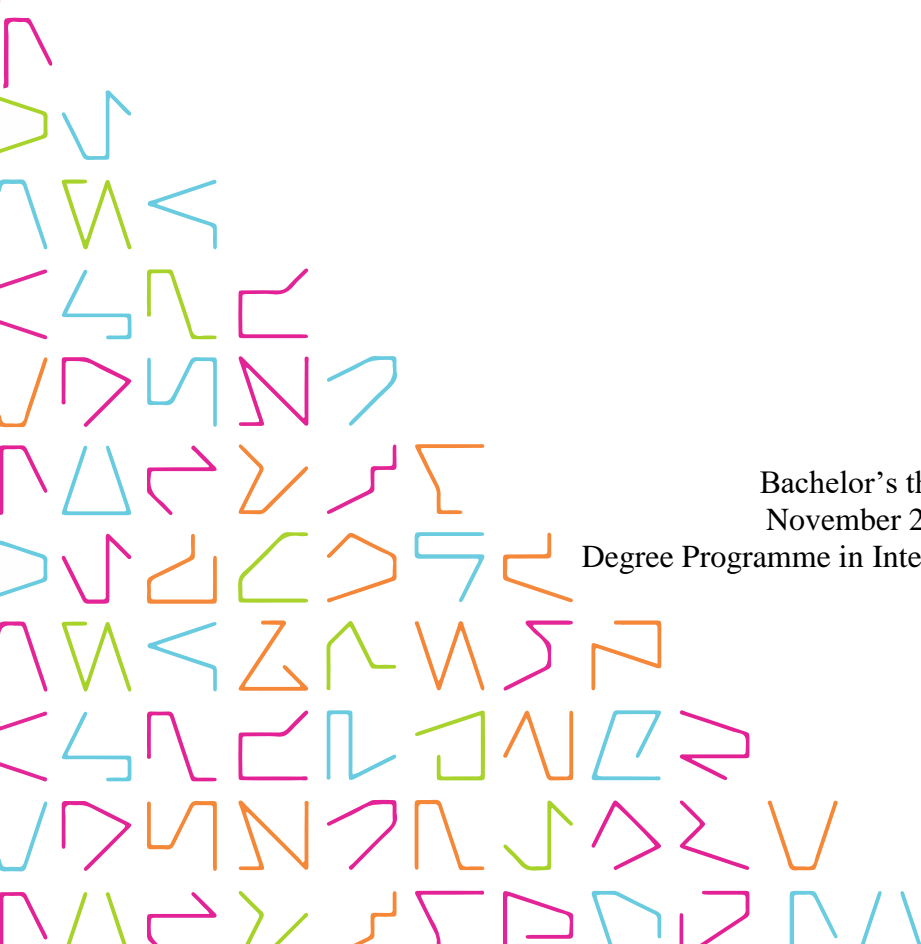


RENOVATING AND REBRANDING VACANCES CENTER PARK FOR IN- CREASING CUSTOMER SATISFAC- TION

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Bachelor's thesis
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Degree Programme in International Business



ABSTRACT

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Renovating and Rebranding Vacances Center Park for Increasing Customer Satisfaction

Bachelor's thesis 58 pages, appendices 1 page
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This bachelor's thesis was commissioned by Groupe Pierre & Vacances Center Parcs with the purpose for increasing customer satisfaction by renovating Sunparks De Haan 3 birdy park to Center Parcs De Haan 4 birdy park.

The questionnaire survey showed that the satisfaction of the customers is mainly insufficient on different levels; primarily the cottages or villas have a low satisfaction rate.

Relying on the theoretical background, the thesis reviews the current situation of Sunparks De Haan and reviews the process of renovation and rebranding in order to increase customer satisfaction so that Sunparks De Haan can become a 4 birdy Center Parcs De Haan.

Most solutions offered in the thesis regarding improvements to the low level of customer satisfaction have to do with a thorough renovation of the cottages/villas, but also with smaller changes in the central facilities and park in general. In order to speak of a 4 birdy Center Parcs, more luxury, more activities and a better atmosphere should be offered.

Concrete suggestions for changes and improvements to the current situation in Sunparks De Haan are offered in chapter four of the thesis.

Key words: customer satisfaction, renovating, rebranding, improvement

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1 INTRODUCTION

This bachelor's thesis was commissioned by Groupe Pierre & Vacances Center Parcs. Groupe Pierre & Vacances Center Parcs specializes in tourism services. They provide holiday and entertainment villages, leisure activity residences and hotels. All of this, they provide under different brand names.

The common goal was to improve the overall performance of Sunparks de Haan by upgrading the park of a 3 birdy Sunparks de Haan to a 4 birdy Center Parcs resulting in a higher level of customer satisfaction. In order to improve customer satisfaction, adjustments to the park and the park's current program have to be made according to the needs of customers. This includes more activities and a thorough renovation and upgrading of the cottages/villas and central facilities to meet the standards of a 4 birdy Center Parcs.

The main topic of the thesis was how to renovate and rebrand 3 birdy Sunparks De Haan to 4 birdy Center Parcs De Haan in order to reach a higher level of customer satisfaction, leading to higher occupancy and higher Average Daily Rate's in the future. This brought a lot of sub questions, including the satisfaction level of the customers that come to Sunparks De Haan at the moment, what makes tourists that come to Sunparks De Haan satisfied or dissatisfied at the moment, is Sunparks De Haan meeting the expectations of the customers, what could be offered more to increase customer satisfaction and last but not least, what should be renovated/rebranded in Sunparks De Haan in order to speak of a 4 birdy Center Parcs instead of a 3 birdy Sunparks.

These questions were answered through a quantitative research method. A questionnaire survey was conducted and a total of 1200 answers were received.

2 THEORETICAL FRAMEWORK

2.1 Theoretical framework

According to Kotler and Keller (2016), satisfaction is ‘a person’s feelings of pleasure or disappointment resulting from comparing perceived products’ performance or outcome in relation to his or her expectations’. This means that the customer is dissatisfied if the expectations the customer had are not fulfilled by the performance and satisfied in case the performance matches or exceeds the customer’s expectations (Kotler and Keller 2016, 80).

In combination with customer satisfaction based on the performances and expectations, Kotler and Keller (2016) define customer perceived value as “the difference between customer’s evaluation of all the benefits and all the costs of an offering”. Furthermore, they extend this concept by describing customer perceived value as the proportion between total customer value and total customer costs, in which customer value means a bundle of economic, functional and psychological benefits such as product, services, personnel, image value and the total customer costs includes product or service costs, time, energy and psychic costs. Only when the benefits exceed the costs, customers will have a positive customer satisfaction and will have the intention to buy the product or service again or recommend it to their close contacts. (Kotler & Keller 2016, 161.)

2.2 Current situation of Sunparks De Haan

Sunparks De Haan opened in 1989 and has a surface of 33 hectares. In the center of the park, there is a huge building including different activities. The main building is called the Market Dome with different restaurants such as a buffet restaurant, an Italian restaurant, a fast food restaurant and a smaller brasserie with outside terrace. Furthermore, there are many indoor activities such as bowling, pool tables, House of Games, an archery and an indoor playground called Kids World. There is also a Spa and Wellness center and a business to business center. (Center Parcs 2017, 8.)

The park also includes a subtropical swimming pool (Aqua Mundo) with a wave pool, black hole slide, water river, heated outdoor pool, Jacuzzi, paddling pool for toddlers and a snack bar (Center Parcs 2017, 8).

At Sunparks De Haan, there are also many outside activities such as mini-golf; golf cars; small animal farm; nature walks and playgrounds. There is also a lot of space in order to do sports like mountain biking, badminton, basketball, beach soccer, beach volleyball, squash, tennis and table tennis. Some of these can be done in the multifunctional sports hall of Sunparks De Haan. (Center Parcs 2017, 9.)



PICTURE 1. Current Sunparks De Haan plan (Center Parcs 2017)

Sunparks De Haan is within walking distance of the beach of De Haan. De Haan is a small, but scenic town. Therefore, Sunparks De Haan offers a special activity, which allows the visitors to have a horse carriage ride to the long sandy beach and town center of De Haan.



PICTURE 2. De Haan and Sunparks De Haan (Center Parcs 2017)

In total, 517 cottages exist, which are divided into 4 different types. These types are Select, Exclusive, Select Lakeside and Exclusive Lakeside. There are 378 Select cottages, 77 Exclusive cottages, 38 Select Lakeside cottages and 24 Exclusive Lakeside cottages. The Exclusive Lakeside cottages are considered VIP and are more luxurious than the others, but at the moment they are also in minority. (Center Parcs 2017, 15.)

Cottages in Sunparks De Haan

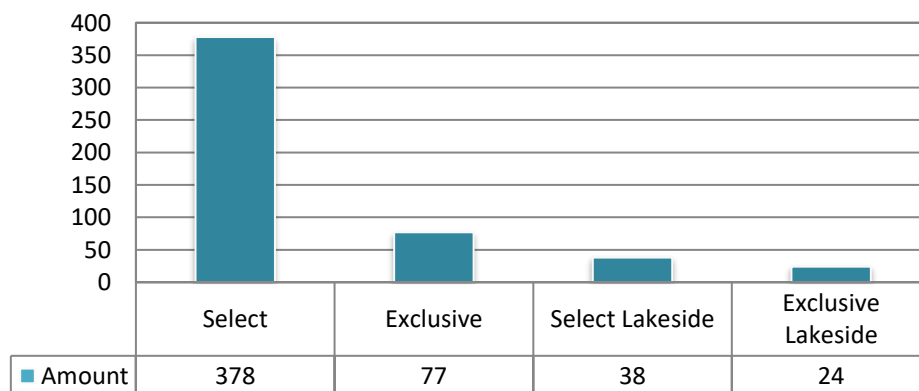


FIGURE 1. Cottages in Sunparks De Haan

At the moment Sunparks De Haan is a 3 birdy park. Every ranking has its own elements. If the park does not meet all the elements, the ranking will decrease. In picture 3, the elements of a 3 birdy park can be seen.



PICTURE 3. Elements of a 3 birdy park (Center Parcs 2017)

3 RESEARCH RESULTS

The questionnaire was sent to one person of each group that visited Sunparks De Haan. The questionnaire survey received a total of 1200 answers. This means 1200 groups of customers (families, group of friends, couples etc.) are represented in the research results.

According to Kotler and Keller (2016) satisfaction is a result from comparing the perceived services performance in relation to the customers' expectations. With the intention of meeting the customers' expectations, it is important for Groupe Pierre & Vacances Center Parcs to know, who are its main customers that stay at Sunparks De Haan.

As seen in figure 2, Sunparks De Haan mainly attracts families with children. Out of 1200 respondents 864 visited Sunparks De Haan with children, which makes 72%. There were 17% of the respondents that travelled only with their partner and 10% that travelled with a friend(s). Out of 1200 respondents, 16 answered to travel with others, they all specified that they have traveled with multiple households together (friends with children, family with children etc.).

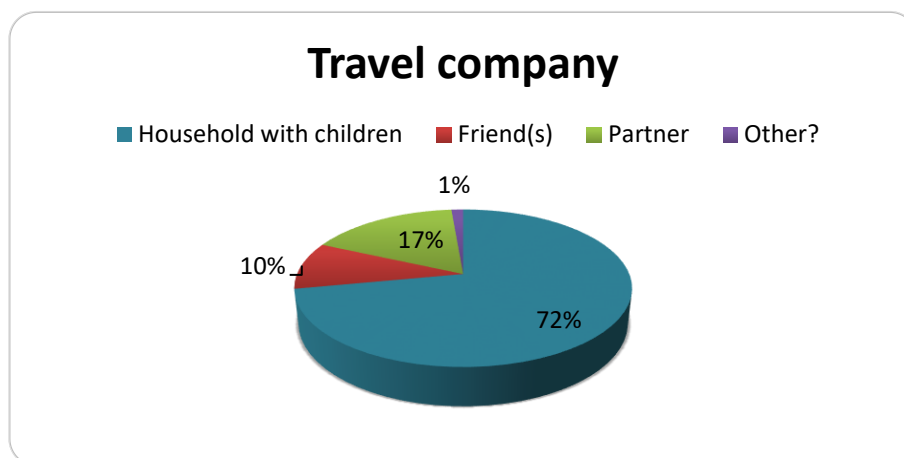


FIGURE 2. Travel company (Appendix 1. Question °42)

As stated before, 864 households traveled to Sunparks De Haan with children. In order to have an idea about how many children visit Sunparks De Haan, it is important to know how many children, on average, each household includes. As can be seen in figure 3, most families of the respondents travelled with 1 to 3 children. These numbers consist of about 80% of the total answers of 864 households, while the amount of 4 to 6+ children was only about 20%.

