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A conceptual evaluation of 5S model in hotels

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The survival of hotels depends on increasing service quality and value. However, traditional management approaches are not sufficient to achieve this. Increasing quality and value depends on improving service production. Based on continuous improvement philosophy, 5S is an appropriate business model for hotels. 5S represents the initial letters of the words *seiri* (organization), *seiton* (order), *seiso* (cleanliness), *seiketsu* (standardization) and *shitsuke* (discipline) in Japanese that emerged as the most prominent issues during the long-continued quality studies. 5S intends that the employees focus on value in an orderly, safe, clean, comfortable and positive work environment. As such, the 5S components are crucial for service quality; hotels already have relative experiences on these. However, hotels' practices are generally independent of each other and limited to certain areas. In order to achieve quality and value objectives, hotels should integrate 5S components within a formal business model and thus take the synergistic advantageous. 5S enables all employees and managers, independent of the job title, to gain value-oriented thinking. Further, 5S supports the organizational integration quite essential for hotels. Based on quality pillars, 5S forms a robust ground for advanced quality systems and various innovations. This conceptual study offers an insight into 5S as a valuable business model with regard to hotels' requirements.

Key words: Management approach, business model, 5S, quality, value.

INTRODUCTION

As the hotel sector is growing, the pursuit of ways for providing better services gradually increases. The survival of hotels in future depends on the increase of the value provided. Gaining importance of the value brings with it changes in hotel management approaches (Chathoth et al., 2013; Nasution and Mavondo, 2008; Kandampully, 2006). When we look generally into the service sector which the hotel sector constitutes one of the most important shares, though the provision of services is in a much better condition compared to the past, decreases are observed in the service quality perceptions of the customers (Zeithaml and Bitner, 2003). In addition to the ever increasing expectations of customers and the competitive conditions, the fact that the provided services are based on a wide variety of production characteristics (Yang et al., 2011) are stringent

factors for hotels. Rather than traditional or inconsistent approaches, a sustainable management concept that will carry the firm into the future is needed in hotels.

The traditional approach in hotel management merely based on an understanding focused on performance results such as more profitability, productivity, satisfaction, etc. In other words, when performance results are found satisfactory, little improvement is required. Especially, despite concentration on issues like customers' expectations and quality perceptions in hotels, the necessary thing is not attached to the improvement of the service production performance (Wilkins et al., 2007). However, the essence of value and quality creation is the service production and management.

There should be an effective management system in hotels in order to respond to the environmental factors,

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primarily the expectations of the customers and to create quality service and customer value (Charalambos et al., 2011). According to Kandampully (2006), the main role of the management is managing the service quality in hotels. Hotels must refocus on the production of quality and services in a sense in order to retain customers' satisfaction and competitive power in the long run. Therefore, new business concepts should be developed in hotels where all internal operations focus on value and quality. It is important that the service delivery methods adopted in hotel management meet the goals such as value, productivity and unique service (Kandampully, 2006).

When we look at the developments that occur in hotel management, 5S is considered an appropriate model for developing the required business concept that focuses on quality and value. Among the main benefits of 5S for hotels are the creation of clean, orderly and safe work environments where failures and losses are reduced; and thus, the adoption of the production and business concept focuses on value and quality through the entire organization. Though 5S is handled as a "housekeeping" technique (Becker, 2001) due to the emphasis on cleanliness and order, this causes that the importance of 5S in improving the production performance to be ignored.

According to Mariott Jr. who is the manager of a leading hotel group of the world, the term of success in hotel management is the creation of a good system. Along with such a system and clearly specified principles, it is possible to ensure consistency in the services delivered by different employees and/or departments (cited by Ball, 2008). On the other hand, in the hotel sector, it is observed that hotels are generally organized based on the functional areas divided by rigid boundaries and that this constitutes an important impediment for some innovation efforts and practices like quality management (Ball, 2008). However, the consistency between different functional areas is extremely important for service quality. Hence, though there are dimensions such as organizational culture and leadership for the development of a required integrative system, it is possible to utilize 5S in this sector while it provides a common business concept.

5S is a value oriented business model developed in the work environment to maintain order, increase productivity and to reduce wastage. 5S represents the initial letters of the words *seiri* (organization), *seiton* (order), *seiso* (cleanliness), *seiketsu* (standardization) and *shitsuke* (discipline) in Japanese. The components of 5S refer to the issues which have come to the fore in the continuing quality efforts since 1950s. Addressing 5S as a business model occurred for the first time in 1980s by Osada and then Hirano (Suarez-Barraza and Ramis-Pujol, 2012). While Osada addresses 5S based on organizational development, learning and change, Hirano's approach was mainly differentiating the firm from its competitors.

