>0,37</b>
3.4 Sustainable resorts	<b>0,33</b>
3.2 Online Services	<b>0,3</b>
3.12 Local community/social initiatives	<b>0,3</b>
3.7 Human resources development	<b>0,27</b>
3.11 Ecological workplace	<b>0,27</b>
3.5 Wellness based offer	<b>0,1</b>
3.6 Healthy friendly food and experinences	<b>0,1</b>

According to the survey, hotels and hostels staff is rather experienced in equal, safe working conditions and responsibility. Experience regarding ecology, wellness and health definitely requires improvement.

#### Restaurants

3.8 Safe working conditions	<b>0,66</b>
3.1 WEB 2.0	<b>0,66</b>
3.2 Online Services	<b>0,6</b>
3.9 Equal working conditions	<b>0,47</b>
3.7 Human resources development	<b>0,43</b>
3.10 Responsible workplace	<b>0,4</b>
3.12 Local community/social initiatives	<b>0,4</b>
3.11 Ecological workplace	<b>0,37</b>
3.3 Individualised hospitality experiences/menus	<b>0,3</b>
3.6 Healthy friendly food and experinences	<b>0,27</b>
3.4 Sustainable menus	<b>0,23</b>
3.5 Wellness based offer	<b>0,17</b>

Restaurant staff is experienced in online reservation systems, social media promotion and safe working conditions. Here, staff requires training in healthy food, sustainable menus and wellness field.



**Fig. 4. Services, problems and knowledge gaps – company experience**



## Chapter 4. Innovative skills owned by HORECA managers.

Section 4 of the questionnaire lists some innovative skills that HORECA managers might own. Their proficiency in each of those skills were measured the same way as in previous chapters. The higher indicator, the higher managers' competence in these fields.

### Hotels

4.3 Cooperative ability/team spirit	<b>0,8</b>
4.2 Language skills	<b>0,63</b>
4.5 Adaptation to change	<b>0,63</b>
4.6 Problem solving	<b>0,63</b>
4.1 Intercultural management	<b>0,6</b>
4.7 Computer/ICT	<b>0,6</b>
4.8 Adaptation to new business environment	<b>0,6</b>
4.4 Innovativeness	<b>0,53</b>

Hotel/hostel managers and owners feel very confident about their team spirit and cooperative ability. The rest of innovative skills are ranked rather narrowly, varying from value 0,53 to 0,63.

### Restaurants

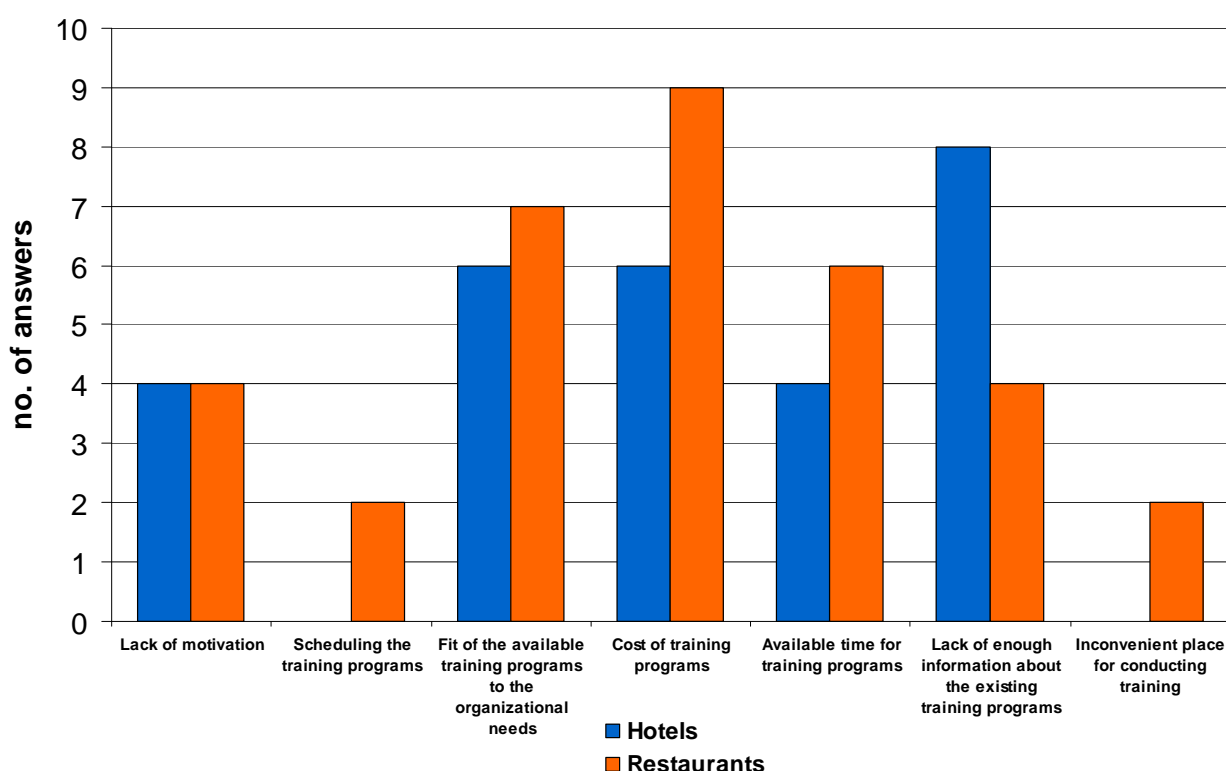
4.3 Cooperative ability/team spirit	<b>0,77</b>
4.2 Language skills	<b>0,77</b>
4.7 Computer/ICT	<b>0,77</b>
4.6 Problem solving	<b>0,7</b>
4.4 Innovativeness	<b>0,7</b>
4.1 Intercultural management	<b>0,67</b>
4.8 Adaptation to new business environment	<b>0,63</b>
4.5 Adaptation to change	<b>0,5</b>

