

CASE STUDIES

1) Laugu Guesthouse

Laugu Guesthouse is a small guesthouse with 6 bedrooms. Located in Sõitme village, Kuusalu county, Harjumaa it has been in business since 2004.

The owner, 26-year-old Maris Matkur lives together with her mate in Kadrina. Having a higher education in the field of tourism and catering management she has been working in the guesthouse as the owner and manager since 2004.

Maris Matkur participated in the piloting phase of HTMMOS project because she wanted to test herself and was curious.

According to her she had no certain pre-expectations about the handbook as she just wanted to test and understand herself. Her expectations did not change during making the tests and her final expectations corresponded to the initial ones. She was not able to suggest any beneficial factors yet.

Maris Matkur considered the test very thorough, but it tended to become annoying.

Personally and professionally she realised that she had chosen the right speciality and that she is motivated enough to work in her current position.

She would recommend this handbook to her colleagues, friends, acquaintances, etc. because it can help understand oneself.





2) Mere Travel Agency

Mere travel agency set up in business in 1995 to offer the entrepreneurs of Saare county a chance to put themselves on the market. Now they have become some of the few travel agencies in Estonia specialised in rural tourism of not only Saaremaa but also whole Estonia. In addition, they provide their customers, both in Estonia and abroad, the complete variety of tourism services organising everything in a way that the client does not have to worry about anything.

ENJOY YOUR HOLIDAY – LEAVE EVERYTHING ELSE FOR US TO HANDLE!

The manager of Mere travel agency, Angela Nairis, first became active in the field of tourism in 1993, and since 2001 she has been the manager and the owner of the travel agency (thus she has worked there for 7 years). In addition to a solid base in the field of travel management she has also practised her professional knowledge outside the business: for 4 years she has been a member of the board of Estonian Rural Tourism NGO, a member of the active group of the Foundation of the Tourism of Saaremaa, she has been engaged in various consultations, and she has been invited to give speeches at different events.



She agreed to participate in the HTMMOS project for she wanted to find innovative and stimulating solutions how to examine the work satisfaction of employees, also she needed to develop ways how to better investigate the background of future employees. According to her, an interview is good, but in written form people always reveal more than at an interview, despite how trustful it may be.

She claimed to have had no special previous expectations and just hoped to discover something new, but she found a lot of new and interesting to put into practice – her final expectation exceeded the initial one.

Angela Nairis said the benefits of the testing can be evaluated after analysing and executing the results. Yet, this kind of testing is definitely beneficial and she claimed everything to have been positive and full of pleasant surprises. Although she did not learn anything personally or professionally about herself, she acquired new knowledge relating the employees.

She advised the handbook to be in a form which allows the questionnaires of the test to be printed separately or copied.

The reason she would suggest this handbook to her colleagues, friends, acquaintances, etc. is that it is an irreplaceable source of help in the matters of personnel.

3) VELDEMAN'S HOLIDAY HOME

The renovation of Veldeman's Holiday Home began in 2001 and the building was finally completed in 2006. Located in the northern bank of lake Võrtsjärv it has a large territory and ballgame grounds. The holiday home is committed to improving customer service, promoting new products and services, as well as finding its distinctive feature.

In 1996 Evelin Anja graduated the faculty of economics of University of Tartu after which she studied in the University of Linköping in Sweden. Since 2006 she has been active, participated in trainings and seminars, improved herself independently in the field of tourism and customer service. Veldeman's Holiday Home has been working since 2000, i.e. 8 years.

Evelin Anja's job position has always involved marketing and finances. According to her they have a lot of problems with the organisation, but she believes that her current position allows her to be most beneficial.

Problems with the existent and future labour motivated Evelin Anja to participate in the piloting phase of the HTMMOS project – to find the right people and to guide those already at command. In general, she wanted to improve the level of customer service in their business and this way also the reputation and profits of their company.

Evelin Anja considered it positive that she could test herself, and that she found out what personality tests are like, also what the essential personal characteristics in this field are. Although there were plenty of tests, all of them cannot be used when for example hiring a new employee and it is unknown which ones to use for different positions; also there were not enough explanations how to develop oneself or the employee in order to improve the poor results gained during the test.

Her pre-expectation to have a chance to test herself was fulfilled. She also hoped to receive guidance how to develop one's personality to become a better employee in the field of tourism, but this expectation failed to come true.

A number of tests in the handbook were interesting to perform and provided knowledge concerning personal characteristics, but there was too little information about what kind of tests are necessary for people with different positions or how to test a new or current employee and how to proceed with the results.