Successfully applied for the first time in Toyota, 5S was adopted as the institutional strategy by Boeing also (Kobayashi et al., 2008). The concept of the increase of the quality and the ultimate value together with the employees' being more productive and effective in healthier, safer and more comfortable work environments having a positive image lies at the bottom of 5S approach.

Based on the quality pillars, 5S is also a useful guide in quality service processes design. In today's hotel sector, there is a growing attention to service design in consequences of issues like increasing customers' expectations, rapid copying of the services, fast aging and losing attractiveness of services and new regulations. Depending upon these circumstances, the rapid designing of services is crucial for hotels. Designing all processes in the guide of 5S helps to maintain a robust system delivering quality and value (Tennant, 2002).

For the definition of the work to be performed, it is not sufficient only to reply the question "what" will be delivered to the customer, but also "how" it will be delivered is also important as well (Kandampully, 2006). Organization, order, cleanliness, standardization and discipline which are the main factors of 5S play generally an important role in the organization of the activity (Bayo-Moriones et al., 2009). That points the importance of the daily activities in achieving the general purposes of the hotel.

5S as a business model

Business model is defined shortly as the value creation logic of a firm directing its activities for its shareholders. In fact, each firm has a certain business concept even if it is not formally defined. However, the business model is related to the strategic selection among the production factors to direct the operations (Casadesus-Masanell and Ricart, 2010). Even though there is not yet any conceptual unity about how the business model will be created and how it will be applied, it is observed in its core that the activities of the firm are related to focusing on the delivery of the values. The business model is a powerful tool for analyzing, structuring and implementing the strategies, and also the intra-organizational communication (Shafer et al., 2005).

As the first step of the continuous improvement, 5S is a value-oriented business model. Though physical factors and order have an important place in 5S, it is considered very limiting to address it only as a housekeeping technique (Gapp et al., 2008; Bayo-Moriones et al., 2009). It is possible to find in Japanese philosophy the reason why 5S is addressed as a business model. According to the Japanese philosophy, the issues like order and cleanliness are not only important physically but also mentally. Similarly, it can be argued that discipline which is shown as the most important component of 5S is not

related in narrow sense to performing works but it refers to self-discipline related to the pursuit of better and continuous improvement of the self. Therefore, the technical (visible) and philosophical (invisible) characteristics of 5S should be assessed together. It can be argued that a concept which can be summarized as "everything is in its place" lies at the philosophical bottom of 5S. According to Osada who laid the foundations of 5S, 5S ensures the rise of self-motivation, the sense of integrity and synergy (Kobayashi et al., 2008).

The production processes as the prerequisite of the quality products and the concept of ensuring quality in the physical environment lie at the bottom of the business approach of 5S (Ho, 1999). As a living entity in the daily activities of the firms, various undesirable situations may arise such as wastes, wastages, losses, failures, etc. The primary problem in this regard is that this becomes normal in time. 5S is of importance for especially the prevention of the seven main wastages which Ohno suggested among those problems. That transportation, inventory, action and waiting are wrong or excessive, excess production, unnecessary processes and the other mistakes arising in the processes exist among the main wastages and losses causing loss of labor, cost, time, energy, etc. 5S approach provides discipline for the pre-detection and prevention of that sort of wastages and losses (Moulding, 2010).

Though different opinions are encountered for the definition of 5S, when looked in the literature, it can be said that it is generally accepted that 5S is based on a concept supporting continuous improvement (Bamber et al., 2000: 459; Heizer and Render, 2006; Ablanedo-Rosas et al., 2010; Foltz et al., 2010; Suarez-Barraza and Ramis-Pujol, 2012). As it is known, continuous improvement has an important place in the quality efforts. Continuous improvement concept can be described as a philosophy of life referring to the dynamism and variability in quest for perfection (Tutuncu, 2009). While a wide variety of practices are encountered in the firms to provide continuous improvement, it is observed that the main problems encountered in this regard are that the unity of purpose is not attained and that especially the middle and senior management remains insufficient in terms of leadership. The primary condition for quality efforts to become successful is that those efforts are continuous and that they are implemented throughout the entire organization rather than certain parts of the firm and under the leadership of the senior management (Hyland et al., 2002). 5S facilitates the adoption of the continuous improvement concept by the organization and its implementation in the daily operations. 5S requires that all employees change the business approach as quality and value-oriented independent of the type of the business. Farris et al. (2008) consider 5S as a critical success factor in terms of the results expected from the employees regarding the efforts for continuous improvement. However, looking at the firms which have

adopted the continuous improvement concept, it is observed that mostly the traditional business concept is adopted (Farris et al. 2008).