Restaurant owners feel strong about most of the innovative skills. Adaptation to change and new business environment might need a slight improvement.



## Chapter 5. Learning and training.

The aim of the 5<sup>th</sup> chapter of the questionnaire was to identify major difficulties and barriers referring to training programs. Respondents could check multiple answers. Unfortunately, the questionnaire received did not include question regarding the most preferred types of training (it was available on only in web-based questionnaire). Nevertheless, taking under consideration barriers such as lack of time and motivation, and managers' computer/ICT skills, e-learning is probably the most suitable type of training.



**Fig 5. Self assessment of skills – HORECA managers**

Having analyzed the data, the most common barrier regarding trainings in both branches is financial one – cost of training programs (respectively 6 out of 10 in accommodation and 9 out of 10 in gastronomy). Other highly ranked factors affecting training are lack of information about available training programs (12 answers), their quality (13 answers), time required and motivation (10 answers).



## **Chapter 5. Final conclusions.**

Detailed results of studies conducted among small hotel and restaurant managers in the city of Lodz proves that current training programs are incoherent and invaluable for organizational needs. Managers in both sectors have to face numerous difficulties referring to these programs. In addition, they feel insecure about adaptation to changing business environment and they need some innovative skills, such as intercultural management, improved. Regarding key dimensions, human resources development seems to be most neglected (high average importance and low company experience). Moreover, analyzed data show that in both branches interviewed managers do not pay much attention to ecological issues, which can be taken under consideration while programming trainings.

# Annex 1.

## Tables

Table 1. Services, problems and knowledge gaps – importance

	Section	Question	Not Important		Quite Important		Important		Very Important		Total answers
			No. Of answers	in %	No. Of answers	in %	No. Of answers	in %	No. Of answers	in %	
<b>HOTELS</b>	3	3.1	0	0	0	0	6	60	4	40	10
		3.2	0	0	0	0	5	50	5	50	10
		3.3	0	0	6	60	4	40	0	0	10
		3.4	3	30	7	70	0	0	0	0	10
		3.5	4	40	6	60	0	0	0	0	10
		3.6	1	10	9	90	0	0	0	0	10
		3.7	0	0	2	20	7	70	1	10	10
		3.8	0	0	1	10	6	60	3	30	10
		3.9	0	0	0	0	5	50	5	50	10
		3.10	0	0	0	0	5	50	4	40	10
		3.11	0	0	7	70	1	10	1	10	10
		3.12	1	10	5	50	2	20	1	10	10