The testing gave Evelin Anja a few interesting findings about herself, which after some analysing and thinking seemed perfectly logic (e.g. conflict resolution). She found nothing new about the personal traits of a person working in the field of tourism.

She suggested to mark out test which best determine a person's pertinence to a certain position, what are the most essential personal characteristics for a specific position; also it

should be brought out which tests are suitable for hiring a new employee, what can be interpreted from the tests, and which ones are efficient to test current employees, as well as how improve workers based on those results.

Evelin Anja would recommend this handbook to her colleagues, friends, acquaintances, etc. for she believes testing oneself is always useful abling food for thought how to improve oneself.



1) Employee's evaluation:

The holiday campus located in West Estonia is a great place for reunions, company events, birthdays, weddings, junior camps, and seminars; but also for private family vacations by a caravan or for a camper. An opportunity to spend your idle time concisely (hiking, bicycle hikes, bird watching, kayak hikes, paintball, hunting, fishing in nature).

She has been working there for 3 years as an administrator and at the moment she has neither a wish nor desire to change position or company.

The prospect of finding out something interesting and the will to keep herself abreast of the happenings in the field of tourism were the motivation for her to explore the handbook.

She suggested that there should be points right at the bottom of the YES/NO answers not in the explanatory part at the end or the table. The questions can not be answered yes or no if the answer already consists both of the options (in writing or orally?). The tables, e.g. Listening skills, have a very complicated form and it takes time to understand them – the points should already be in the table, not added as information at the bottom (extra work).

She expected the handbook to be filled with more examples, advice and typifying examples. Yet, the variable with tests and self-assessment is also ok; but it seems that there was a lack of advice about which would be the right way of action or which approach should be used more. She had different expectations of this handbook.

She considered new knowledge of conflict resolutions as a beneficial factor in addition to the testing part.

The employee thinks the handbook to be meant for self-development and –assessment of an educated and intelligent person. But an attendant and an expert expects this handbook to enable more specific help conclusion making. She wished more explicative theory about what kind of department's attendant is described and which personal traits are more important for him/her to have. She would have liked to see more specific suggestions and conclusions.

2) Job-seeker: a Hotel Service speciality graduate

High school-based vocational education; 2 years of apprenticeship.

A graduate may work in the position of: a hotel attendant, a chambermaid, an administrator, a reception clerk, a cook and front line staff in a catering enterprise, an expert in the field of tourism, catering and accommodation.

A graduate of the speciality of hotel service acquires professional knowledge in housing and catering management, the technology of food preparation, catering service, tourism, customer service. The graduate will have good computer skills. English, German and Finnish are taught as professional languages.

The respondent graduated her speciality in this year's June, but she has been looking for a job since May after her exams were finished. She is looking for the position of an administrator.

Her motivation for participation was that she hoped to learn what kind of knowledge and skills are beneficial for the position of an administrator. This was because instead of teaching them what kind of personal traits are appropriate or not when working in this sector, in school they were told how they should behave in different situations and when communicating with customers. She wanted to see her own level, what she should improve and whether she has chosen the right profession. Also she wanted to acquire new information about the tourism sector in general.

She considered it negative that some of the conceptions were unknown and they were not explained in the handbook. She believed there to be a lot of people who have just graduated and would like to use this handbook but do not have enough erudition of all the conceptions used in the field of tourism. She thought it positive that the tests included a number of various areas related to personality.

She expected to acquire new knowledge about working in the tourism sector. Yet, she ended up gaining more knowledge about herself, which was also good.

Thus her final expectation did not quite respond the initial ones, but the handbook did give her a positive and surprising outcome. The most interesting information for her was about managing stress, for the latter is a major issue when working and studying.

The respondent thought it extra beneficial that during testing it is possible to get a more realistic picture of one's capabilities thanks to the scales given. Knowing one's level

compared to the generally known better-worse adds self-confidence and motivates to improve oneself in case there are any flaws. The handbook definitely increased her courage to go to her next interview, because now she knows which flaws she should pay more attention to and how to manage stress.

In the beginning of every chapter, all terms in that chapter should be explained. People who have not read this kind of books might not understand. Either the heading or the introduction should inform that the main emphasis is on the tests and if you wish to know more, look for appropriate literature. It does not become clear what kind of personal traits are suitable in the tourism sector. She found out what she was related to, but is that the most appropriate in the field of tourism?