

## **Customer satisfaction of Da Qian Resort**

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| <p>Customers were the fundamental for the service industry. With satisfied customers generally equals that good outcome for market shares. The thesis was commissioned by Da Qian Resort, which is playing the leading role as the ecotourism sample in Shanghai, and even in China. The bachelor thesis was conducted as a case study for Da Qian Resort. The objective for the thesis is that according to define the current situation of tourism in shanghai, through questionnaires to analyse the satisfaction level of customers to Da Qian Resort.</p> <p>The research was using quantitative research method, and the research was been done by sending and collecting questionnaires. The questionnaires were consisted with eleven closed-end questions and three open questions. The whole process had spending about three months to collecting the questionnaires. Other information for the research was gained from books and some other published documents.</p> <p>The result of the research shows that, the customer generally had a positive satisfaction level towards Da Qian Resort. Da Qian Resort had great impact on its environmental friendly characteristics towards all age groups. Meanwhile, the further suggestions were three main points, human resource development, facility development, and operation strategy. By implement these properly, it would help Da Qian Resort to level up its customer satisfaction from consumer perspectives.</p> |   |
| <p><b>Keywords</b><br/>Customer Satisfaction, Ecology leisure tourism, Da Qian Resort, Gap model</p>  |   |

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# **1 Introduction**

## **1.1 General facts of Chinese tourism**

According to China Tourism Academy's annually report in 2012, it points out that with the background of crisis in the global dimension, Chinese tourism market still get a moderate increase in 2011, and it estimates that within 2012, the Chinese tourism will get an annual total avenue of 240 billion Euros, which will be 9% increasing than last year. The domestic travellers will be 2.86 billion, 10 per cent growth than last year; the domestic total income will be 210 billion Euros, 11% increase than last year. And they have made a proposal for the coming years for expanding tourism spending; develop new type of tourism business, and constantly improving the quality of the industry's development. (Guangrui et al, 2012)

Tourism in China has greatly expanded over the last few decades since the implementation of economic reform and opening policies in 1978. The emergence of a newly rich middle class and an easing of restrictions on movement by the Chinese authorities are both fuelling this travel boom. China has become one of the world's most visited and hottest tourist markets both inbounds and outbounds.

## **1.2 Brief introduction of the tourism development in Shanghai**

Shanghai has been get involved with the term 'urban city' all the time. Such as 'urban landscape', 'urban culture', 'urban business environment'. The Renmin Square and both sides of the Huangpu River consists of the urban sightseeing, business and shopping area; the public activity center and local communities formed the urban culture area; the She Shan Hill, Ding Shan Lake, Deepwater port and Chongming Island are the typical outer suburbs tourism resorts.

Table 1. Shanghai tourism facts (Shanghai tourism bureau, 2011)

|      | Inbound<br>tourists | Stay<br>over<br>night | Domestic<br>Tourists | International<br>Tourists |
|------|---------------------|-----------------------|----------------------|---------------------------|
| 2008 | 6.4 million         | 5.2 million           | 1.1 billion          | Not clear                 |
| 2009 | Not clear           | Not clear             | 1.23 billion         | 6.3 million               |
| 2010 | 10.6 million        | 7.3 million           | 2.1 billion          | 8.5 million               |

Shanghai tourism board has mentioned that in 2008, the International inbound tourists are 6.4 million; the figure has decreased for 3.8% compared with the year before. By this number, there are over 5.2 million of tourists are staying overnight, which is 1.2% increasing than 2007. The whole year domestic tourists are over 1.1 billion, which is 7.8% rises than last year. Meanwhile, tourists from other provinces who visited Shanghai are 784.2 million, 1% grows than last year. (Shanghai tourism bureau, 2011)

Within 2009, Shanghai has admitted domestic tourists with over 1.23 billion, 12.3% more than 2008. The Internationally foreign currency income is about 3.69 billion Euros, which is 4.6% less than last year. The income from domestic tourists are 19.13 billion Euros, 18.7% has been increased.

The 2010 is the year that Shanghai held the World Expo event year. With the successfully event, it helps boost Shanghai tourism development dramatically. With the total numbers of 73 million tourists, there are over 4.2 million of them are from abroad, which is 5.8% of the total visitors. The great influential of the World Expo has dramatically increased the tourists from abroad visited Shanghai.

During 2010, Shanghai has accepted international tourists for more than 8.5 million, with a 35.3% grows than last year. Within the international tourists, there are more than 7.3 million of them are staying overnight, which is 37.6% higher than last year. The whole year admitted domestic tourists for 2.1 billion, which are 73.6% increases than last year. There into, more than 1.1 billion tourists are from other provinces, it is 32.7% grows than last year. The whole year international tourism foreign currency

income is 4.928 billion Euros, 33.5% increase than last year. The domestic tourism income is 25.22 billion Euros, 31.8% rise than last year.

### **1.3 Rural ecology leisure tourism development situation**

The ‘ecology leisure tourism’ concept has been revealed since long time ago from academic research in France, the correspondence English word is rural tourism, or agro-tourism and farm tourism. Agro-tourism is more emphasis on relaxation activity within the rural natural environment, but farm tourism is limited to entertainment relaxation activity within the farmland. Generally, Argo-tourism and farm tourism are included in ecology leisure tourism category.

The rural ecology leisure tourism gets quick development in big cities. In Beijing, with the fast development of economy and people’s living standards are improving all the time, urban residences are eager to planning on ecology leisure tourism trips. According to this situation, the suburb of Beijing has conformity the agriculture resources they have right now, develop new functions for agriculture. In recent years, the development of ecology leisure tourism in suburb of Beijing got fair increase trend.

Within recent years, the rural ecology leisure tourism gets dramatically improvement in Shanghai, during the labor’s holiday week and national holiday week in 2006, Shanghai agriculture committee and tourism committee has brought the ‘Ten selected rural leisure tourism routine’ and ‘Discover the urban garden’ activities, which all attracted half millions of visitors for each activity respectively. Up to 6 million visitors has joined in rural leisure tourism, which is three times than the figures in 2000, the gross income in 2006 is 0.6 billion Yuan, brought job opportunities for more than 10 thousand farmers.

Until the end of 2010, there is more than 1.5 million rural ecology leisure tourism spots opened in China, with a total visitors of 0.4 billion. At the same time, the development mode is changing step by step, and brand development is progressing all the time.

## **1.4 Brief introduction of Da Qian Resort**

Da Qian Resort is situated in the south of Yangtze River, southwest part of Shanghai; it is surrounded by Dianshan Lake, which is the outskirts of Shanghai, with a set of natural scenery. It has a great ecological environment, farm lifestyle in the one of the largest outdoor leisure and entertainment place in Shanghai.