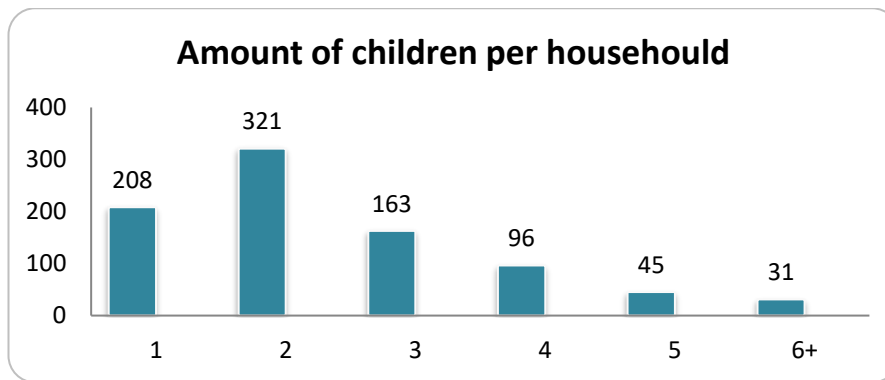


FIGURE 3. Amount of children per traveling household (Appendix 1. Question °43)

According to the next calculation, the average amount was 2,47, which means each household of the respondents travelled with an average of 2,5 (2 to 3) children.

$$\frac{((1 * 208) + (2 * 321) + (3 * 163) + (4 * 96) + (5 * 45) + (6 * 31))}{864} = 2,47$$

Furthermore, it is important for Sunparks De Haan to know the ages of the children that are most present at Sunparks De Haan, as children from different ages have different kinds of needs. Only after knowing which age group is more present, Sunparks De Haan can fulfill the expectations of the families more accurate. As can be calculated from figure 3, there was a total of 2134 children that traveled with their household to Sunparks De Haan. As seen in figure 4, the age groups <1, 1 to 2, 3 to 5, 6 to 9 and 9 to 12 are each more than 15%, this means Sunparks De Haan has to make sure they offer enough activities and services to meet the expectations of these ages in particular. The ages groups 12 to 15 and >15 were together only about 9% of the total answers, so less importance can be placed on offering many activities and services for these age groups.

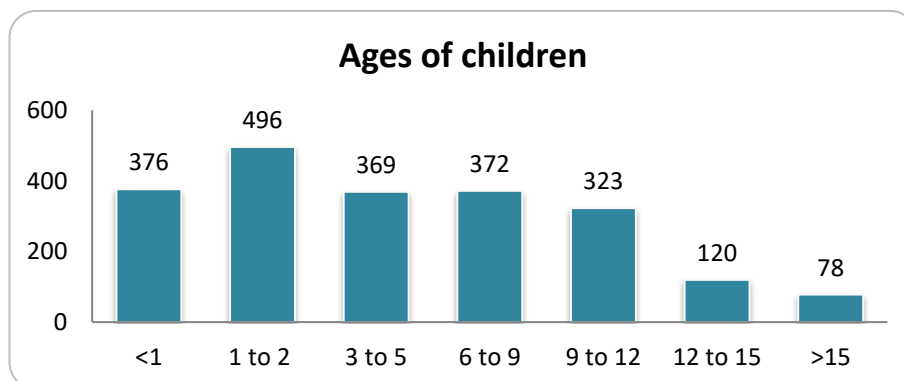


FIGURE 4. Ages of children (Appendix 1. Question °44)

3.1 Current satisfaction/dissatisfaction of the tourists with Sunparks De Haan

According to Kotler and Keller (2016), not only customer satisfaction based on the perceived performance and the expectations is important, but also customer perceived value should be taken into account when talking about customer satisfaction. This means the difference between customer's evaluation of all the benefits and all the costs of the service or product. Only if the customers are satisfied enough, and they find they have got enough benefits in return to their costs, they will have the intention to pay for the costs again for the same service. (Kotler & Keller 2016, 161.)

If customers of Sunparks De Haan are dissatisfied, this means the expectations were not met, but also that the costs of staying at Sunparks De Haan exceeded the benefits of their stay at Sunparks De Haan. The results of the responses to the first sub question include the overall satisfaction with the park, including the village, the staff, the catering, the central facilities and the cottages. Also, the intention of the visitors for future stays or recommendation to others are mentioned here.

The answers with a marking from 1-10 have been grouped to make analyzing more clearly: 1 to 5 is dissatisfied, 6 to 8 satisfied and 9 to 10 is very satisfied. Only a number above 5 means that the customers were satisfied with their last stay in Sunparks De Haan.

For Center Parcs, the ideal situation of any product or service is, of course, that 0% of the people are dissatisfied. As it is nearly impossible to satisfy all customers, 10% of total answers being dissatisfied is still an ideal situation for Sunparks De Haan. Also, 20% of the people being dissatisfied is still acceptable, but of course, the lower the better.

3.1.1 Overall satisfaction

Figure 5 shows the results of the question that asked about the general satisfaction of visitors with their last stay in Sunparks De Haan. Out of 1200 respondents, 252 people answered with 'very satisfied', this is 21% of the total answers. 408 people were dissatisfied about their last stay at Sunparks De Haan, which is 34% of the total answers. The biggest group of answers was satisfied, with 540 people or 45% of the total answers. The amount of people that answered dissatisfied should definitely decrease, as this is more than 1/3 of the total answers.

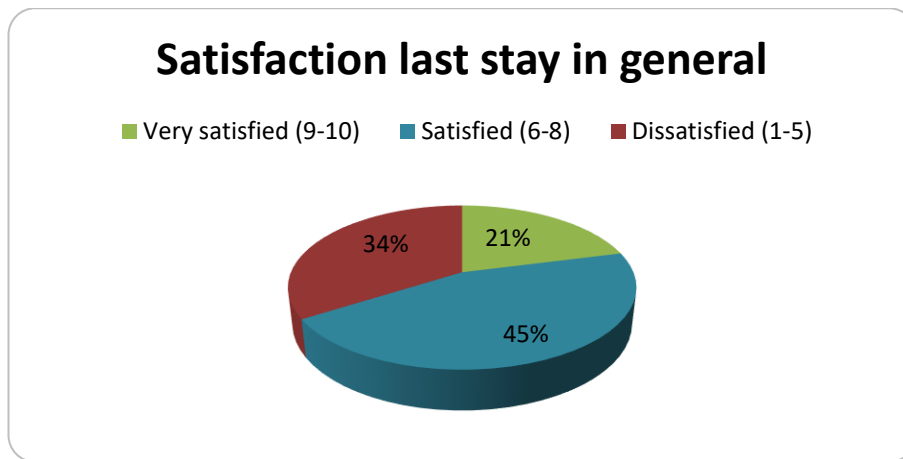


FIGURE 5. Satisfaction with the last stay in general (Appendix 1. Question °1)

People were mainly satisfied with the village in general. As seen in figure 6, the biggest group of answers was again satisfied, with 736 answers, or 61%. 216 people were very satisfied, 18%, which means 79% of the people were satisfied with the village. 21% or 248 people were dissatisfied, a number that could be lower, but is still acceptable.

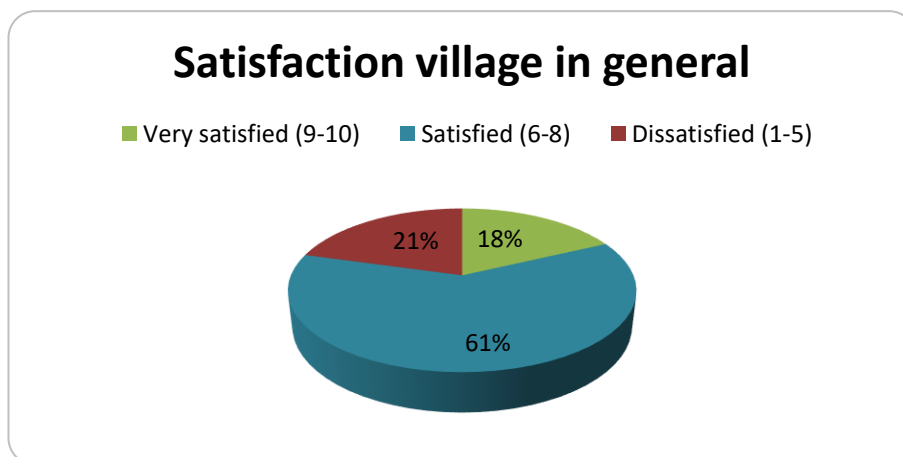


FIGURE 6. Satisfaction with the village in general (Appendix 1. Question °4)

One of the key elements of a service is the people who provide them. According to figure 7, only 18% or 211 people were dissatisfied with the staff. Again the biggest proportion was satisfied with 48% of the answers and even 34% were very satisfied.

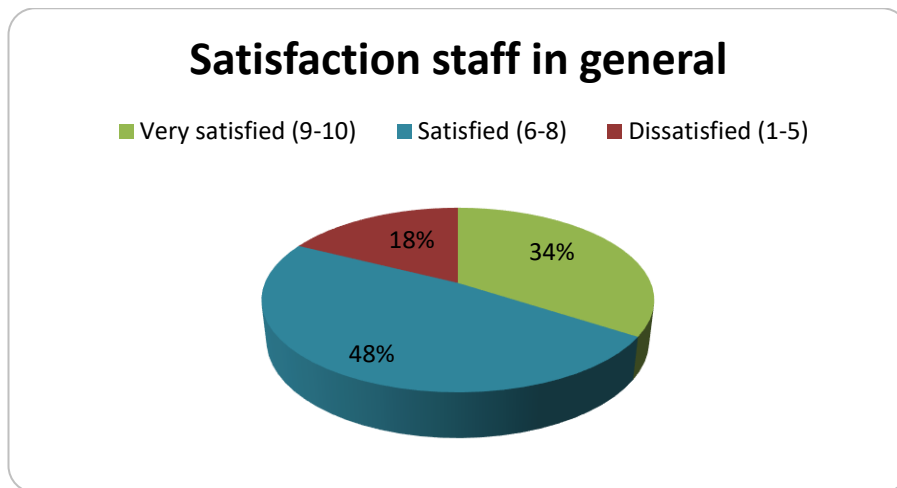


FIGURE 7. Satisfaction with the staff in general (Appendix 1. Question °6)

In figure 8 is shown that the majority of the respondents were satisfied with the catering in Sunparks De Haan. With 624 people of 52%, they exist of more than half of the responses. 180 people, or 15% were very satisfied, but 396 people which is 33% were dissatisfied. As this is about 1/3 of the total answers, this number should be lowered by finding a solution regarding the staff.

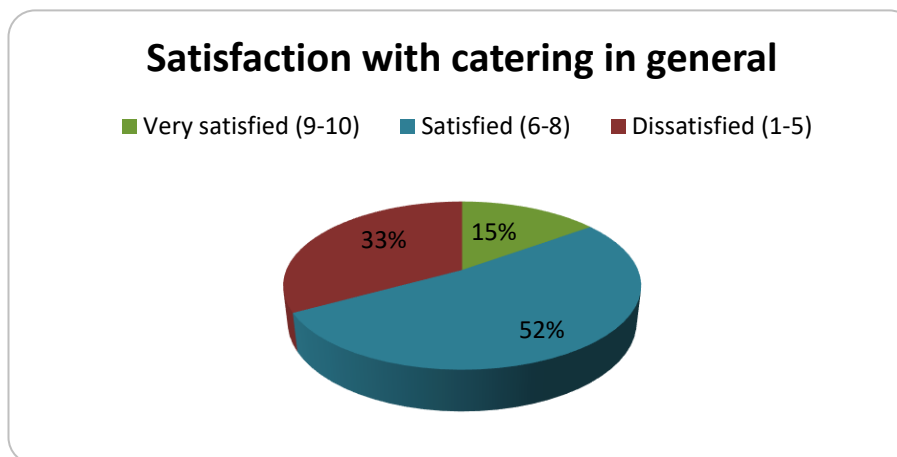


FIGURE 8. Satisfaction with the catering in general (Appendix 1. Question °23)

The cottages/villas are the main issue that people were dissatisfied with in Sunparks De Haan. Out all of the responses, 696 people answered dissatisfied, this is 58% of the total. Only 10% were very satisfied and 32% were satisfied. Understandably, 58% should drastically decrease as a result of the changes and renovations at Sunparks De Haan.

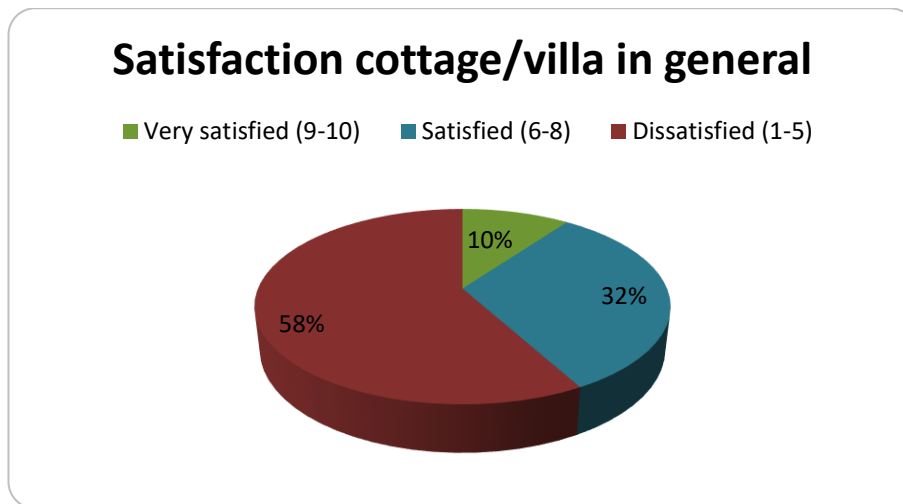


FIGURE 9. Satisfaction with the cottage/villa in general (Appendix 1. Question °9)

Visible in figure 10, 44% percent of the people were satisfied with the central facilities and activities in general. Together with 24% of the people that were very satisfied, a total of 68% of satisfied people have been reached. This means 32% were dissatisfied with the central facilities and activities in general of Sunparks De Haan. About 1/3 of the responses was dissatisfied, which is a number that should be lowered by making changes in Sunparks De Haan.