5S is a business approach based on mental, emotional and physical practices (Hirano, 1990). Changing the attitudes and behaviors towards the work lies at the bottom of 5S for the adoption of the concept of the continuous improvement, quality and value (Gapp et al., 2008). 5S is based on a concept which is generally easily understood, can be implemented in short-term and in a wide variety of production environments and the results of which can be obtained in the short term. 5S application is not based on special tools and techniques and does not require any financial resource (Kobayashi et al., 2008; Marasinghe, 2012) or special knowledge and skills. To increase efficiency and effectiveness of working, 5S should get into the habit of the employees. In this way, by focusing on value, employees are supposed to adopt the continuous improvement thinking all over the dimensions of their work.

Due to these characteristic, 5S is applied in the same way by all employees independent of the type of tsector and the positions of the employees in the firm (Sarkar, 2006; Ablanedo-Rosas et al., 2010). When it is considered that the success of 5S depends on the effective participation of all employees of the firm (Hirano, 1990), it can be argued that its characteristics listed here facilitate the intra-organizational participation.

According to Ho (1999), 5S is the prerequisite of quality and efficiency. 5S creates a quality environment, improves work life and is a problem solving method that can be utilized in many fields of business life. Looking at the 5S practices in Japan, it is observed that it is utilized commonly as a business model based on the participation of the entire organization. Nonetheless, the formal 5S practices in the West are performed in certain areas of activity. However, Ho suggests that in fact many firms in both east and west utilize the dimensions of 5S unwittingly (Ho, 1999).

In order to best utilize 5S, it is of great importance to understand the purpose of the model truly. 5S is not a model, for example, to satisfy the purposes of solving the quality problems or applying the opinions of the customers to the production system (Sarkar, 2006). The main goal of the 5S is the prevention of the means, activities and wastages as well which are inconsistent or inexpedient in the work environment (Pranckevicius et al., 2008). With 5S, it becomes possible to remove the unnecessary activities and materials, to perform uninterrupted work flow, to reduce costs and delays, to increase quality of the product and to provide a safe work environment (Krajewski et al., 2007). Creation of a general production environment of more quality will enable the customers' satisfaction to increase.

The real effect of the 5S as a business model arises with the development of the concept of how it will improve the work and the work environment of the employee (Van,

2006). Therefore, 5S should be addressed as a standard business approach rather than as an approach just supporting daily activities. In order to get the expected benefits from 5S, it should be adopted as a life style, rather than to be content with the provision of the technical conditions. Maintaining 5S with that under-standing depends on the development of the discipline that is the last component thereof (Hirano, 1990).

For the 5S to be addressed as an approach to increase the individual performance and thus the performance of the organization, care should be given to all its components equivalently. For instance, when the firms in the west are analyzed, it is observed that much weight is given to the order (seiri) issue. The partial or wrong rather than integrated implementation of the 5S may make the current situation worse. In order to get the expected benefit from 5S, it is proposed to consider it as a model supporting the business development strategy rather than a simple technique. Addressing the 5S as a part of the organizational culture will reinforce the participation of the organization considerably (Kobayashi et al., 2008).

5S and quality systems

5S is a business model supporting the improvement of the work environments, business concept and increase of quality and value that is the final goal of the firm. While 5S can be utilized alone, it can be used prior to other quality systems and also concurrently with them. In this respect, whatever the purpose of utilization of 5S that has a broad area of use is, the final goal is to increase quality (Gapp et al., 2008). The creation of quality culture is very important in the implementation and retaining of quality systems. The creation of quality culture can be performed by changing the attitudes, behaviors and values rather than the structural changes; in other words, by cultural change (Tutuncu, 2009). 5S assumes a considerably significant role to crate the environment that will support the development of quality culture (Gapp et al., 2008).