Da Qian Resort has been established in year 2000, and it starts running the business in 2002, the total area occupies 600 acres of land (1 acre= 666.66 square meters), within this, 200 acres of land are land, and 400 acres of land are water. The original concept of running this place is that establish a private resort which do not aim for economic benefits. But later on, Shanghai local government suggest them to build wood house and expand its facilities and activities, so that on the one hand, it initials new leisure methods for the general public, on the other hand, it could generate more income for the land owner, also more tax for the local government, it helps to solve the local employment problem respectively. With the time pass by, it has been successfully holding events as Chinese mid-autumn festival, Elders caring activities, Valentine's days and it also becomes an educational basement for local Chinese high school and elementary schools' school project and Shanghai International schools as well.

## **1.5 Research problem and objectives**

This thesis aims at examining the general satisfaction level among customers of Da Qian Resort, define the gap between the services Da Qian Resort offered and service expected by the customers. The research would help Da Qian Resort to evaluate their image among the customers, in order to help them for the future movements and operations.

In order to achieve these aims, the following research questions would carry on through the whole research process:

- How does general customer satisfied with the stay and visit in Da Qian Resort?
- What are the aspects that customers of Da Qian Resort most satisfied and most unsatisfied?
- Are there gaps between the service which Da Qian Resort provided and customers' expectations? If so, how to minimize the gaps in order to connect the service provider and customer tighter?

## **1.6 Scope and limitation**

The research is focus on the satisfaction based on the service provided by Da Qian Resort. As the author is based in Finland, he only took two months for the questionnaire collecting in Shanghai Da Qian Resort, so it could not represent the whole year situation, which has the shortage of the representativeness of the customers.

For the response from interviewees, some interviewees could be filling the questionnaires in a rush, so the results could have certain deviations, and it could be still small part of the interviewees who could not totally understand the meaning of the questions, so the result can be not as accurate as how the questions being designed.

Furthermore, from culture aspect of saying, Chinese tourists are tending to be moderated in almost every issue related about rating rather than to be critical. It is possible that the results are better than the real situation, as it would affect the accuracy of the results.

Refer to the sample of the research, because the research was done during May to August these months in 2011, so the result cannot represent the whole year situation properly, but could be a good reference to estimate the whole year situation. Nevertheless, as the author's understanding level towards on the customer satisfaction field has not been convincible and sophisticated enough, therefore, the final results can be limited for its liability.

## 2 Theoretical framework

### 2.1 Customer satisfaction

Customer satisfaction theory has been brought out since last century, but it drives higher attention just in recent years, as the competition for the companies in the same business categories are getting fierce; in order to stand out in their specific business field, awareness of customer satisfaction is becoming more and more crucial for the companies.

Paul et al (2010) has mentioned that Customer satisfaction is a measure of how products and services supplied by a company meet or surpass customer expectation. Customer satisfaction is defined as "the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals."

Generally the Customer satisfaction = Service performance – Expectation, if the service performance lower than what customer expected, then the customer satisfaction is relatively lower; if the service performance surpass the customer satisfaction, which means the customer satisfaction is relatively higher.

Gitman et al (2008) has pointed out that customer satisfaction is seen as a key performance indicator within business. In a competitive marketplace where businesses compete for customers, customer satisfaction is seen as a key differentiator and increasingly has become a key element of business strategy.

"Within organizations, customer satisfaction ratings can have powerful effects. They focus employees on the importance of fulfilling customers' expectations. Furthermore, when these ratings dip, they warn of problems that can affect sales and profitability. These metrics quantify an important dynamic. When a brand has loyal customers, it gains positive word-of-mouth marketing, which is both free and highly effective." Customer satisfaction Wikipedia (2011)

Therefore, it is essential for businesses to effectively manage customer satisfaction. To be able do this, firms need reliable and representative measures of satisfaction.

## 2.2 Customer satisfaction with Customer purchase behavior

Customer satisfaction indicates a kind of positive purchase evaluation; it would be directly affect the future purchase behavior of the customers. Customer satisfaction may also influence customers' re-purchase intention, word of mouth reputation; complain possibility and the level of loyalty.

Assael (1995) has mentioned that the theory of the Instrumental Conditioning from the learning theory. The Instrumental Conditioning theory can be illustrate as the figure below,

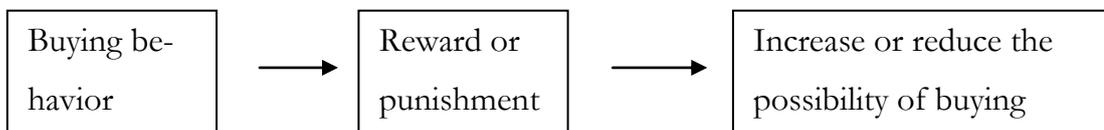


Figure 1. Instrumental conditioning theory, Assael (1995)

It shows that the upcoming behavior would assess the reward or punishment from the previous behavior. Reward would increase the possibility of repeating action of the behavior, and punishment would reduce the possibility. In other words, if people have positive evaluation of the previous behavior of purchasing, then they would reinforcement it, if not; it would extinction until stop the behavior of purchasing.

According to Instrumental Conditioning theory, if the customer has positive evaluation after the purchase, it turns out as that they would reinforcement of their buying decisions, which means that the brand or service recognize would be improved, so the possibility of the next purchase would be increasing. On the other hand, if the customer has dissatisfied feeling after purchase, it could cut the connection between stimulation and expectation, so that the possibility of buying the same product could be facing a rapid recession. The following figure shows the whole process.