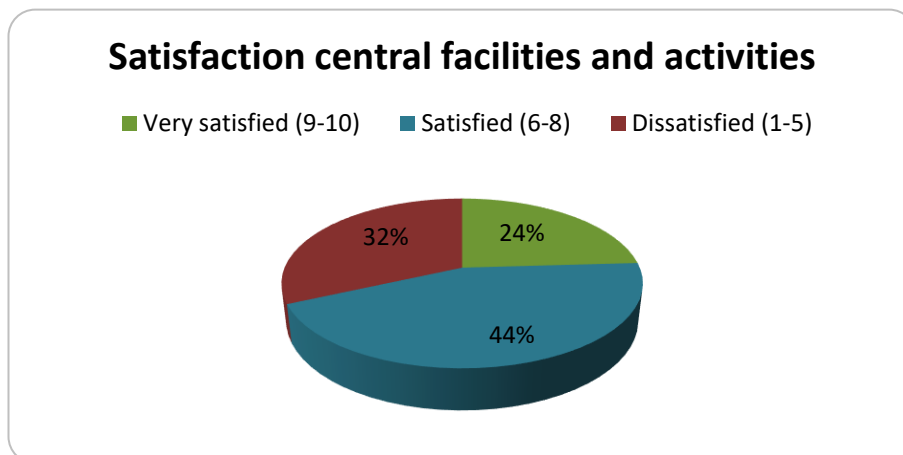


FIGURE 10. Satisfaction central facilities and activities in general (Appendix 1. Question °22)

As seen in figure 11, two statements were given in the questionnaire. In the first graph 'At Sunparks De Haan, I get value for money', it is clearly visible that the majority of the people answered with disagree (374) and strongly disagree (228), together they account for about 50% of the total answers. It is essential that these numbers drop, as people will

not have the intention to come back if they have a negative customer perceived value, meaning the costs exceed the benefits they receive. (Kotler & Keller 2016, 161.)

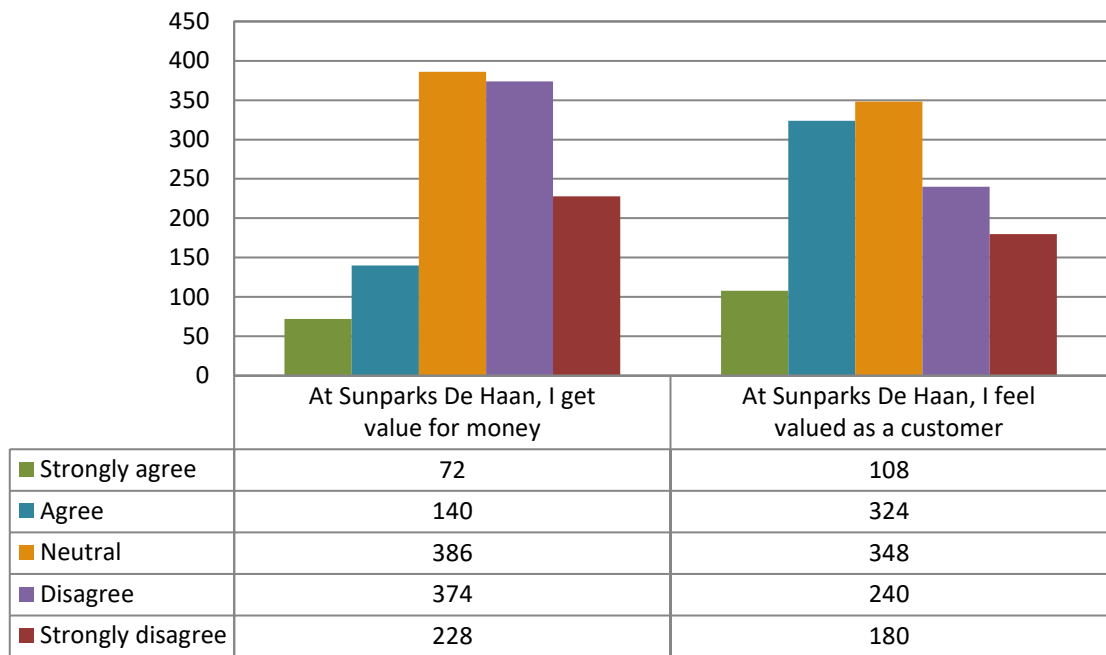


FIGURE 11. Agreement on statements (Appendix 1. Question °38)

3.1.2 Recommendations and future stays

Figure 12 shows that 51% would not recommend Sunparks De Haan to friend and family and only 15% said they would recommend Sunparks De Haan to friends and family. 34% did not have preference for either of them. 51% of the respondents saying no is clearly the majority and the numbers should be decreased.

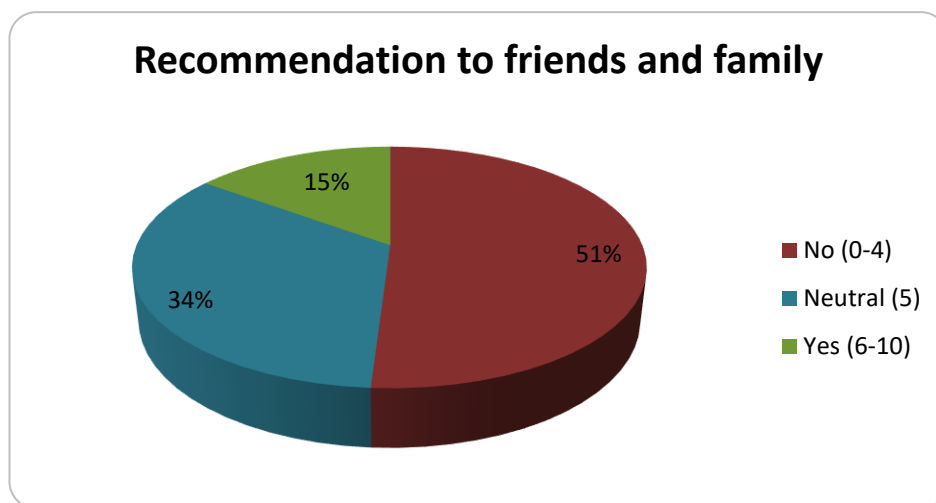


FIGURE 12. Recommendation to friends and family (Appendix 1. Question °36)

39% of the respondents answered positively when asked about their intention to stay again in Sunparks De Haan in the future. 40% answered with probably not, while 21% answered definitely not. This means 61% did not have the intention to come back to Sunparks De Haan, which is the majority of the respondents.

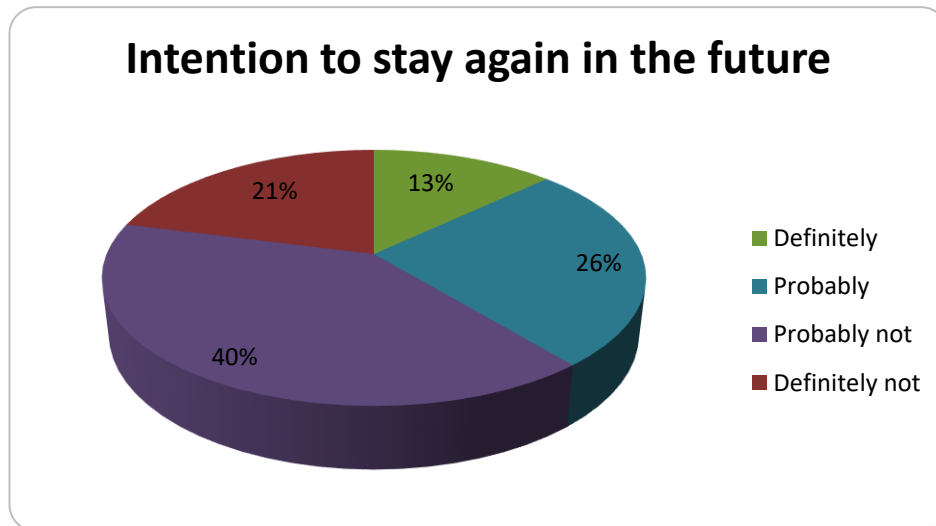


FIGURE 13. Intention to stay again in the future (Appendix 1. Question °37)

3.2 Reasons for current satisfaction/dissatisfaction

3.2.1 Satisfaction with the village

As can be seen in figure 14, more details were asked about the satisfaction with the village. The points which have the biggest amount of respondents answering dissatisfied are: Presence of dog excrement (40%), experience at the petting farm (56%), WiFi (60%), maintenance of the playgrounds (51%) and clarity of signage (50%). In all of those, dissatisfied was the majority of the answers. The other categories have satisfied as the majority of the answers and dissatisfied only accounts for about or less than 20% of the total answers. Only with the category the amount of benches, very satisfied was the most given answer.

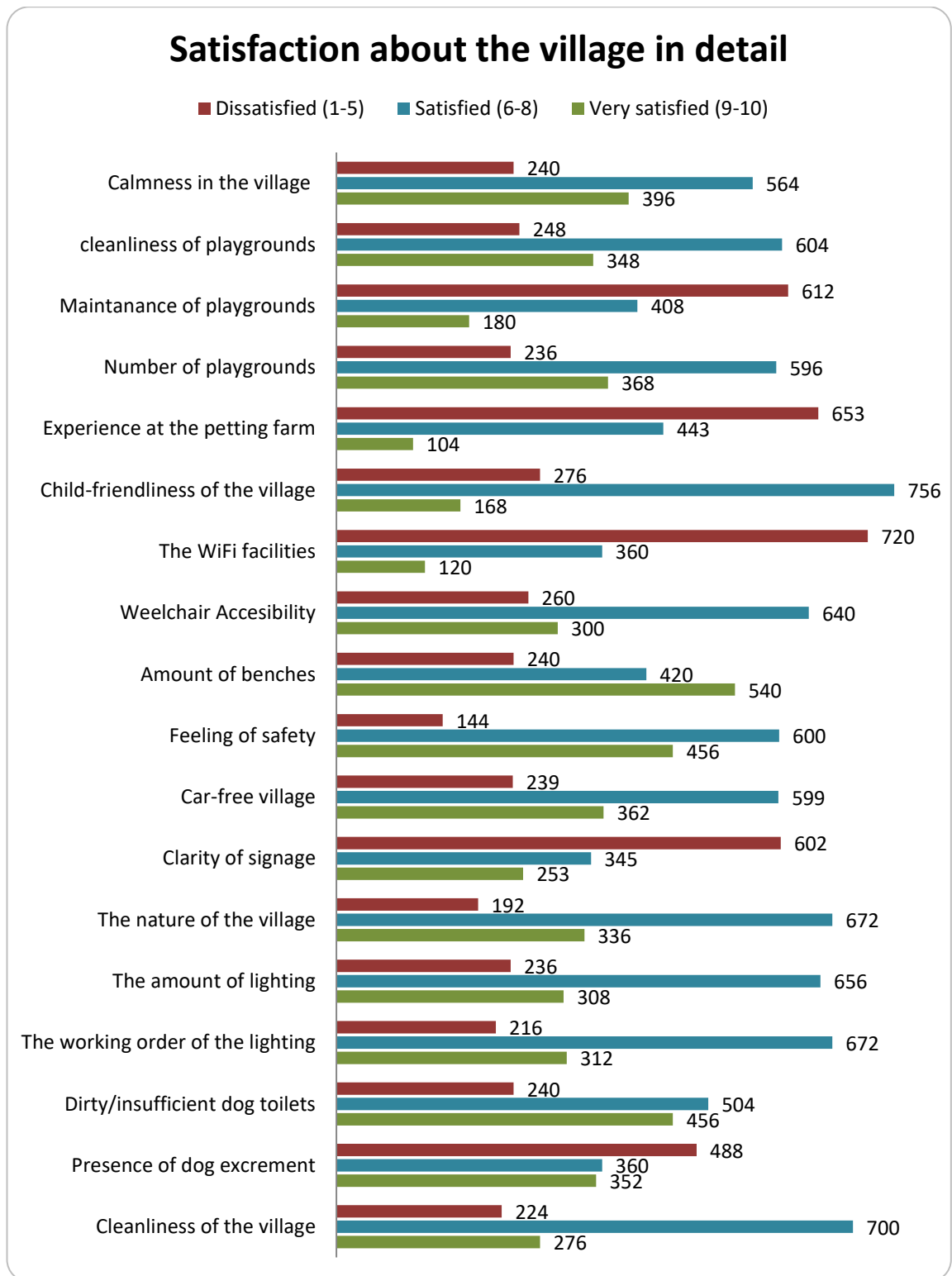


FIGURE 14. Satisfaction with the village in detail (Appendix 1. Question °5)

3.2.2 Satisfaction with the staff

In figure 15, it is shown that 2 categories jump out with a negative answer: the speed at which staff helped you has a total of 540 respondents (45%) and managers are identifiable

and present has a total of 600 (50%). The other categories have lower numbers, but still more than 25% answers with dissatisfied. In all categories these numbers should decrease.