5S supports continuous improvement, effective and efficient working, removal of production factors that do not add value, and thus the creation of the value-added operational environment. As mentioned before, based upon the primary quality components 5S is consistent with other quality systems. Most of the quality systems rely on comprehensive techniques and practices. In this respect, 5S acts as processor and prepares the organi-zation for advanced quality systems both with the physical arrangements and the attitudes and behaviors of the employees. In the literature, a great number of quality systems handled in conjunction with 5S, for example; Total Quality Management (Ho, 1999), business excellence (Shil, 2009), ISO 9000 etc. quality systems (Bamber et al., 2000), Six Sigma (Pranckevicius et al., 2008), lean production (Hobbs, 2004; Heizer and Render, 2006), environment management system (Tice et al.,

2005), and total productive management – TPM (Russell and Taylor, 2007).

Nowadays, firms try to implement very different management approaches or techniques together due to the pressures which may be summarized as the conditions of competition. In this case, integrated management systems are needed where these kinds of systems which are for different goals are implemented together. According to Bamber et al. (2000), 5S assumes an extremely significant role in the creation of this type of integrated management system. In firms, for instance, systems which are under the responsibility of the different departments of the firms may be implemented together such as the Environment Management System (ISO 14001), Quality Management System (ISO 9000 etc.), Occupational Health and Occupational Safety Management System (BS 8800) and Production System (Six Sigma etc.). These systems have things in common in areas where continuous improvement and their final goals are required, though they are for different purposes. The removal of failures, accidents, delays and pollution can be counted among the common purposes of the quality systems. In order to attain these goals, continuous improvement must be provided in areas such as productivity, quality, cost, distribution, safety and employee's morale. When considered from this point of view, 5S is based on the principles of meeting the pur-poses of different management and production systems and the common grounds in the required continuous improvement areas (Bamber et al., 2000).

As it is stated above, 5S does not only support the different systems implemented in a firm but also facilitates its implementation. The quality systems such as Total Quality Management, Six Sigma, etc. are, as known, comprehensive systems, and they are generally implemented by large scale firms. Based on this, it can be argued that 5S will be considerably useful as a business approach that will support continuous improve-ment and quality efforts, especially in small and medium scale firms.

5S components and their use in hotels

The foundation of the components of 5S was laid in1950s as stated above. The principles of organization and order which were developed in 1950s to meet purposes like quality, productivity, safety, etc. constitute the first two components of the 5S. After the issues of cleanliness, standardization and discipline came to the fore in the following studies for the quest for quality. These concepts became a basic business approach in the beginning of the 1980s (Suarez-Barraza and Ramis-Pujol, 2012). The definitions and purposes of the components constituting the 5S are summarized in Table 1.

5S components are related to the general attitude and approach towards work as well as the physical

Table 1. 5S components.

Japanese	Definition	Purpose
Seiri	Organization	Reducing the wastages and the losses
Seiton	Order	Increasing the effectiveness
Seiso	Cleanliness	Supervision, inspection and correction
Seiketsu	Standardization	Reducing the variables/getting the variables under control
Shitsuke	Discipline	Sustainability, training

Source: Adapted from Moulding (2010).

arrangements. From the physical arrangements, it should be considered that it is not only limited to the materials utilized in production, but also to the information processing processes (Pranckevicius et al., 2008).

Seiri (Organization)

In 5S, organization is related to the removal of un-necessary factors from the work environment and the prevention of losses with the value oriented point of view. In this phase, the quest for answers to the questions of "which businesses do we do, who are our internal and external customers, and what are their expectations?" will be helpful (Van, 2006). Generally, while the concept of value gains importance gradually in the hotel manage-ment, it is observed that the studies related to this subject belong more to the recent past (Chathoth et al., 2013). The first step on value orientation is to define it from the customer's perspective. On the other hand, the value offering in hotels generally represents the management's point of view. Since the real evaluator of value is customer, hotel service providers should change their perspective to customers (Nasution and Mavondo, 2008).

The concept of organization is frequently confused with the concept of order which is used together (Hubbard, 1999). A good organization requires the determination of the resources in accordance with the purposes and bringing them together before the arrangement of the resources. Therefore, before beginning the arrangement, the resources should be addressed with respect to their relative values. In addition to materials like furniture, stationery, production tools-equipment, panels, the work flows, information processes and the use of physical areas should be addressed within that context (Moulding, 2010), and by considering them in terms of their contributions to the provision of value, confusion should be removed. The order of inventory and stocks and how the wastes will be reduced and stocked are also addressed within that context (Pranckevicius et al., 2008).

In that phase, while the front-offices where customers exist are arranged in such a way to carry out the services best, the productivity may come to the fore in the back-offices. The main contribution of the organization, that is,

the first phase of the 5S to the business approaches of the employees is that it makes them to focus on the ultimate value. Thus, it can be possible for the awareness of the employees to arise to continuously develop their works in a value oriented manner (Ho, 1999; Van, 2006).