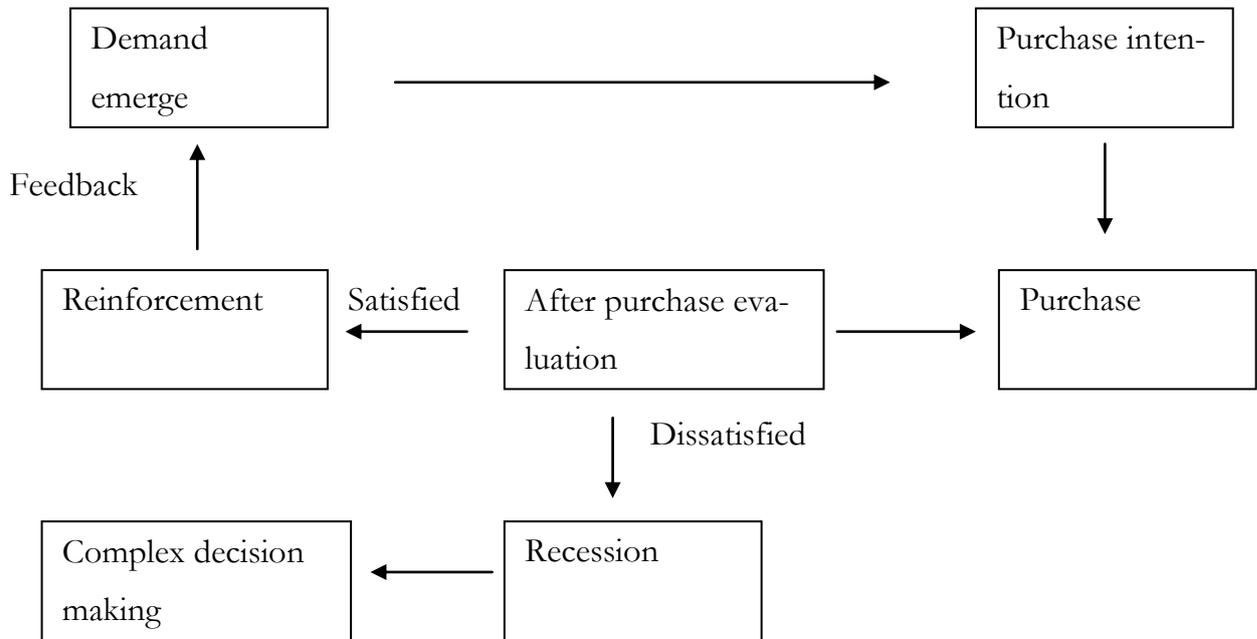


Figure 2. The effect on re-purchase process based on satisfied/dissatisfied condition, Assael (1995)

From individual customer point of view, re-purchase would make the company gets the maximum profit based on income and cost these two key facts. Firstly, once the customer constantly purchase from a same company, the company would increase their income, when the transaction is lasting, the customer would possibly buying other products from the same company, so that it would beneficial of the company. Furthermore, high frequency buying behavior would decrease the running cost of the company, for example, once the re-purchase behavior is on, the company has a good brand image, at the same time, the marketing cost etc could be reduced as the company could start gets the good image through other sources such as word of mouth.

### 2.3 Customer service

Customer service is the provision of service to customers before, during and after a purchase. According to Turban (2002), "Customer service is a series of activities designed to enhance the level of customer satisfaction – that is, the feeling that a product or service has met the customer expectation." Customers' demand are various, includ-

ing material needs, (for example, achieve equipment, machine, merchandise and other things), spiritual and sensation needs, (for example convenience feeling, comfort, joyfulness and satisfactory), improve ability needs, (for example achieve experience, intelligence, knowledge, message or other abilities). In order to make an excellent customer service, the service provider should adopt all sorts of necessary methods in order to maintain a good business relationship with customers. Customer services are including pre-sales, sales and sales tracking, it can be short term, and it also can be long term. It is a process, and also a turnout of people's perception.

According to Kotler (2010), service is an interaction of any activities or benefits that one side which is normally service provider could possibly provide to the other side which generally is customers, and the whole process does not get involved with any type of ownership's transfer. It may happen related with sort of tangible product, or it can be disparate.

In Da Qian Resort, it provides a natural environment for customers to discover and enjoy, meanwhile, a relatively great range of outdoor activities could be chosen by customers freely. Besides, if customer has the needs for dining or accommodation, it also provides dining place and wooden houses accordingly.

## **3 Method**

### **3.1 Quantitative research**

The competitive intelligence research has defined quantitative research as the use of sampling techniques (such as consumer surveys) whose findings may be expressed numerically, and are amenable to mathematical manipulation enabling the researcher to estimate future events or quantities. (Competitive intelligence research, 2011)

So a relatively certain number of data are required to be acquiring in order for the future research. In this thesis, the method for getting the data is distributing questionnaires. There are 150 copies of questionnaires are sending within two and half months to the customer who have visited Da Qian Resort during that time, and 142 of valid ones are collected, the total rate of response is 94.6%.

### **3.2 Data collection and analysis process**

The following data is mainly obtained by primary sources. A well designed questionnaire has been made with both English and Chinese languages, as Chinese customers are the main customers' origin for Da Qian Resort visiting, but still English speaking customers come by, also the thesis is conducted in English, so that the synchronic of both versions' questions are ensured.

During the collecting questionnaire process, the author at first tries to approach them one by one by casual chatting then go through the interview questions with them one by one, but it does not work out well enough as planned, as everyone has quite flexible time schedule for activities, and generally, fill the questionnaires are least important thing for the travelers who aim here to rest, instead of more extra work or conversation with them. Based upon this fact, the author got the permission of the manager Mr. Zhang from the Da Qian Resort, that each valid filled questionnaire could get a free drink coupon once they handle the paper to the receptionist, furthermore, a one-day free trip lottery to Da Qian Resort will be rewarded after the whole questionnaire gath-

ering process. By implementing this plan, the outcome of the gathering of the questionnaires turns out to be quite pleasant.

The field survey (mainly about distributing questionnaires and collecting) was carried out during July and August in 2012.

### **3.3 Questionnaires**

Questionnaire is the fundamental of the empirical analysis, the rationality of the questionnaire could directly affect the authenticity of the gathering data, consequently the reliability of the analyze result would be affected as well. Questionnaire design is all meant for gathering data, and the purpose of gathering data is aim to use the current model and theory to analyze the problem, then to find the inner problem according to the figures, give significant conclusions. The construction of the questions, types, and contents all should being carefully designed by the purpose and objectives for the research problem.

This research is based on tourism experience and related satisfaction theory as the basis. The research object is to define the customer satisfaction towards Da Qian Resort, which is a typical case for the rural ecology leisure tourism place. The first part is get to know the basic information of the interviewee, in order to analyze the current market sources of the Da Qian Resort, then according to the different characteristics of the interviewee, expectation of them before the visiting, then observe the process during their information gathering and decision making, following with the experience during the travel, finally let them express their experience and feeling after the tourism experience. Through compare the customer experience and customer needs to find out the customer satisfaction. The research flow diagram which made by author can be describe as the figure below,

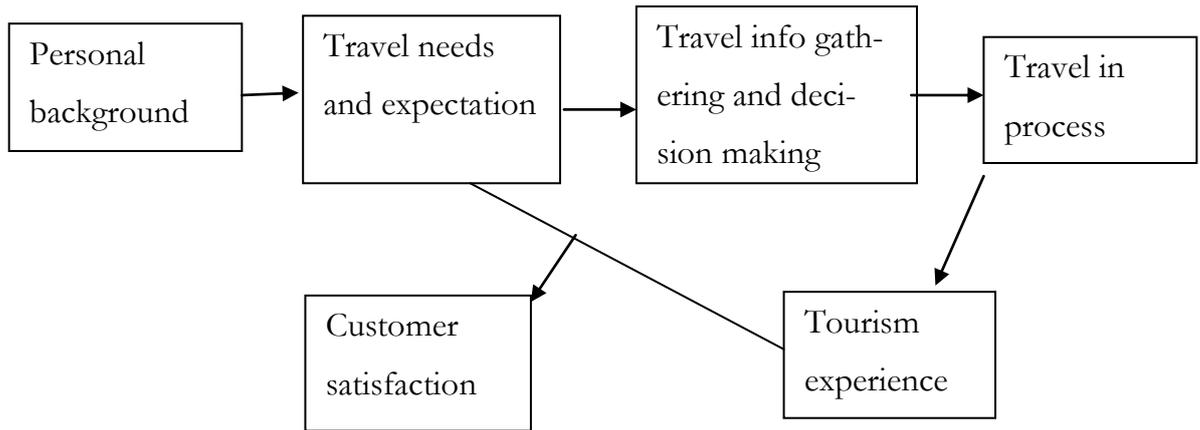


Figure 3. Theory model for questionnaire design (author self-made)