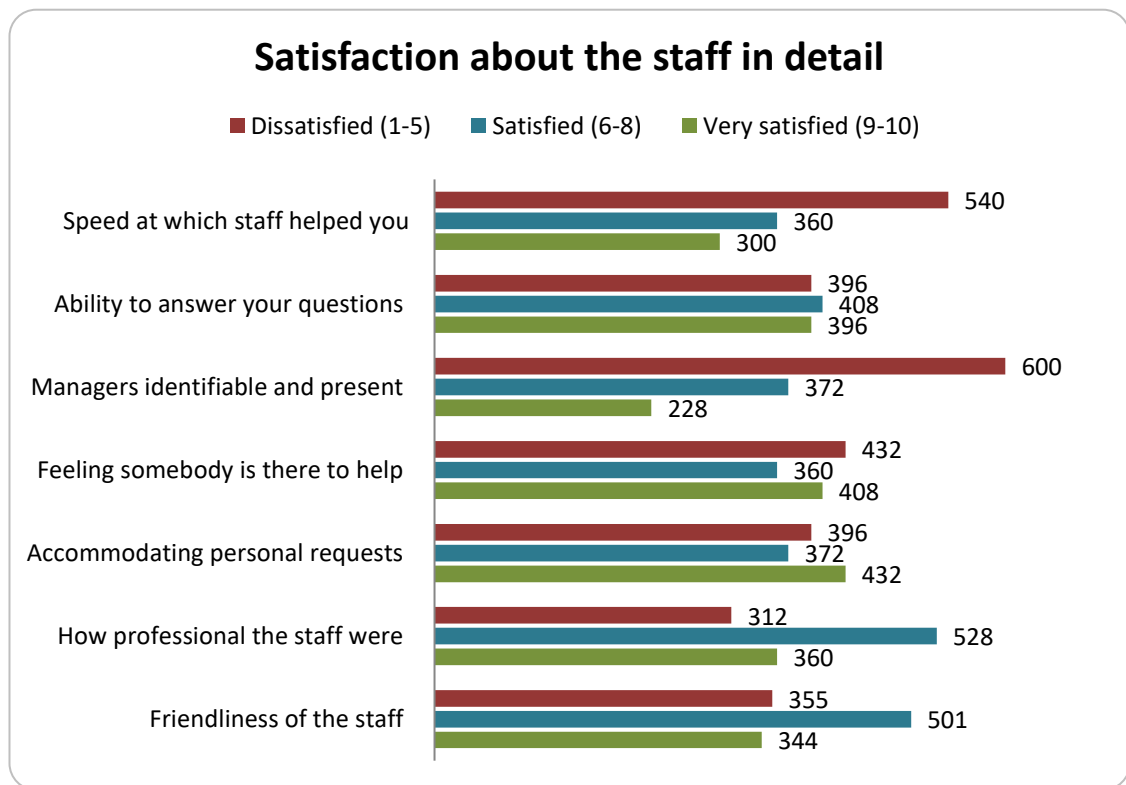


FIGURE 15. Satisfaction with the staff in detail (Appendix 1. Question °7)

In figure 7, under 3.1.1 Overall satisfaction, it was shown that 211 of the respondents answered with dissatisfied when asked about the satisfaction with the staff in general. To get a more detailed view, these respondents got another question regarding the specific service the dissatisfaction has grown. As seen in figure 16, the reception/information desk and the restaurant and cafes have the highest number of answers.

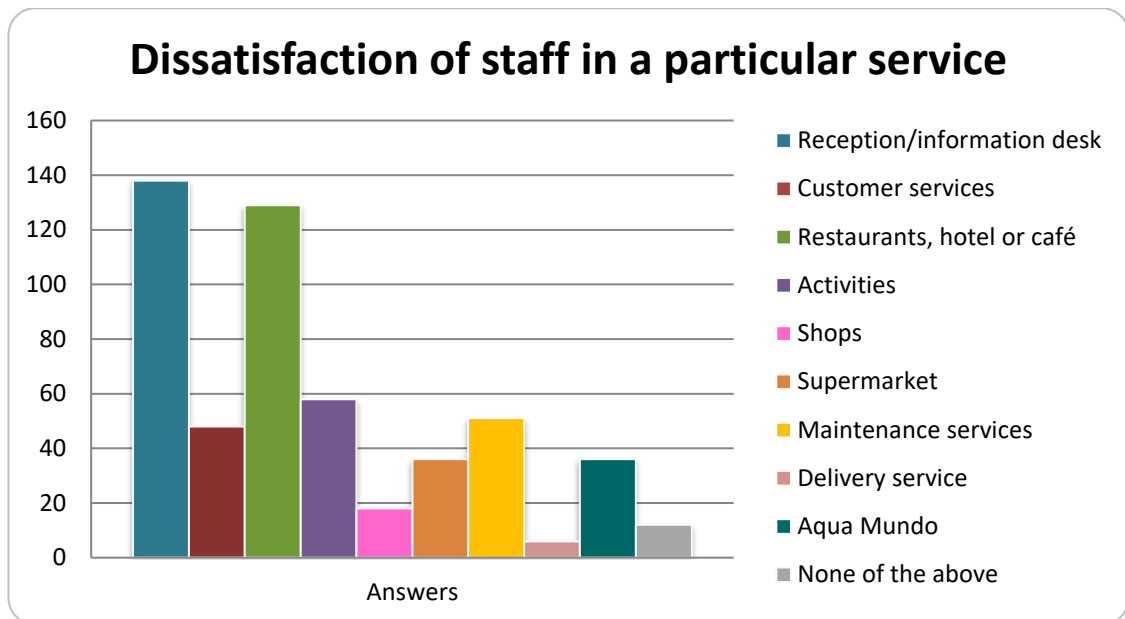


FIGURE 16. Dissatisfaction with staff in a particular service (Appendix 1. Question °8)

3.2.3 Satisfaction with the central facilities

3.2.3.1. Market Dome

In figure 17, more information about the quality of the food products is given. This includes all the offerings of food at Sunparks De Haan, supermarkets, restaurants, snack bars etc. The biggest group of the respondents was satisfied with 63%, which are very positive numbers. Together with 24% being very satisfied, it is a total of 77% being satisfied about the quality of the food products at Sunparks De Haan. Only 13% of the respondents were not satisfied.

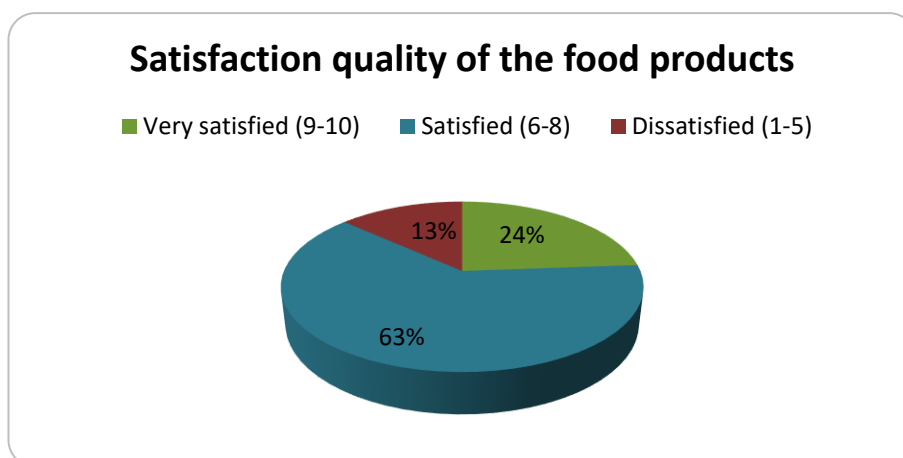


FIGURE 17. Satisfaction with the quality of the food products (Appendix 1. Question °24)

A bigger difference is seen in figure 18, where 48% of the respondents were not satisfied with the quality/price ratio at Sunparks De Haan. Prices are too high, even if the quality of the food that is offered is more than just fine. Only 9% was very satisfied and 43% was satisfied. 48% of the total 1200 being dissatisfied, should definitely decrease in the future.

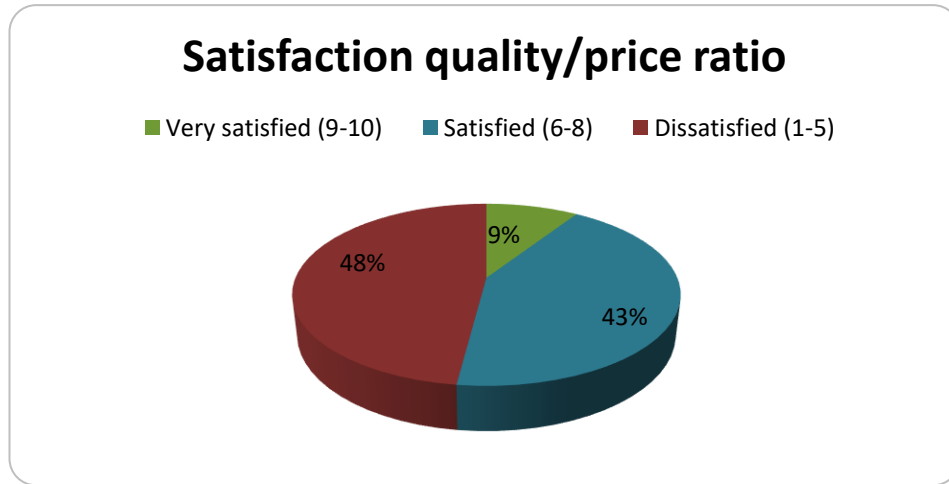


FIGURE 18. Satisfaction with the quality/price ratio (Appendix 1. Question °25)

As seen in figure 19, the supermarket and the offer and range in the restaurants and cafés are having the highest number of dissatisfied answers, both accounting for more than 40% of the total 1200 answers and requiring a large decrease. About the shops in general and the opening times of the restaurants and cafés, less than 20% was dissatisfied and the largest group was satisfied, with more than 50% of the total answers in each.

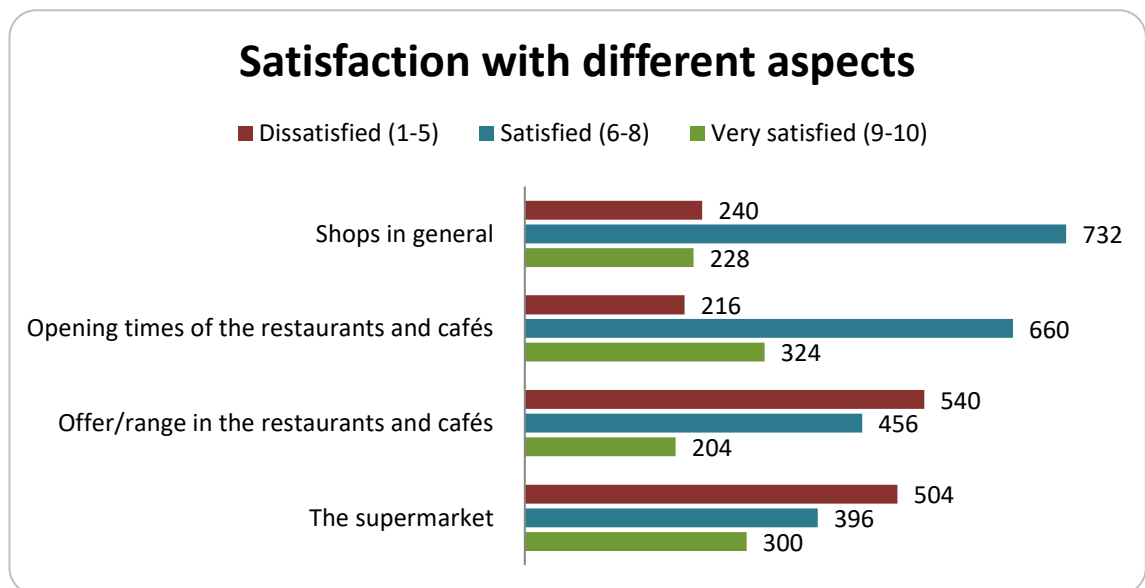


FIGURE 19. Satisfaction with different aspects (Appendix 1. Question °26)

Figure 20 shows that 46% of the respondents was satisfied with the promptness at which the catering staff served them. Together with 21% being very satisfied, 67% was satisfied about the promptness of the catering staff. Still, 33% was dissatisfied, which is a too high number and should be avoided in the future with a good solution.

