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## The Ritz-Carlton Hotel Company The Quest for Service Excellence

BY NELSON M. FRAIMAN\*, LINDA V. GREEN\*, ALIZA HECHING†, AND GARRETT J. VAN RYZIN\*\*

As Pat Mene, Corporate Vice President of Quality, reviewed a summary file containing the most recent data reported in the Dynamic Quality Information System (DQIS) from the Buckhead Ritz-Carlton, he wondered what it was going to take to lead the Ritz-Carlton Hotel Company to the next level in service excellence. The Ritz-Carlton was the first hotel company to become a winner of the nation's premier prize for performance excellence and quality achievement, the Malcolm Baldrige National Quality Award.<sup>1</sup> The 1992 award represented the culmination of the Ritz-Carlton's efforts since its restructuring in 1983 to provide the highest level of service in the hospitality industry.

The Atlanta-based company was preparing for its second Baldrige application. Closing the summary file, Mene considered the difficulty of continuing the legacy of the founder, Cesar Ritz, to provide discriminating patrons with the highest standards of quality service in a setting of luxury and elegance.

### History of the Ritz-Carlton Hotel Company

Cesar Ritz, founder of the Ritz-Carlton Management Corporation (the predecessor of the Ritz-Carlton Hotel Company), opened the first Ritz Hotel in Paris in 1898. The hotel was designed to pamper its guests through meticulous service and luxurious elegance. As news of the success of the new upscale hotel spread in France and throughout the rest of Europe, the Ritz name became synonymous with quality service and high style. In an effort to capitalize on the growing value of the Ritz name, in the early 1900s, Cesar Ritz organized a group of hoteliers and financiers and formed the Ritz-Carlton Management Corporation for the purpose of franchising the Ritz-Carlton name to individual hotel owners who were

#### Author affiliation

\*Professor of Professional Practice and Director, W. Edwards  
Deming Center, Columbia Business School

†Arnold G. Egg Professor of Business

\*\*PhD '98

\*\*\*Paul M. Monahan Professor of Private Enterprise in the Faculty  
of Business

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# Ritz Carlton Employee Manual

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Instructors Manual, Volume I-Chapters 1-10 Bovee,2002-01-21

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*Guide for Employee Handbook Policies* Michigan State Chamber of Commerces,Foster, Swift, Collins, and Smith,2012-01-01

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**Employee Manual** G. Thomas Wells,1969

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