Seiton (Order)

Order refers to the arrangement of the work environment in order to perform the work flow best. Following the sorting activity performed in the first step, the materials should be arranged in a way that they can be reached easily and do not get employee tired. The purpose of this phase named order is to prevent unnecessary time, mental and physical energy losses. For instance, issues such as minimization of loss of time arising from looking for materials, difficulties of use and placing something in its original place, etc. are addressed in that phase. Color coding may be utilized for arranging the place or the materials. Motion studies or ergonomic principles will be useful for the creation of an environment in which the employees will be least tired (Shil, 2009).

Generally, it is accepted that the service production system of hotels has a unique structure (Ball, 2008). Issues like business processes, material and information flows, arrangement of the place and technology should be brought together in the best way to continue the hotel services uninterruptedly. In the relevant literature, it is possible to encounter a number of studies concerning hotels. Especially, the studies such as information systems (Karadag and Dumanoglu, 2009), service blueprinting (Shahin, 2010) and productivity (Sigala et al., 2005) are important as they support the creation of the awareness needed in that regard. The order of the work environment and the prevention of the undesirable situations such as particularly the occupational safety, the energy loss of the employee, and the unnecessary inventory (Isak, 2009) are important to respond to the customers faster and for image.

Seiso (Cleanliness)

Cleanliness is important for the protection of both human

and environment health, and also the physical assets. In hotels, cleanliness is important for hygiene and safety and for image as well. Thus it generally ranks among the first lines of the expectations of the hotel customers. While increasing the morale of the employees, healthy work environment plays an important role in reducing the maintenance/repair costs and increasing the product quality. The principal issues addressed regarding cleanliness are the work environment, materials and personal hygiene and care. The sources of pollution should be inspected and the cleaning programs required in different periods should be created. Regarding 5S, the cleanliness should not only be addressed for physical appearance but also for safety. Particularly, the components of organization, order and cleanliness are also of importance to ensure safety (Grover, 2012).

The preparation of a good cleaning program is mandatory considering that there are many people such as customers and employees in the hotels, which are a significant part of the services for the customers (foods-beverages, sleeping, etc.) and that many materials are utilized to carry out the services as well as the diversity and size of the places. Regarding hotels, a wide range of studies may be encountered concerning cleanlliness, safety and hygiene particularly in housekeeping (Hsu et al., 2011) and culinary/food and beverage (Sanlier et al., 2010). In addition to this, the applications of various quality systems for food safety such as Environment Management System, Blue Flag, and HACCP is important as it shows the importance attached to the cleanliness and safety in hotels.

Seiketsu (Standardization)

Standardization is required for organization, order and cleanliness which are addressed in the first three steps to gain continuity and for necessary improvements. Standardization that is important for the sustainability of the quality is for the purposes of ensuring positive approach of the employees to the business (Hobbs, 2004), minimizing the differences depending on the other different conditions and ensuring that they assume responsibility. The programs, tasks, controls, conditions, performance criteria, etc. specified for the factors addressed in the previous three steps should be standardized and be made continuous. Standardization is a frequently addressed subject in both the sector practices and the literature in hotel management. Even though the concept of standardization seems contradictory to the customized service delivery gradually gaining importance in the hotel services, standards are always required for sustaining a certain level of quality.

Standardization for the hotels is generally addressed in the processes of quality and service delivery (Browning et al., 2013). In addition to the official standards, firm or sector specific standards are also developed as frequently seen in international hotels (Ritz Carlton's Golden Standards).

Shitsuke (Discipline)

Discipline is required for ensuring the continuity of the 5S; in other words, for 5S to become the standard business approach of the employees. A control system should be created for the rules, programs, etc. introduced in the previous phases to gain continuity and improvement. Regarding 5S, discipline is addressed mostly in terms of self-discipline (Shil, 2009). It is observed that the main problem originates from discipline in the firms that have failed in the 5S practices. Attention should be paid to promote self- discipline in place of traditional discipline to create quality culture (Van, 2006). For that purpose, it is proposed at first the work environment to be open for learning and development.