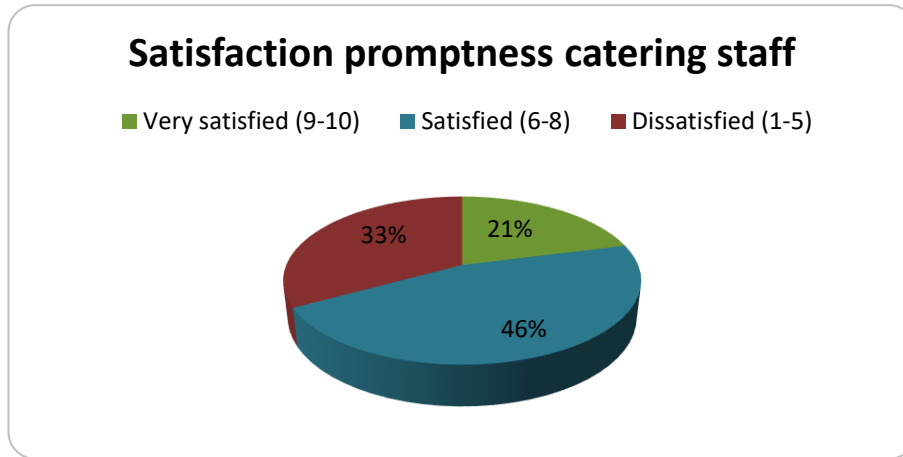


FIGURE 20. Satisfaction with promptness of the catering staff
(Appendix 1. Question °27)

3.2.3.2. Aqua Mundo

In general, 41% of the respondents was satisfied with Aqua Mundo as visible in figure 21. Together with very satisfied, this accounts for 70% of the total 1200 answers. In general, this is a very high number, but still 30% of the respondents being dissatisfied could decrease a little.

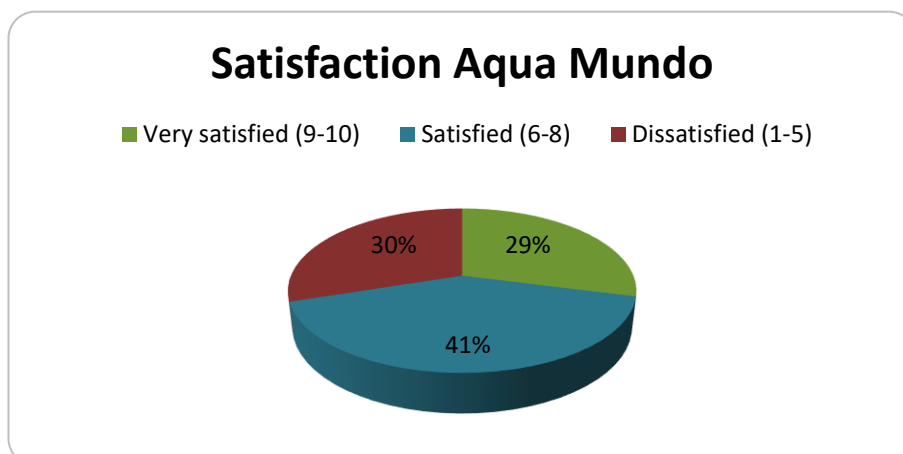


FIGURE 21. Satisfaction with Aqua Mundo (Appendix 1. Question °30)

The respondents that answered dissatisfied were 30% of the total, or about 360 respondents. To get into more detail about their dissatisfaction, another question was asked. As

seen in figure 22, the 4 highest categories are: insufficient family changing rooms, insufficient working showers, insufficient features and insufficient hygiene.

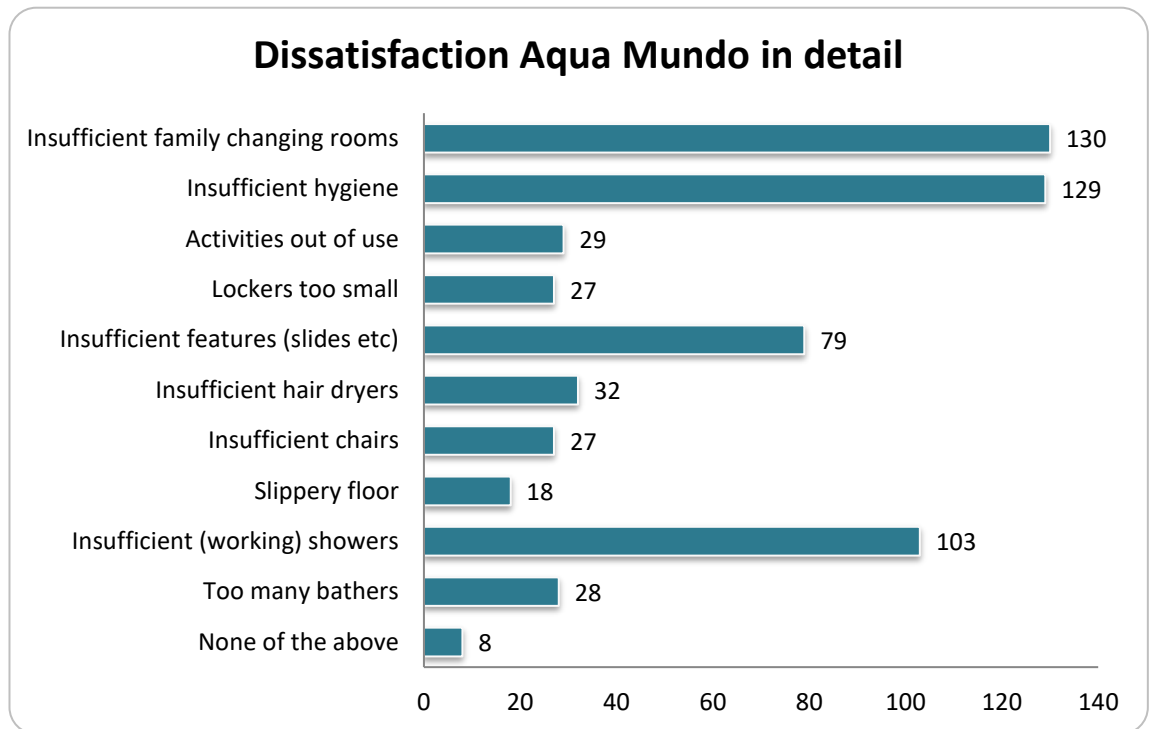


FIGURE 22. Dissatisfaction with Aqua Mundo in detail (Appendix 1. Question °31)

As seen in figure 23, the temperature of the swimming pool water, working order of the showers and lockers and maintenance/cleanliness of the swimming pool in general, are having the highest number of dissatisfied answers, all accounting for about or more than 30% of the total 1200 answers. Those are percentages that most definitely should decrease. With the other aspects, less than 15% of the respondents answered with dissatisfied. In all aspects, except for the temperature of the swimming pool and working order of the showers, satisfied is the highest group of answers received.

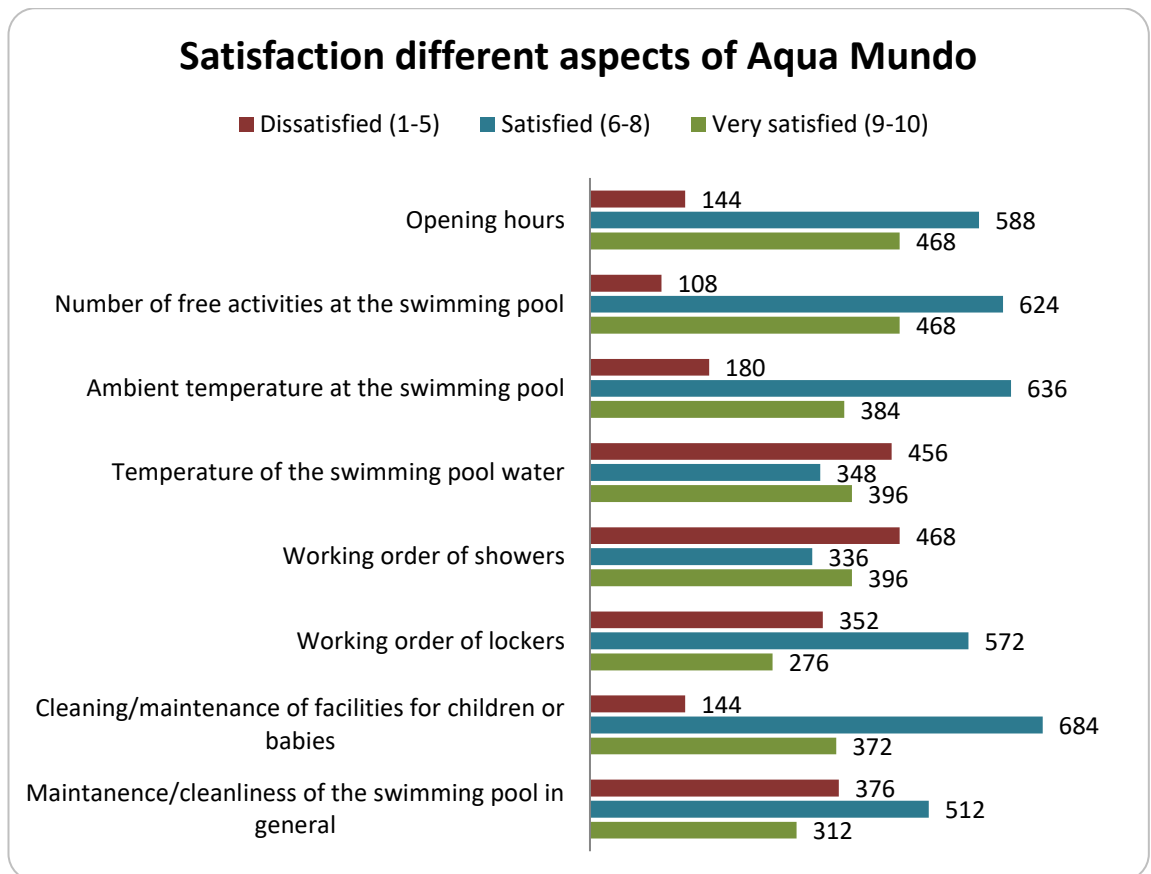


FIGURE 23. Satisfaction with different aspects of Aqua Mundo (Appendix 1. Question °32)

3.2.3.3. Other activities and entertainment

In figure 24, the satisfaction with the other entertainments and activities at Sunparks De Haan are shown. 163 out of the total 1200 respondents were very satisfied and 482 were satisfied with the activities and entertainment at Sunparks De Haan. 46% of the respondents were dissatisfied, which is almost half of the total 1200 respondents and this number should drastically be decreased.

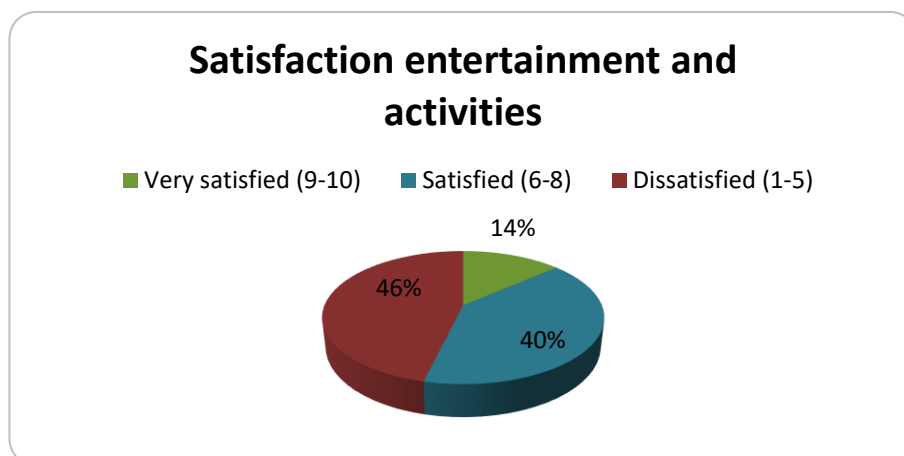


FIGURE 24. Satisfaction with entertainment and activities (Appendix 1. Question °28)

In figure 25, there are more details about the activities and entertainment at Sunparks De Haan. The quality/price ratio of the activities received the highest amount of negative answers. 34% of the total answered with dissatisfied in this category. Also in all the other categories, more than 20% of the respondents answered with dissatisfied.