The questionnaire design is based on the theory model above. The main purpose is to explore the tourist's basic information, expectation towards Da Qian Resort and satisfaction after the whole travel experience, in order to find out the satisfaction and dissatisfaction opinions among them, give suggestions and comments according to the customer satisfaction.

The questions from 1-4 are meant to define the customer background information about their gender, age, origin and occupations. Question 5 asks the sources to get to know Da Qian Resort. Question 6 defines the first impression of Da Qian Resort, which could find out the first image of Da Qian Resort; and question 7 is talking about the travel purpose, that is easier to determine the traveler's potential needs; question 8 is about time of stay, it could find out the most common time of stay in the resort; Question 9 is evaluating of the satisfaction towards the service and premises, it shows most importantly about the general satisfaction of Da Qian Resorts from customers point of view. Question 10 and 11 are open questions, let interviewee leave their comments, and suggestions, at the same time, ask would they come back again? Would they suggest Da Qian Resort to family and friends? These types of questions could clearly show the satisfaction and expectation of the whole travel experience. (See appendix 1)

### **3.4 Questionnaire design**

The questionnaires are consisted with 12 questions in total. 9 out of them are multiple choice questions, and 3 out of them are open questions. The questionnaires are designed in both English and Chinese version.

Before the questionnaire preparation, the author had made an interview with the Da Qian Resort General Manager Mr. Zhang during May 2011. The interview was conducted in Da Qian Resort during the GM's convenience time. The information gathered from him includes: General information of the Da Qian Resort. History of Da Qian Resort. The service and premises of the Da Qian Resort. Current development situation and future expectation for Da Qian Resort. (See appendix 2)

### **3.5 Data gathering**

This questionnaire is using sampling method by combining hit the interviewee randomly in the Da Qian Resort and meanwhile, leave the questionnaire in their residence place, and give reward to stimulate them for the return of the papers. During the face to face interview, before fill in the questionnaire, the author emphasis on communicating with the interviewee then let them start the filling process. When they fill in the questionnaires, give active help for them if anything is unclear to them, in order to make sure each copy of the questionnaire is valuable, the questionnaire is being collected right after it is been done.

There are 150 copies being sent, and 142 full valid responses, the response rate is 94.6%, which is quite acceptable results.

## **4 Analyze of the questionnaires**

As the research is based on quantitative research method, meanwhile, the research is accomplished by sending questionnaires. The questionnaire consists of 8 closed-ended questions and 3 open-ended questions. The questions are generated as five sections, background information of the interviewee, channel to get to know Da Qian Resort, time of stay, service and premise's overall image, comments and suggestions. Only comments and suggestions part are using open-ended questions.

### **4.1 Gap Model**

The following figure shows the "GAP" model of service quality from Valarie A. Zeithaml (2003),

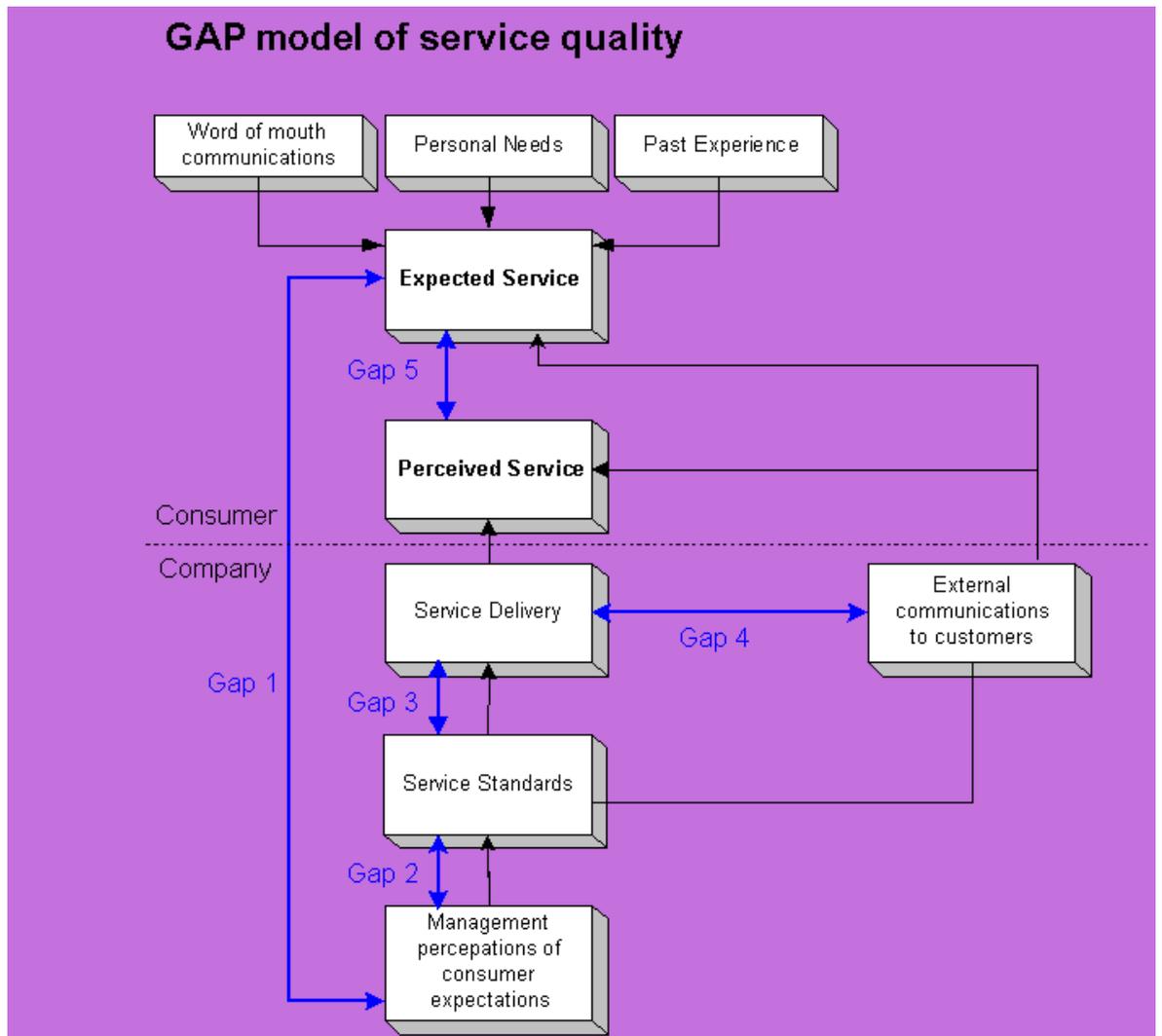


Figure 4. GAP model (Valarie A. Zeithaml, 2003)

This model offers an integrated view of the consumer-company relationship. It contains with five GAPS.