Self-discipline is useful for facilitating the adoption of the 5S by the employees as a concept directing their daily activities and additionally their recognition of the changes and the improvements required in their works. The nature of the hotel services and the intensity of the interaction with the customer cause high uncertainty and coping up with that situation is one of the most important tasks of the managers. The control of the employees is considerably difficult especially in the high interactive processes where uncertainty is more. The employees should assume the tasks such as to detect the possible failures, to solve them, and to carry out the necessary improvements while the process of service continues. For that reason, self-control gains importance for hotel employees. In hotels as well as empowering the employees, developing shared values, norms and a culture based on the goals are extremely important (Bowen and Ford, 2004). The works to be conducted in that regard will contribute to the development of a positive discipline concept and of the self-discipline of the employees. In hotels, it is observed that the issues such as the empowerment of the employees, their participation in the decisions, and self-control are frequently emphasized both in service management (Lee et al., 2006; Solnet, 2006; Klidas et al., 2006) and quality based studies (He et al., 2010; Afify, 2008).

DISCUSSION AND RECOMMENDATIONS

Increasing quality and value is accepted to be the most appropriate solution competition and customers' satisfaction in hotels. However, traditional management approaches remain insufficient to increase the quality as one of the most important components of value. Considering the dynamic structure of service production and environmental conditions, hotels need new management approaches to increase quality and value. Nonetheless, the

management efforts continue to concentrate on the fields of customers' perceptions and marketing; no sufficient importance is attached to the improvement of the production performance, which is an important dimension of value. Generally, new management approaches in the hotels should address the activities with a value oriented view and the implementation of value throughout the entire organization. One of the effective methods to ensure this is business model. In this study, 5S is proposed as a quality and value oriented business model appropriate to the service characteristics of hotels.

5S based on the definition of the five components (organization, order, cleanliness, standardization and discipline) became prominent in the quality studies in Japan after the 1950s and then as a business model from the 1980s. According to Hirano (1990), as a business approach, 5S based on mental, emotional and physical practices requires the employees to change their attitudes and behaviors towards their jobs. 5S helps the employees to develop goal oriented concept by sorting out the factors that do not contribute to the value in the business approach and work environment. Thus, it is expected that the failures and losses are minimized while the value increases. However, in value oriented thinking, the contribution of all the functions of a given system is questioned, rather than some of them. Therefore, the business model value oriented in particular should involve all of the functions of the firm, since they are all responsible for the provision of the value.

The underlying thought in 5S is to make the work environments clean, organized and safe and maintaining that structure in a continuous improvement thinking, thereby increasing the value. In hotel sector context, each of the 5S components is of extreme importance for the service quality and they are applied independent of each other. On the contrary, the real benefit from each of those components can be ensured by their application in integrity and through all of the organization levels. Thus, the corporate strategies could be easier and consistently implemented from top to bottom levels of organization. On the other side, hotels' experiences on independent and/or limited applications of 5S components will be considerably useful in transforming them into a business model.

As well as 5S is related to the main components of the quality applications, it is based on the continuous improvement concept at its foundation. Additionally, it facilitates the adoption of the preventive approach to minimize failures and losses. Due to these characteristics, 5S can ensure that the business approaches of the employees are developed in line with all sorts of quality systems. That ensures that the quality efforts carried out in different functional areas in hotels are integrated and the organization is prepared for the advanced quality systems and other innovation efforts in the future. Environmental changes in hotel sector may result in insufficient works. In the requirement of work design arising at this point, 5S can be utilized as basic business logic. The tasks and responsibilities constituting each work can be evaluated in terms of 5S and be designed accordingly.

Even though the development of the value concept in the hotels is a recent issue, the past of the quality efforts has been based on older. However, quality applications have generally been limited to direct service areas such as rooms and food and beverage. For its continuity and consistency, the quality should be implemented throughout the entire organization. To ensure this, the development of quality culture and unity of the organizational goals is extremely important. The characteristics of the 5S such as its being easily understood and implemented, and its being valid for all employees of the organization independent of the type of the work facilitate to ensure the organizational integrity regarding quality. It is considered that this situation is considerably beneficial for the hotels especially due to the diversity features of production and labor.

In this study, 5S model is analyzed as one of the methods which will satisfy the quality and value oriented management requirement of the hotels in place of the traditional applied practices. With respect to the 5S, it is observed that the implementation and literature studies concerning hotels are considerably limited while different sector implementations are encountered. As stated by Xin et al. (2013), conceptual research is quite insufficient in tourism, as a growing academic subject, but yet needed for some logical and deeper understanding benefits. This study proposes 5S as an effective business model for hotels and aims to contribute to filling the conceptual gap and future empirical studies. Hotels already have relative experiences on the basic quality components of organization, order, cleanliness, standardization and discipline. This study is expected to generate an awareness of integrating those quality components in a business model for hotels in search of increasing value.

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