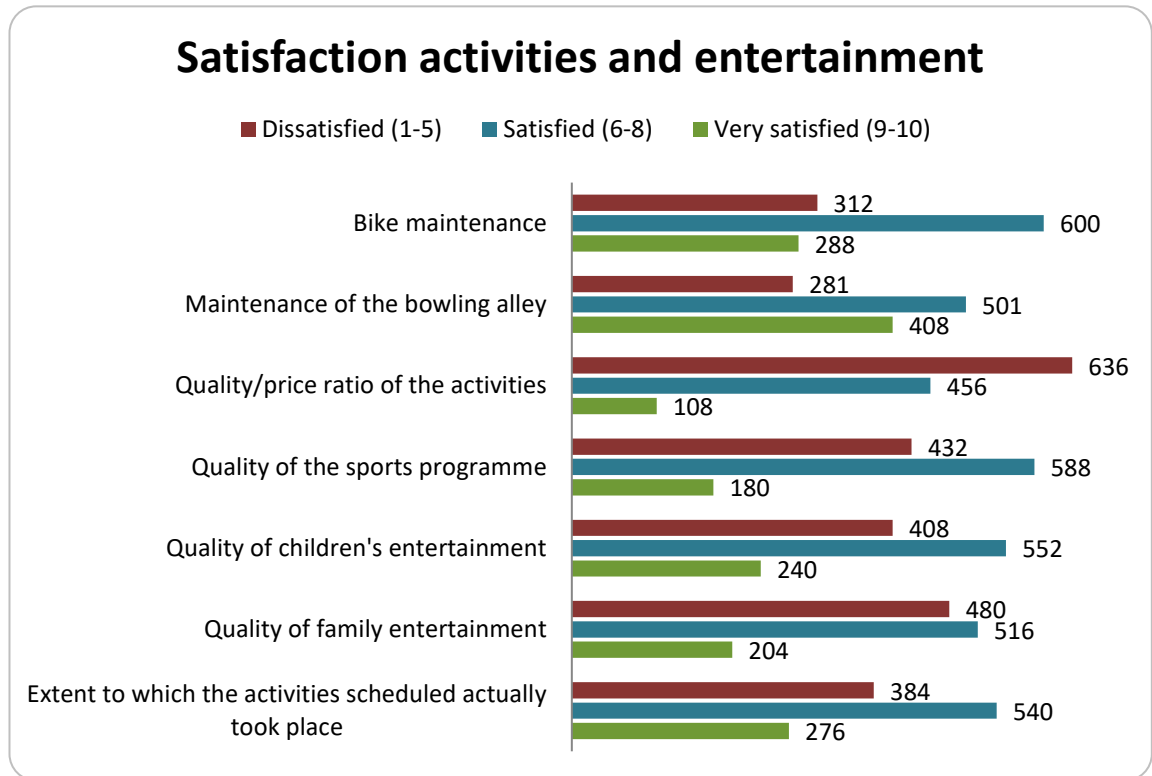


FIGURE 25. Satisfaction with activities and entertainment (Appendix 1. Question °29)

3.2.1 Satisfaction with the cottage/villa

In figure 9, under 3.1.1 Overall satisfaction, it was shown that 696 people answered dissatisfied, this is 58% of the total. This makes that the cottages/villas are the main issue that people have been dissatisfied with in Sunparks De Haan.

In figure 26, more details about the satisfaction in the villa/cottage are given. The 5 categories with the highest amount of respondents answering dissatisfied are: the garden furniture, the lightning in the villa, the completeness of kitchen inventory, the comfort of the beds and comfort of the sofas. In these categories, more than 50% of the people answered with dissatisfied, which should be lowered. In the other categories, satisfied is the category with the highest number of answers.

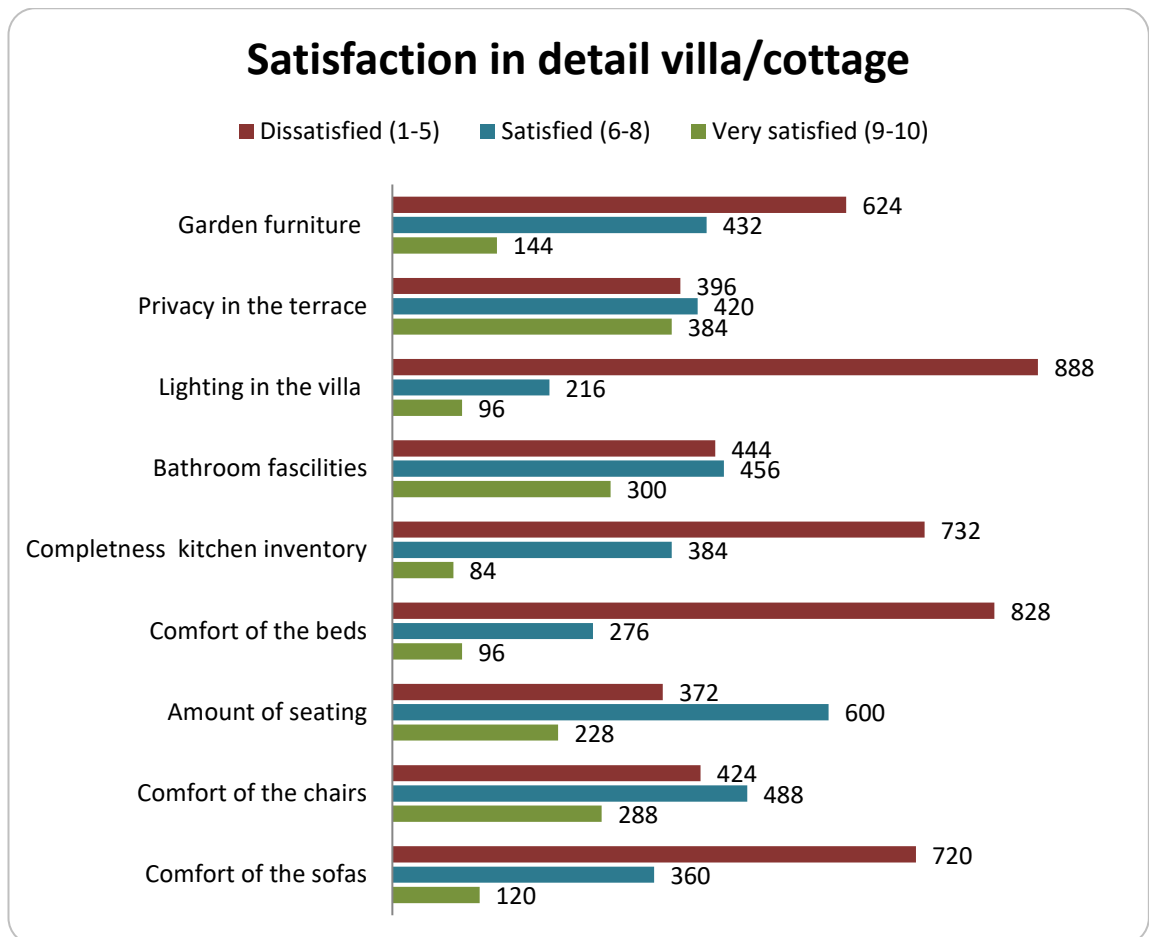


FIGURE 26. Satisfaction in detail with villa/cottage (Appendix 1. Question °11)

Figure 26 shows that 888 respondents (74%) were not satisfied with the lighting in the villa/cottage. In figure 27, it is visible that 77% or 688 respondents experienced that there is not enough lighting in the villa/cottage, while 22% or 201 respondents had the burden of broken lightning. Only 1% reported the lightning to be too much or too bright.

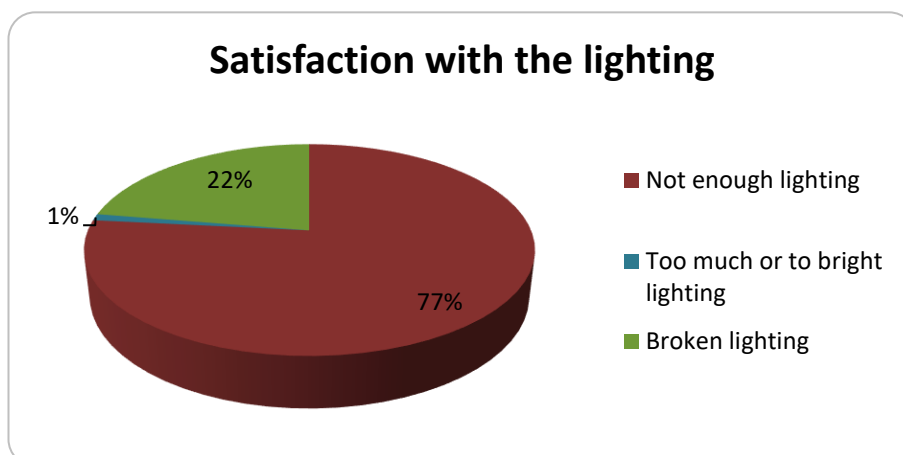


FIGURE 27. Satisfaction with the lighting (Appendix 1. Question °12)

Figure 26 shows that 828 respondents (69%) were not satisfied with the comfort of the beds. In figure 28, more details are given about this dissatisfaction about the beds. Out of 828 respondents, 339 (41%) experienced the bed(s) being too hard, while 136 (16%) experienced the bed(s) being too soft/saggy. Furthermore, 194 (24%) experienced the beds being too small, and 159 (19%) experienced a general uncomfortable feeling of the bed(s).

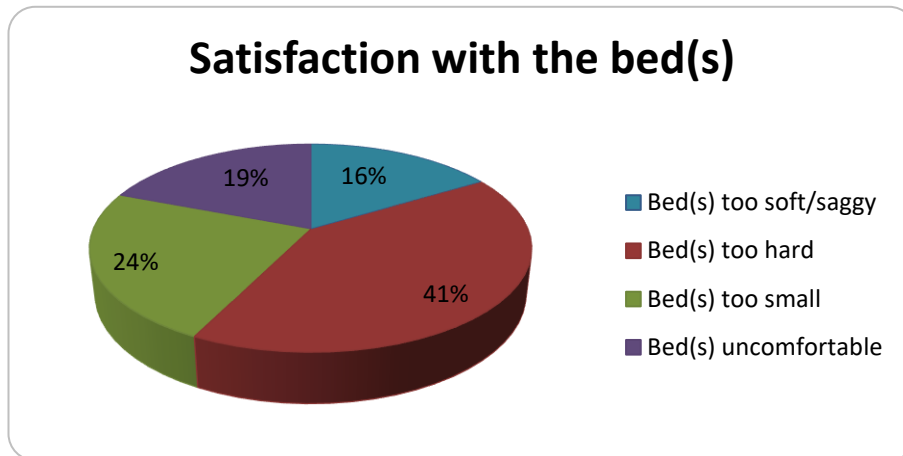


FIGURE 28. Satisfaction with the bed(s) (Appendix 1. Question °13)

As seen in figure 29, 52% of the respondents were dissatisfied with the housekeeping of the villa/cottage. Only 15% were very satisfied, and 33% were satisfied. This means more than half of the respondents are not satisfied with the housekeeping. A solution must be found in order to lower this percentage.

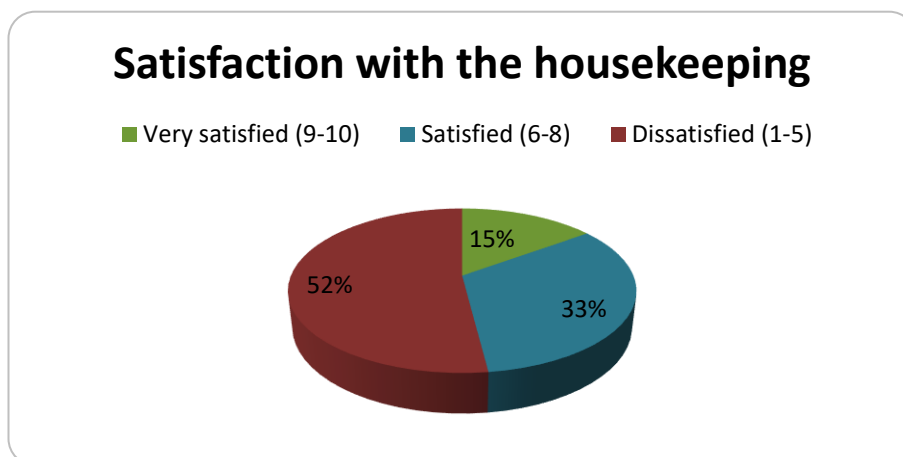


FIGURE 29. Satisfaction with the housekeeping (Appendix 1. Question °14)

Figure 29 presented the satisfaction about the housekeeping in general. 624 or 52% were dissatisfied with the housekeeping of the villa/cottage. Figure 30 covers more details

about the dissatisfaction. There are 7 categories that clearly jump out: unpleasant smell (632), dirty mattresses (365), dirty kitchen equipment (601), poor ventilation (465), mold/damp walls (415), vermin (423) and cobwebs (523).