The GAP 1 is the different expectations between customer and management perception, it happens mainly because the management person is lack of the knowledge of customer's perception, as the company do not know exactly what does customer wants.

The GAP 2 is the gap between the perception which management person towards customer's expectation and the service standards, as if there is no well-designed service plan which could fulfill the customer expectation. It happens mainly because lack of the support from management person towards service quality.

The GAP 3 indicates the difference between the real provided service and the service standards. It happens with many reasons. For example the human resource and service design. If the employee do not have the passion or service initiative for work, the outcome of the service would mismatch with the service standards proposed.

The GAP 4 means the difference between service delivery and external communications to customers. It happens mainly because company gave too much promise during the external communication process, and it does not match with the real service delivery varies from service premise to service people’s service quality from frontline.

The GAP 5 shows the difference between perceived service and the expected service. It could be happened because either the perceived service is too low or customer has an excessive expected service.

## 4.2 Background information

Table 2. Gender of the respondents

|            | Fre-<br>quency | Percen-<br>tage | Valid per-<br>centage | Accumulate percenta-<br>ge |
|------------|----------------|-----------------|-----------------------|----------------------------|
| Valid Male | 84             | 59.2            | 59.2                  | 59.2                       |
| Female     | 58             | 40.8            | 40.8                  | 100.0                      |
| Total      | 142            | 100.0           | 100.0                 |                            |

According to the data presented, the male visitors are 59.2%, almost 1.5 times of the female visitors, which is 40.8%. But there is one objective cause is that every individual group may just fill in one questionnaire, for example, a couple came by to visit, it could only showed the general information of the one who did filled the questionnaire.

Table 3. Age of the respondents

|                          | Fre-<br>quency | Per-<br>centage | Valid per-<br>centage | Accumulate<br>percentage |
|--------------------------|----------------|-----------------|-----------------------|--------------------------|
| Valid Below 18           | 14             | 9.9             | 9.9                   | 9.9                      |
| 19-24                    | 44             | 31.0            | 31.0                  | 40.8                     |
| 25-35                    | 34             | 23.9            | 23.9                  | 64.8                     |
| 36-45                    | 14             | 9.9             | 9.9                   | 74.6                     |
| 46-55                    | 14             | 9.9             | 9.9                   | 84.5                     |
| Prefer not to<br>mention | 22             | 15.5            | 15.5                  | 100.0                    |
| Total                    | 142            | 100.0           | 100.0                 |                          |

Table 4. Result of Age\*Occupation

|                          | Occupation |                  |                        |         |        | Total |
|--------------------------|------------|------------------|------------------------|---------|--------|-------|
|                          | Student    | Office<br>worker | Management<br>position | Retired | Others |       |
| Age Below 18             | 14         | 0                | 0                      | 0       | 0      | 14    |
| 19-24                    | 8          | 34               | 2                      | 0       | 0      | 44    |
| 25-35                    | 0          | 10               | 24                     | 0       | 0      | 34    |
| 36-45                    | 0          | 6                | 6                      | 0       | 2      | 14    |
| 46-55                    | 0          | 2                | 8                      | 0       | 4      | 14    |
| Prefer not to<br>mention | 0          | 0                | 0                      | 20      | 2      | 22    |
| Total                    | 22         | 52               | 40                     | 20      | 8      | 142   |

The table 2 shows that the major visitors are at the age range from 19 to 35, which is nearly 55% among total. From the table 3, we can see that as in the 19- 35 age group, are mainly either college students or employee for office worker, nevertheless, more specifically, at 25-35 age group, 12 out of 17 total respondents are already in the management position, and the percentage for being as manager are even higher than the 36-45 age group, which is 3 out of 7. From above information, we could roughly iden-

tify that the main visitors to Da Qian Resort are at the age of 19-35, they are young and energetic, and have a relatively good consuming capability.

### 4.3 Channel to get to know Da Qian Resort

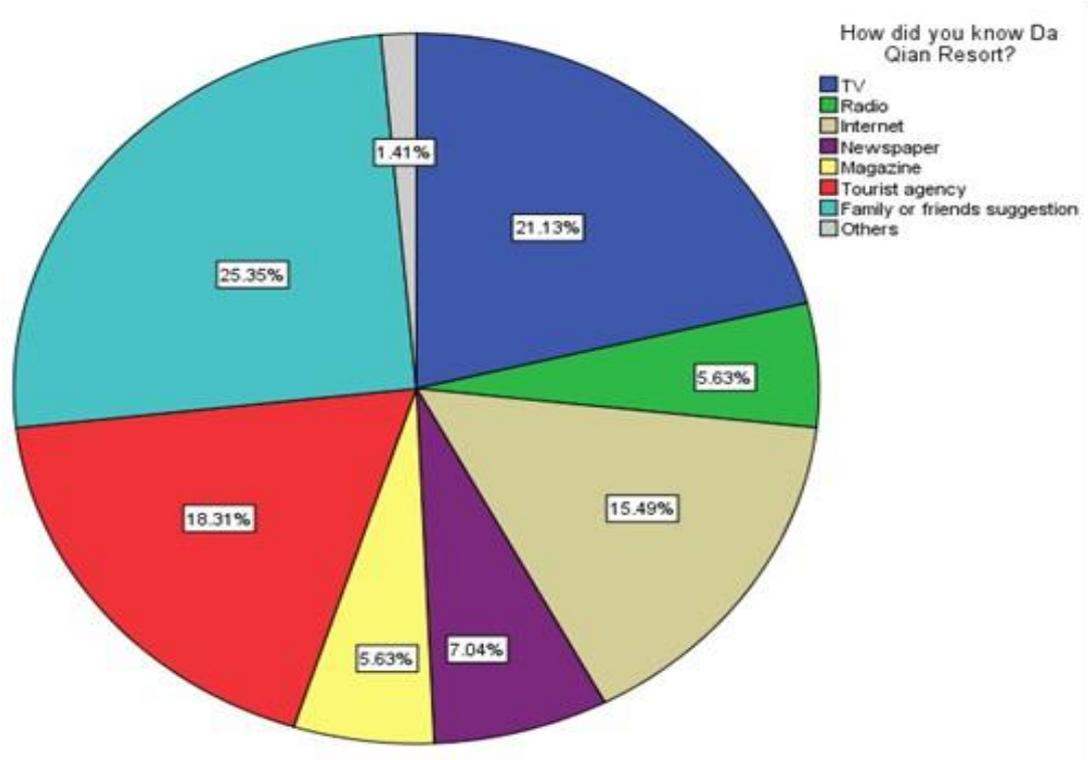


Figure 5. Channel to get to know Da Qian Resort

More than one forth of the respondents have mentioned that they get to know Da Qian Resort from family or friends suggestion. And more than one fifth of them have received the relative information from the TV, and 15% of them have get the information from the internet. Newspaper is the forth option for visitors, magazine and radio is the fifth common choice for visitors.