	Section	Question	Not Important		Quite Important		Important		Very Important		Total answers
			No. Of answers	in %	No. Of answers	in %	No. Of answers	in %	No. Of answers	in %	
<b>RESTAURANTS</b>	3	3.1	0	0	1	10	4	40	5	50	10
		3.2	1	10	1	10	7	70	1	10	10
		3.3	2	20	2	20	3	30	3	30	10
		3.4	2	20	3	30	3	30	2	20	10
		3.5	4	40	5	50	1	10	0	0	10
		3.6	1	10	7	70	1	10	1	10	10
		3.7	0	0	2	20	5	50	3	30	10
		3.8	0	0	0	0	6	60	4	40	10
		3.9	0	0	2	20	3	30	5	50	10
		3.10	0	0	0	0	6	60	4	40	10
		3.11	2	20	4	40	3	30	1	10	10
		3.12	0	0	6	60	2	20	2	20	10

**Table 2. Services, problems and knowledge gaps – company experience**

Section	Question	Inexperienced		Beginner		Competent		Expert		Total answers	
		No. Of answers	in %	No. Of answers	in %	No. Of answers	in %	No. Of answers	in %		
<b>HOTELS</b>	3	3.1	0	0	2	20	6	60	2	20	10
	3.2	0	0	4	40	4	40	2	20	10	
	3.3	2	20	7	70	1	10	0	0	10	
	3.4	6	60	2	20	1	10	1	10	10	
	3.5	5	50	5	50	0	0	0	0	10	
	3.6	3	30	6	60	1	10	0	0	10	
	3.7	0	0	7	70	3	30	0	0	10	
	3.8	1	10	3	30	1	10	5	50	10	
	3.9	0	0	2	20	6	60	2	20	10	
	3.10	0	0	3	30	6	60	1	10	10	
	3.11	0	0	9	90	1	10	0	0	10	
	3.12	3	30	5	50	2	20	0	0	10	

Section	Question	Inexperienced		Beginner		Competent		Expert		Total answers	
		No. Of answers	in %	No. Of answers	in %	No. Of answers	in %	No. Of answers	in %		
<b>RESTAURANTS</b>	3	3.1	0	0	2	20	6	60	2	20	10
	3.2	0	0	4	40	4	40	2	20	10	
	3.3	2	20	7	70	1	10	0	0	10	
	3.4	6	60	2	20	1	10	1	10	10	
	3.5	5	50	5	50	0	0	0	0	10	
	3.6	3	30	6	60	1	10	0	0	10	
	3.7	1	10	7	70	3	30	0	0	10	
	3.8	0	0	3	30	1	10	5	50	10	
	3.9	0	0	2	20	6	60	2	20	10	
	3.10	0	0	3	30	6	60	1	10	10	
	3.11	1	1	9	90	1	10	0	0	10	
	3.12	3	30	5	50	2	20	0	0	10	

**Table 3. Self assessment of skills**

HOTELS	Section	Question	Inexperienced		Beginner		Competent		Expert		Total answers
			No. Of answers	in %	No. Of answers	in %	No. Of answers	in %	No. Of answers	in %	
	4	4.1	0	0	2	20	6	60	2	20	10
4.2		0	0	0	0	7	70	3	30	10	
4.3		0	0	0	0	7	70	3	30	10	
4.4		0	0	6	60	3	30	1	10	10	
4.5		1	10	4	40	4	40	1	10	10	
4.6		0	0	1	10	7	70	2	20	10	
4.7		0	0	1	10	5	50	4	40	10	
4.8		0	0	2	20	7	70	1	10	10	

RESTAURANTS	Section	Question	Inexperienced		Beginner		Competent		Expert		Total answers
			No. Of answers	in %	No. Of answers	in %	No. Of answers	in %	No. Of answers	in %	
	4	4.1	0	0	4	40	4	40	2	20	10
4.2		0	0	3	30	5	50	2	20	10	
4.3		0	0	1	10	4	40	5	50	10	
4.4		0	0	6	60	2	20	2	20	10	
4.5		0	0	4	40	3	30	3	30	10	
4.6		0	0	2	20	7	70	1	10	10	
4.7		0	0	3	30	6	60	1	10	10	
4.8		0	0	2	20	8	80	0	0	10	