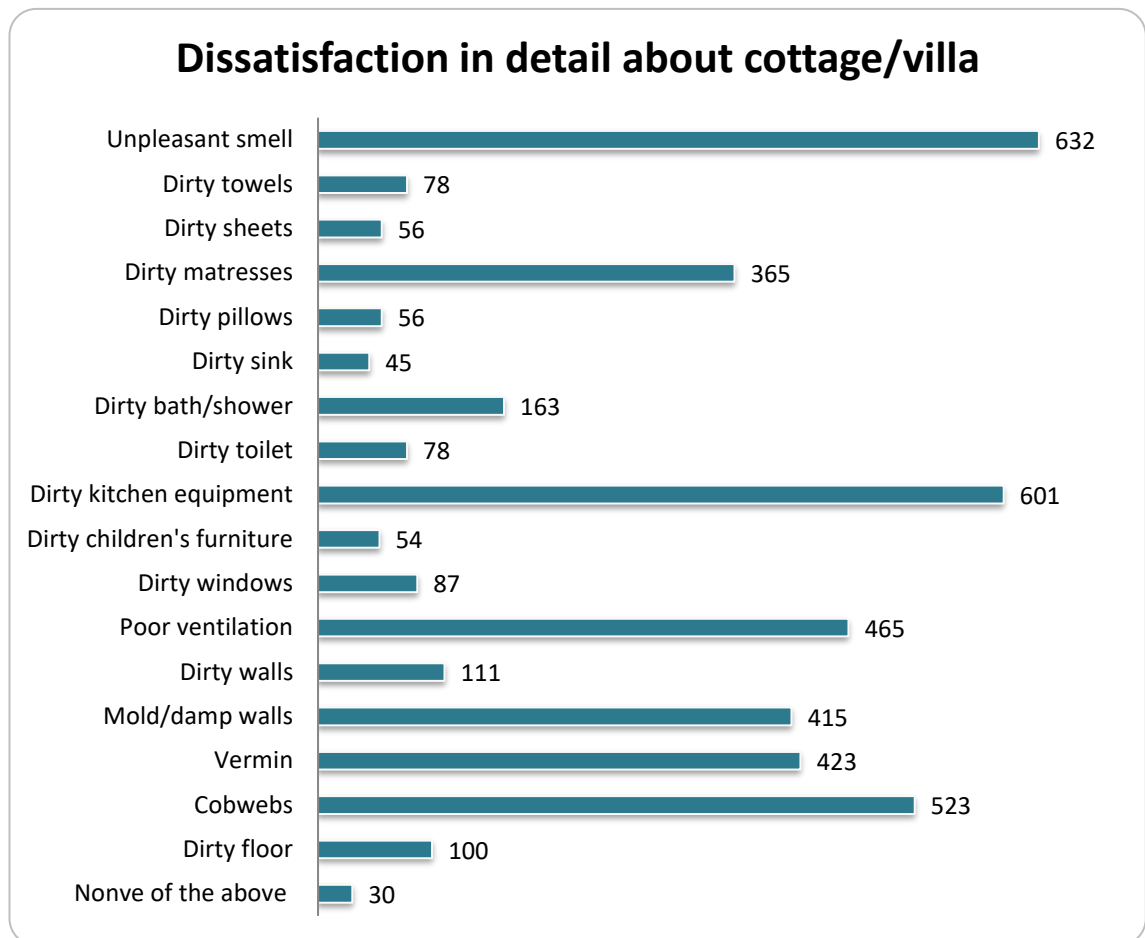


FIGURE 30. Dissatisfaction in detail with cottage/villa (Appendix 1. Question °15)

As can be seen in figure 30, 632 respondents mentioned an unpleasant smell. In order to get a clearer picture, figure 31 shows more detail about the smell in the cottage/villa according to a rating from 1-5, 1 being severe and 5 negligible. 51% of the respondents experienced a severe smell, which is more than half. 25% experienced a very bad smell, and 15% a bad smell. Only 6% experienced a little smell and 3% said the smell was negligible. Obviously these percentages of a severe, very bad and bad smell are too high and must be taken care of.

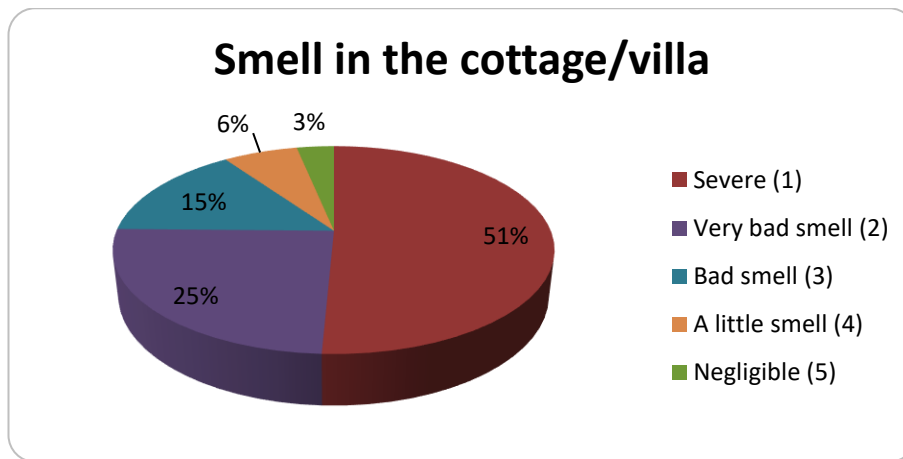


FIGURE 31. Smell in the cottage/villa (Appendix 1. Question °16)

As can be seen in figure 30, 601 respondents experienced dirty kitchen equipment. In order to get a clearer picture, figure 32 shows more detail about the dirtiness of the kitchen equipment according to a rating from 1-5, 1 being severe and 5 negligible. 19% of the respondents experienced severe dirtiness of the kitchen equipment. 26% experienced very dirty kitchen equipment, and 30% dirty kitchen equipment. 11% experienced little dirtiness of the kitchen equipment and 14% found the dirtiness negligible. Noticeably these percentages are more positive than in figure 31 about the smell, but still the dirtiness of the kitchen equipment could be improved.

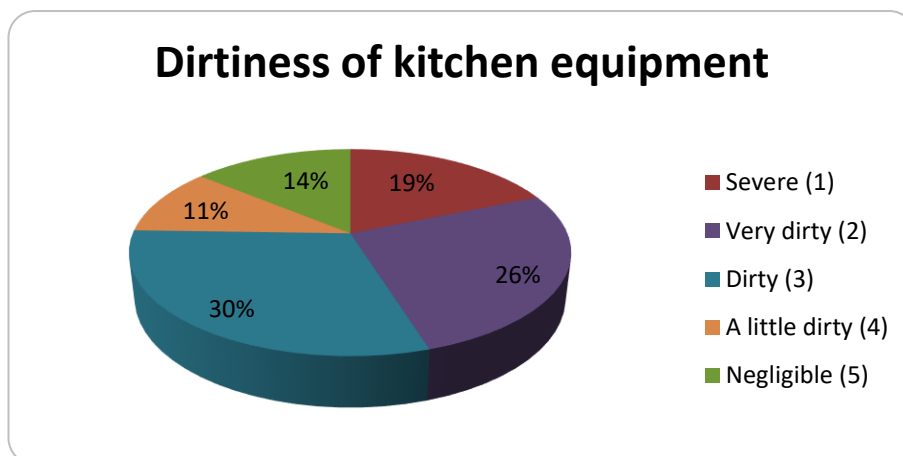


FIGURE 32. Dirtiness of kitchen equipment (Appendix 1. Question °16)

In figure 33, the satisfaction with the maintenance of the cottage/villa is mentioned. Out of 1200 respondents, 708 were dissatisfied. This is 59%, which is a very high percentage. Only 11% was very satisfied and 30% was satisfied.

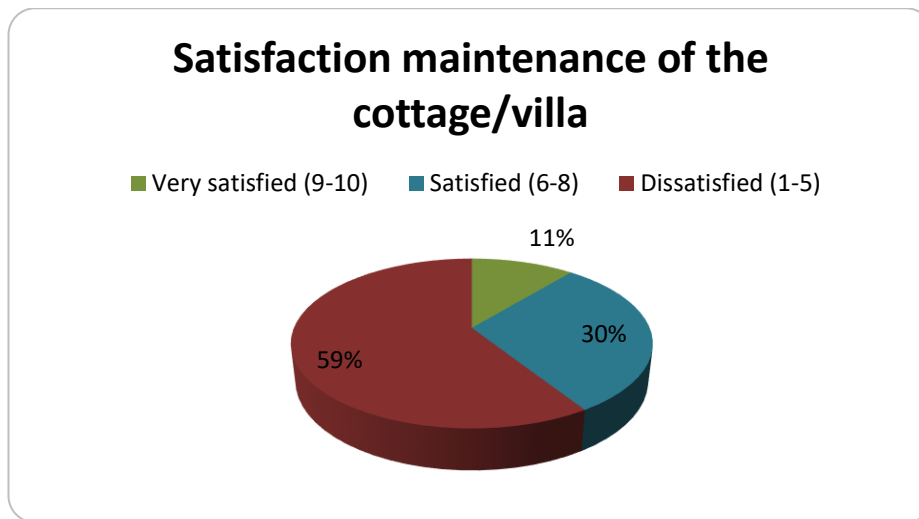


FIGURE 33. Satisfaction with maintenance of the cottage/villa (Appendix 1. Question °17)

As seen in figure 33, 708 (59%) of the respondents were dissatisfied with the maintenance of the cottage/villa. In figure 34, more details are given concerning the maintenance of the cottage/villa. The main concerns were the worn/sagging beds, the doors and windows that cannot be opened or closed, the garden furniture that is broken and the appearance of the cupboards.

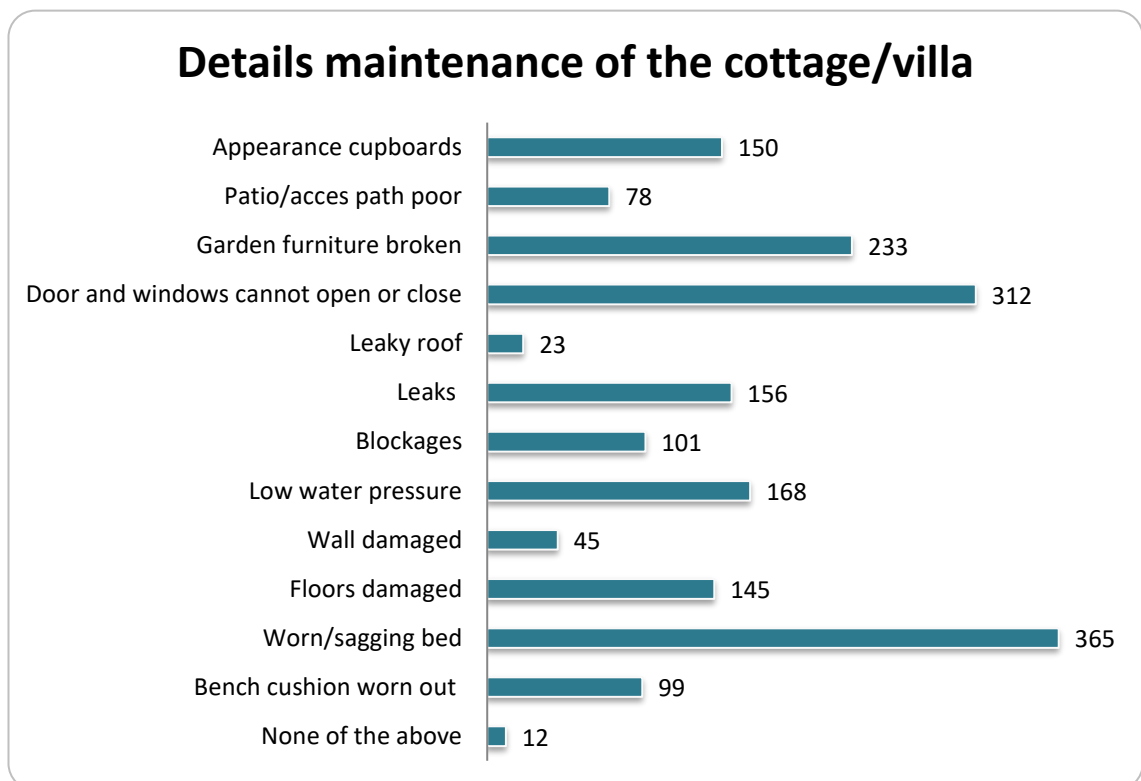


FIGURE 34. Details maintenance of the cottage/villa (Appendix 1. Question °18)

As seen in figure 35, 47% of the respondents was satisfied and 22% was very satisfied with the working order of the electrical items. Still, 31% or 372 respondents were dissatisfied with the working order of the electrical items.

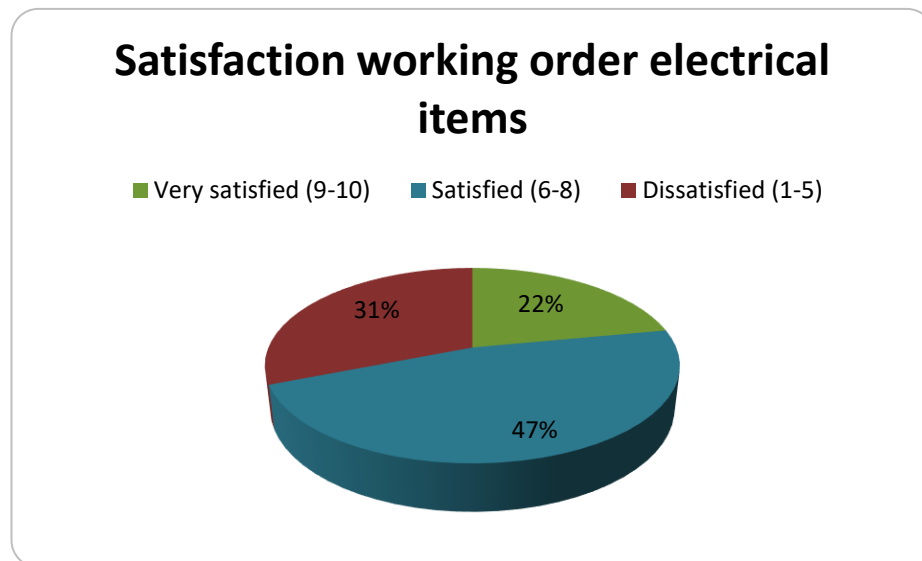


FIGURE 35. Satisfaction with working order electrical items (Appendix 1. Question °19)

Figure 35 shows that 372 respondents were not satisfied with the working order of the electrical items. Another question was asked to have a more detailed view about this. As seen in figure 36, there are 6 elements with more than 70 answers: central heating, electrical sockets, fridge, dishwasher, cooker hobs and faulty small kitchen appliances.