#### 4.4 Time of stay

Table 6. Type of tour\* Group size

|              |  | How big is your group size? |     |             | Total |
|--------------|--|-----------------------------|-----|-------------|-------|
|              |  | 1-3 person                  | 4-9 | More than 9 |       |
| Type of tour | Holiday trip with family               | 40                          | 20  | 24          | 84    |
|              | Holiday trip with colleague or friends | 2                           | 2   | 44          | 48    |
|              | Company training camp                  | 2                           | 0   | 8           | 10    |
| Total        |  | 44                          | 22  | 76          | 142   |

Table 7. Type of tour\* Time period of stay

|              |  | How long would you plan to stay in Da Qian Resort? |                                 |          | Total |
|--------------|--|--|---------------------------------|----------|-------|
|              |  | One daytime trip                                   | One day and stay over the night | Two days |       |
| Type of tour | Holiday trip with family               | 18   | 56                              | 10       | 84    |
|              | Holiday trip with colleague or friends | 12   | 30                              | 6        | 48    |
|              | Company training camp                  | 6  | 4                               | 0        | 10    |
| Total        |  | 36   | 90                              | 16       | 142   |

The above tables show that the holiday trip with family is the biggest visitor group among all, and half of them is in a one to three people group size. It is not hard to understand, as China has enforcing one child policy, so most of Chinese family are consist with three people. And holiday trip with colleague or friends are the second large group, and most of them do travel with a group with more than 9 people.

Company training camp group is not a popular option for visitors yet, there are only 5 individual groups take part in it, and there are even one group with a size of 3 persons, it might be that the interviewee had wrong understanding for company training camp this term.

The whole interviewees' showed that they would not stay here for more than two days within this research time. The most common time of stay in Da Qian Resort during this research showed that visitors tend to stay here over a night.

#### 4.5 Service and premise's overall image

From 1-5, one is the worst, five is the best, how much do you rate the following?

Table 8. Service quality's rating

|                        | Fre-<br>quency | Per-<br>centage | Valid per-<br>centage | Accumulate<br>percentage |
|------------------------|----------------|-----------------|-----------------------|--------------------------|
| Valid Dissatisfactory  | 2              | 1.4             | 1.4                   | 1.4                      |
| Fair                   | 66             | 46.5            | 46.5                  | 47.9                     |
| Satisfactory           | 62             | 43.7            | 43.7                  | 91.5                     |
| Very satisfac-<br>tory | 12             | 8.5             | 8.5                   | 100.0                    |
| Total                  | 142            | 100.0           | 100.0                 |                          |

There is 46.5% of respondents mentioned that they have fair attitude with the service quality, and 43.7% of them felt they get satisfactory feeling, 8.5% of them marked very satisfactory option, nevertheless, there is still one vote for the dissatisfactory option, there must be an obvious service fail with that customer. But the general satisfaction level towards the service and premise's overall image is quite high. As Da Qian Resort has been started service for more than ten years, the customer still has a quite positive image towards it, it can be shown that the price and service are match in customers' opinions.

Table 9. Service people's initiative

|                   | Frequency | Percentage | Valid percentage | Accumulate percentage |
|-------------------|-----------|------------|------------------|-----------------------|
| Valid Fair        | 70        |            | 49.3             | 49.3                  |
| Satisfactory      | 64        | 45.1       | 45.1             | 94.4                  |
| Very satisfactory | 8         | 5.6        | 5.6              | 100.0                 |
| Total             | 142       | 100.0      | 100.0            |                       |

There is almost half of the respondents felt the service people's initiative is fair, and 45.1% of them felt satisfactory about it, 5.6%, which is 4 votes from the very satisfactory category. Generally, customers are satisfied with the service people's initiatives.

Table 10. Service speed

|                   | Frequency | Percentage | Valid percent age | Accumulate percentage |
|-------------------|-----------|------------|-------------------|-----------------------|
| Fair              | 34        | 47.9       | 47.9              | 47.9                  |
| Satisfactory      | 34        | 47.9       | 47.9              | 95.8                  |
| Very satisfactory | 3         | 4.2        | 4.2               | 100.0                 |
| Total             | 71        | 100.0      | 100.0             |                       |

With this question, there are same amount of respondents choice the fair or satisfactory option which equally valued 47.9%, and 4.2% of them felt very satisfactory about the service speed. The overall image towards the service speed is fairly fine and satisfactory.

Table 11. Service friendliness

|                   | Frequency | Percentage | Valid percentage | Accumulate percentage |
|-------------------|-----------|------------|------------------|-----------------------|
| Fair              | 58        | 40.8       | 40.8             | 40.8                  |
| Satisfactory      | 68        | 47.9       | 47.9             | 88.7                  |
| Very satisfactory | 16        | 11.3       | 11.3             | 100.0                 |
| Total             | 142       | 100.0      | 100.0            |                       |

There are 40.8% of respondents marked fair for the service friendliness. Meanwhile, 47.9% of visitors felt satisfactory of the service friendliness. And 11.3% of them gave the very satisfactory evaluation. By the large, customers are recognize the service friendliness of the service people.

Table 12. Room cleanness

|                   | Frequency | Percentage | Valid percentage | Accumulate percentage |
|-------------------|-----------|------------|------------------|-----------------------|
| Valid Fair        | 48        | 33.8       | 33.8             | 33.8                  |
| Satisfactory      | 88        | 62.0       | 62.0             | 95.8                  |
| Very satisfactory | 6         | 4.2        | 4.2              | 100.0                 |
| Total             | 142       | 100.0      | 100.0            |                       |

There are 62% of respondents gave satisfactory for the room cleanness. At the same time, 33.8% of them felt fair for it, and 4.2% are very satisfied about the room cleanness. The room cleanness are acceptable in total.

Table 13. Food quality

|                   | Frequency | Percentage | Valid percentage | Accumulate percentage |
|-------------------|-----------|------------|------------------|-----------------------|
| Valid Fair        | 10        | 7.0        | 7.0              | 7.0                   |
| Satisfactory      | 66        | 46.5       | 46.5             | 53.5                  |
| Very satisfactory | 66        | 46.5       | 46.5             | 100.0                 |
| Total             | 142       | 100.0      | 100.0            |                       |

Both 46.5% of respondents marked the food quality as either satisfactory or very satisfactory option, 7% of them gave fairly rate. The customers are satisfied about the food quality in general.

Table 14. Equipment availability

|                   | Frequency | Percentage | Valid percentage | Accumulate percentage |
|-------------------|-----------|------------|------------------|-----------------------|
| Valid Fair        | 82        | 57.7       | 57.7             | 57.7                  |
| Satisfactory      | 54        | 38.0       | 38.0             | 95.8                  |
| Very satisfactory | 6         | 4.2        | 4.2              | 100.0                 |
| Total             | 142       | 100.0      | 100.0            |                       |

57.7% of respondents mentioned that they felt fair for the equipment availability, 38% of them gave satisfactory value, and 4.2% of them think it runs very satisfactory. From this point, we can say that, it still has certain improvement for the equipment upgrade in Da Qian Resort.

#### 4.6 Open questions

There is three open question for the whole questionnaire, which is please leave your precious comments; give us your suggestions. And would you like to recommend your friends to come here next time?

The notable comments for Da Qian Resort are as following, for the positive voice are great natural environment, fresh air, peaceful and relax feeling; it is an ideal place for elder to have vocation, and nice place for young people for leisure tourism; and some common improvement suggestions are it is hard to book the accommadation and the restaurant as well.

The suggestion they gave are, it is not easy to find the way to the Da Qian Resort, as the landmark is not clear enough, it was from a visitor who came by drive their own vehicle; a young respondent made a suggestion that it would be nice if the wooden house has internet connection in it; another young couple wish there should be more entertaining facilities; an eldly madam think the room rate for the wooden house could be lower, or it would be nice to have discount for elder generation; a local shanghaiese make a proposal that it would be more professional to give resort employee an uniform and name tag in order to identify visitors and workers. A group of seven friends hope that there would nice to have more types of accommadation, as they would like to share the same wooden house.

The response for would you recommend your friends to here next time is that 94.7% interviewee would recommend their friends, which is a quite satisfactory result; the one feels they would not recommend their friends are having concern of the transportation about the Da Qian Resort and downtown of Shanghai. The problem would fixing soon, as in the near future, there would be metro station in the step distance connecting with Da Qian Resort, so that it would not be a typical problem any longer.

## 5 Conclusions

### 5.1 Summary

The ideal location and capability of Da Qian Resort made it a very charming organization for visitors of all age groups. The elder visitors could have a great relax in this garden-like resort, meanwhile; young generation could enjoy themselves at the greens, which could make them jump out of the office or school things for a while. And there is also something they could get better results if they do implement them well.

The further suggestions consist of three main points, human resource development, facility development, and operation strategy.

For the employees, their income could be connected with the resort condition of business, when it running well in the peak season, their income level could relatively improve, when it goes to off season, their income could be adjust a little, this move could stimulate their work initiative, because when this type of rule implements, they do not feel like they are working for the company, they realize that when they work hard with fully passion and service initiatives, they are actually working for themselves.

Concerning the resort infrastructural part, the appliances and decoration in the wooden house could be renewed as soon as the time and funds allows, as it running for quite few years, suggestions with this matter have been greatly discussed from visitors. And it is thinkable to allow internet access in the wooden house, even though the main purpose and visitors are aim to have a relax tour in the resort, get rid of work and study, but still, the world is connected by internet all the time, it would be convenient for customers if there is internet in the accommodation, it is their choice whether they use it or not. For integrity concern, it would be professional and sufficient to deliver uniforms and name tags to each employees, which could bring better interaction between visitors and employees, and customers are easier to find help whenever they want.

Suggestions like build more entertaining facilities and increase more accommodation house type could be write into the schedule, and considerate accordingly with the reality situation.

Last but not least, for company running strategy, different time period adopt different price for entrance and accommodation fees are feasible. As the retired people they have the free time, but they are not that well-off financially, for instance, if the room rate is lower during week days, it is suitable time for the retired people to come to the resort to visit during that time; on the other hand, for office workers, if they could be able to book the accommodation more easier during weekends or the general public holidays, as long as the price is reasonable, with satisfactory service, they will still to come by to visit even the rates are somewhat higher than week days.

## **5.2 Validity and Reliability**

The author was live in Da Qian Resort for two month, in corporate for the questionnaire gathering process, by implementing the rewarding method, the residence tend to be have a high motivation for filling and returning the given questionnaire. There are 150 copies being sent, and 142 full valid responses, the response rate is 94.6%, which is quite acceptable results.

By the limits of time, material, research grant, research method and the author's personal capability, there are at least such insufficient parts during this research,

The sample for the research is limited, as the sampling method is finding the potential interviewee in the Da Qian Resort, the sample can be focus on a certain group, because it takes two months for the questionnaire collecting, so it could not represent the whole year situation, which has the shortage for the representativeness of the customers.

As the research is using questionnaire research method, in order to let the visitors could understand the research question correctly, the questions are as straightaway as possible, but it could be still part of the interviewees who could not totally understand the meaning of the questions, so the result can be not as accurate as how the questions being designed.

Some interviewees could be filling in the questionnaires in a rush, so the results could have certain deviations.

From a culture aspect of saying, Chinese are tend to be moderation in every issues. It also reflected on the questionnaires, that they just would like to mark fair rather than little dissatisfied or little satisfied, the national characters can be influence the accuracy of the objective results as well.

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## Appendix 1: Questionnaire for satisfaction of Da Qian Resort



Questionnaires

Dear Sir/ Madam.

The survey is carried by Le Xu, a student who studying in HAAGA-HELIA University of Applied Science from Finland, now working on his bachelor thesis. The aim of the survey is to analyze the customer satisfaction of Daqian Manor, and the results will only be using to emphasis for the improvement for the Daqian Resort. All the information you kindly provided will be treated confidentially.

Thank you so much for your participation. Enjoy your stay in Daqian Resort and have lovely times in Shanghai. Now we start the questions;

General questions:

Circle your alternative(Can be multiple choice if needed)

1) Gender

1. Male 2. Female

2) Age

1. Under 18    2.19-24    3. 25-35

4. 36-45    5. 46-55    6. 55 and above    7.Prefer not to mention

3) Where are you from?

1. Shanghai    2. Jiangu Province    3. Zhejiang Province    4. Other, what?\_\_\_\_\_

4) Occupational group

1. Student    2. Office worker    3. Managerial position    4. Pensioner

5. Other, what?\_\_\_\_\_

5) How did you get to know Daqian Manor?

1. TV 2. Radio 3. Internet 4. Newspaper 5. Magazine 6. Travel agency

7. Friends or relative recommended 8. Other way, what?\_\_\_\_\_

6) If it is your first time been here?

1. Yes, If yes, what aspects of Daqian Resort make you feel impressive:

a. Close to nature; b. Various entertainments ; c. Fresh wood frame house d. Reasonable price e. Others, please specify\_\_\_\_\_

2. No, if you have been here before, why you still choose stay here:

a. Close to nature; b. Various entertainments; c. Nice experience; d. Cozy rooms; e. Reasonable price f. Others, please specify\_\_\_\_\_

7) Purpose of visit

1. Holiday trip with family, if so, how many people group\_\_\_\_\_

2. Holiday trip with colleagues, if so, how many people group\_\_\_\_\_

3. Enterprise development camp, if so, how many people group\_\_\_\_\_

4. Other, please specify if possible\_\_\_\_\_

8) How many days would you been here?

1. One day time visit 2. Stay one night 3. Stay two nights 4. Stay three nights 5. Stay more than three nights

Service and Premises

9) How do you satisfied with the following:

Circle the alternative which suits the best:

|                                | Very satisfied | Satisfied | Moderate | Dissatisfied | Very dissatisfied |
|--------------------------------|----------------|-----------|----------|--------------|-------------------|
| A: Service quality             | 1              | 2         | 3        | 4            | 5                 |
| B: Service people's initiative | 1              | 2         | 3        | 4            | 5                 |
| C: Service speed               | 1              | 2         | 3        | 4            | 5                 |
| D: Friendliness of service     | 1              | 2         | 3        | 4            | 5                 |
| E: Room tidiness               | 1              | 2         | 3        | 4            | 5                 |
| F: Food taste                  | 1              | 2         | 3        | 4            | 5                 |
| G: Facility functioning        | 1              | 2         | 3        | 4            | 5                 |

10) Is there anything Daqian Resort makes you feel impressive?

11) Is there anything Daqian Resort does **NOT** match your expectation? Please let us know.

12) Any other improvements you would like to make for us? Would you come to Daqian Resort again next time? And would you recommend Daqian Resort to your friends and relatives?

This is the end of the survey, thank you very much for your participate. And wish you enjoy yourself here.

(Below is Chinese version of the questionnaire about the satisfaction of Da Qian Resort)

尊敬的小姐/先生：您好！

首先向您致以问候，感谢您参加我们的问卷调查。本调查的目的致力于了解大千庄园的客户满意度。调查的结果将用于评价和提高大千庄园的服务质量。您提供的宝贵信息都会被保密并将得到妥善处理的，请您放心填写。

提前感谢您的参与。希望您在大千庄园有一段美好的时光。

### 第一部分、客观问题 圈出你的选择(如果需要，可以多选)

一、 性别 1.男 2.女

#### 二、年龄

1. 低于 18 2. 19-24 3. 25-35 4. 36-45 5. 46-55 6. 55 及以上 7.不想说

#### 三、您从哪里来？

1. 上海 2.江苏省 3.浙江省 4.其他，哪里？\_\_\_\_\_

#### 四、职业

1. 学生 2. 办公室职员 3. 管理层职位 4.退休人员 5. 其他,\_\_\_\_\_

#### 五、你如何知道大千庄园的？

1. 电视 2. 广播 3. 网络 4. 报纸 5. 杂志 6. 旅行社 7. 亲朋好友推荐 8. 其他，请说明\_\_\_\_\_

#### 六、这是您第一次光临大千庄园吗？

1. 是的。大千庄园的什么方面让您感到满意呢：  
a. 亲近自然 b. 丰富多样娱乐设施 c.清新的木式别墅 d.合理的价格  
e.其他，请注明\_\_\_\_\_

2. 不是的。如果您来过这里了，您再次选择我们的原因是：

- a. 亲近自然 b. 丰富多样娱乐设施 c.美好的经历 d.温馨的客房 e.合理的价格
- f. 其他，请注明\_\_\_\_\_

### 七、旅游目的

1. 假日和家人旅游，如果是，多少人同行？ \_\_\_\_\_
2. 假日和同事旅游，如果是，多少人同行？ \_\_\_\_\_
3. 企业拓展培训营，如果是，多少人同行？ \_\_\_\_\_
4. 其他，请注明性质、人数\_\_\_\_\_

### 八、您将在这里待多长时间？

1. 一天之旅 2. 一天一晚 3. 住两晚 4. 住三晚 5. 住超过三晚

## 第二部分、服务和设施

### 九、您对如下所述满意程度如何（圈出您认为最合适的选项）？

|            | 极不<br>满意 | 不<br>满意 | 一<br>般 | 满<br>意 | 非<br>常<br>满<br>意 |
|------------|----------|---------|--------|--------|------------------|
| A: 服务质量    | 1        | 2       | 3      | 4      | 5                |
| B: 服务人员主动性 | 1        | 2       | 3      | 4      | 5                |
| C: 服务速度    | 1        | 2       | 3      | 4      | 5                |
| D: 服务友好程度  | 1        | 2       | 3      | 4      | 5                |
| E: 房间整洁度   | 1        | 2       | 3      | 4      | 5                |
| F: 菜肴口感    | 1        | 2       | 3      | 4      | 5                |
| G: 设备正常运转  | 1        | 2       | 3      | 4      | 5                |

如果您有特别失望的地方，我们非常渴望听到您的意见，我们会尽快了解情况，完成改进：

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十、大千庄园有什么让您印象深刻的地方吗？

1. 环境好，空气清新
  2. 员工的服务让您感到舒适
  3. 提供的服务与广告完全一致
  4. 在规范化服务的基础上，提供个性化服务
- 
- 

十一、您对大千庄园的意见是？

1. 客房价格偏高
  2. 餐厅价格偏高
  3. 客房预订困难
  4. 餐厅预订困难
- 
- 

十二、请您提出改进我们服务质量的意见和建议

十三、您下次还会光临大千庄园吗？

会。（谢谢您）

否，请问原因是：

十四、您会向您的亲朋好友推荐大千庄园吗？

会。（谢谢您）

否，请问原因是：

非常感谢您的参与，祝您在大千庄园有一段愉快的时光！

## **Appendix 2: Questions for the General Manager of Da Qian Resort.**

1. Could you briefly introduce Da Qian Resort and its history? Could you have few words about yourself?
2. What is main service and premises does Da Qian Resort provided?
3. What kind of activities/events does Da Qian Resort organized? How does it meet the expectations?
4. Could you brief illustrate the vision of Da Qian Resort's future development plan?