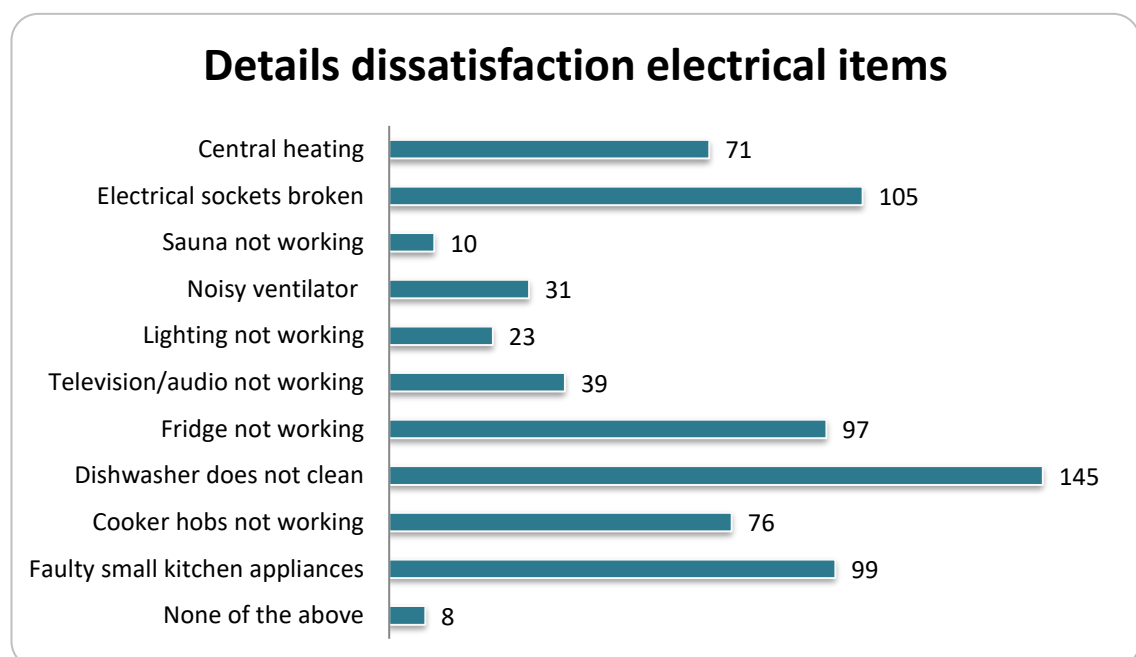


FIGURE 36. Details dissatisfaction with electrical items (Appendix 1. Question °20)

In figure 37, more information is shown about the maintenance of the surroundings and the maintenance resolving. 444 respondents or 44% of the total 1200 was not satisfied with the maintenance of the surroundings of the cottage/villa. Also, 408 respondents or 34% was not satisfied with the maintenance of the pathway to the villa/cottage. In both, satisfied was the answer with the most respondents. Less than 20% was very satisfied about the maintenance of the surroundings and the pathway. But, 22% or 264 respondents were not satisfied with the speed for resolving maintenance problems, which is an acceptable amount.

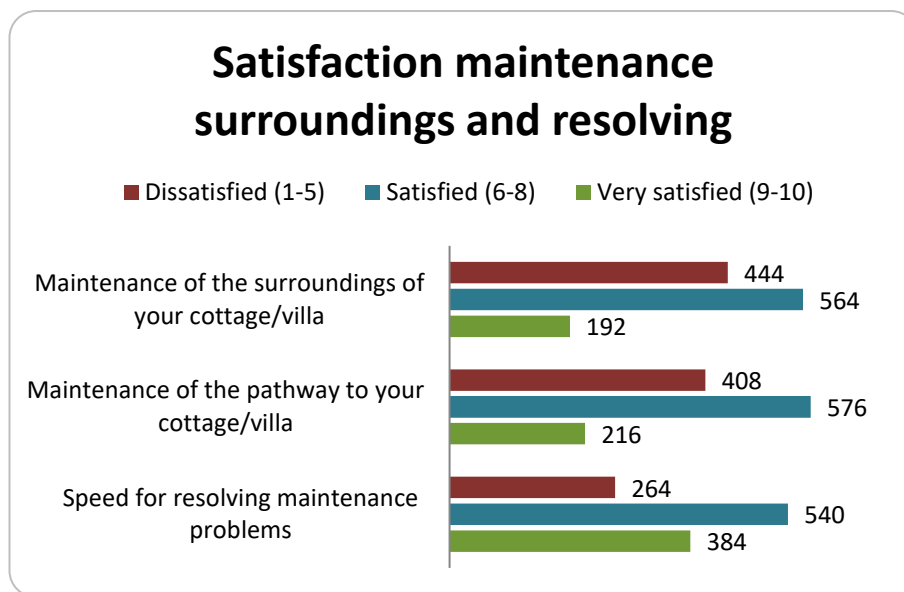


FIGURE 37. Satisfaction with the maintenance of the surroundings and speed for resolving maintenance problems (Appendix 1. Question °21)

3.3 Meeting the expectations of the customers

As seen in figure 38, 50% of the respondents were satisfied about the information that was received from Sunparks De Haan before the stay. 18% were very satisfied, while 32% were dissatisfied about the information received.

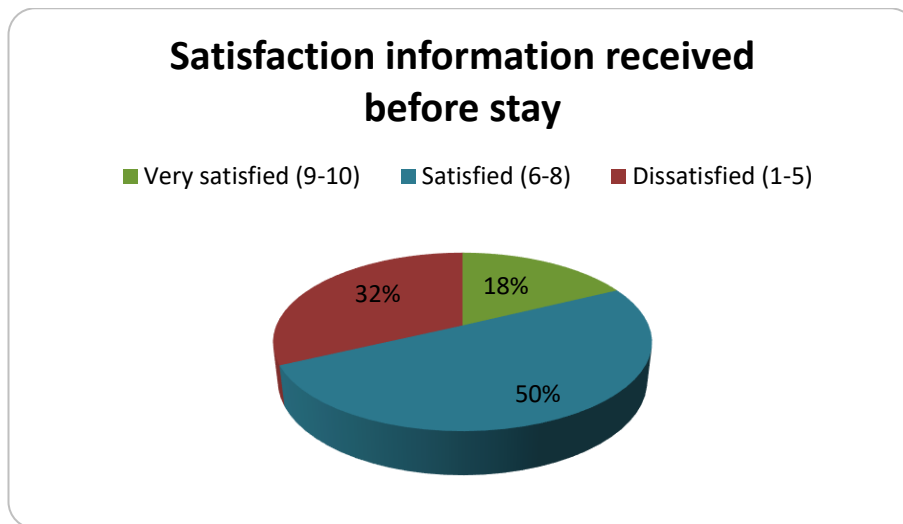


FIGURE 38. Satisfaction with information received before the stay
(Appendix 1. Question °3)

In figure 39 is shown if Sunparks De Haan met the customers' expectations based on the information received. Most answers were divided between met my expectations, somewhat below my expectations and far below my expectations. These numbers should shift in order for the majority to be around somewhat exceeded my expectations. This means the expectations of the customers were higher than what was received.

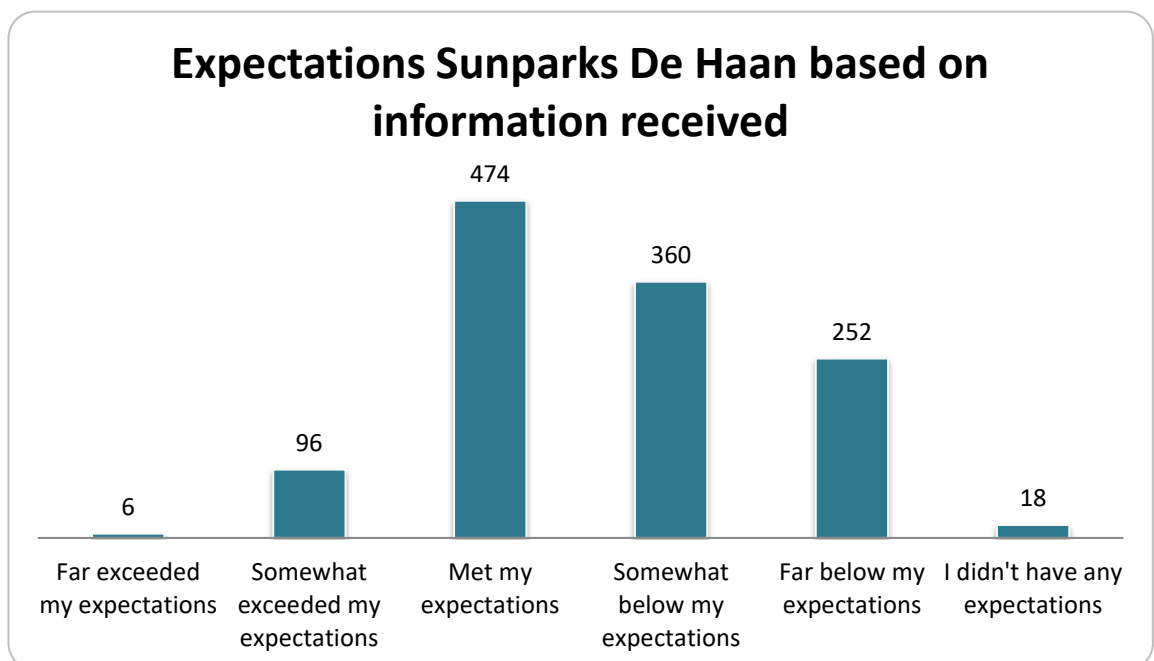


FIGURE 39. Expectations Sunparks De Haan based on information received
(Appendix 1. Question °2)

As seen in figure 40, the majority is again divided between met my expectations, somewhat below my expectations and far below my expectations. Again, this means the expectations of the customers were higher than what was received.

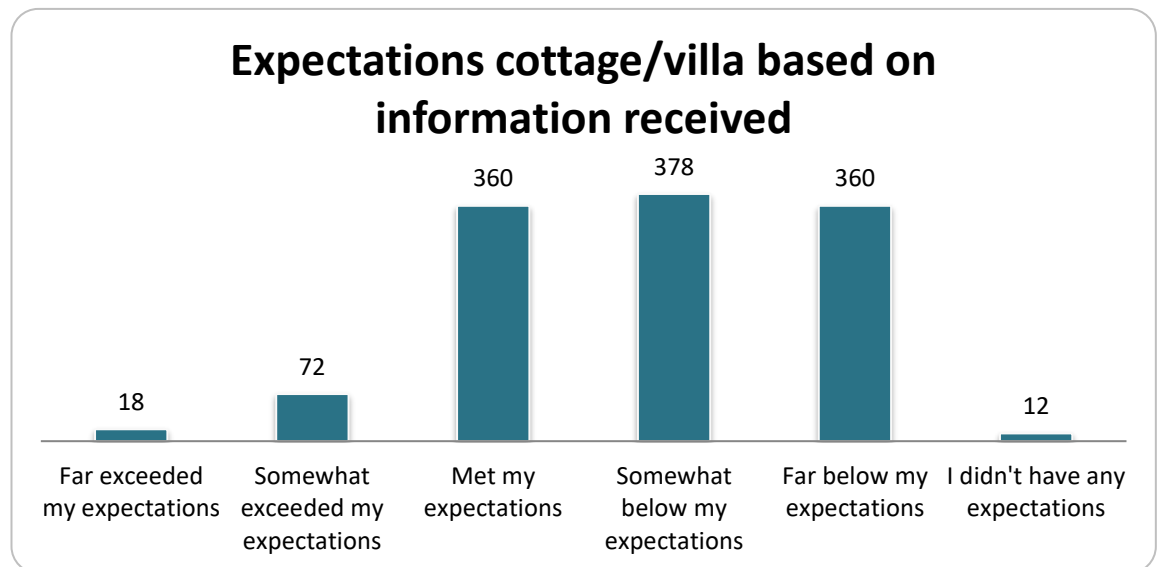


FIGURE 40. Expectations cottage/villa based on information received (Appendix 1. Question °2)

Figure 41 shows a statement about Sunparks De Haan and how the respondents agreed or disagreed with this. Only 16% did not agree and 46% decided to stay neutral with this statement. 31% agreed and 7% strongly agreed, giving a total of 38% agreeing that everything Sunparks De Haan says happens.

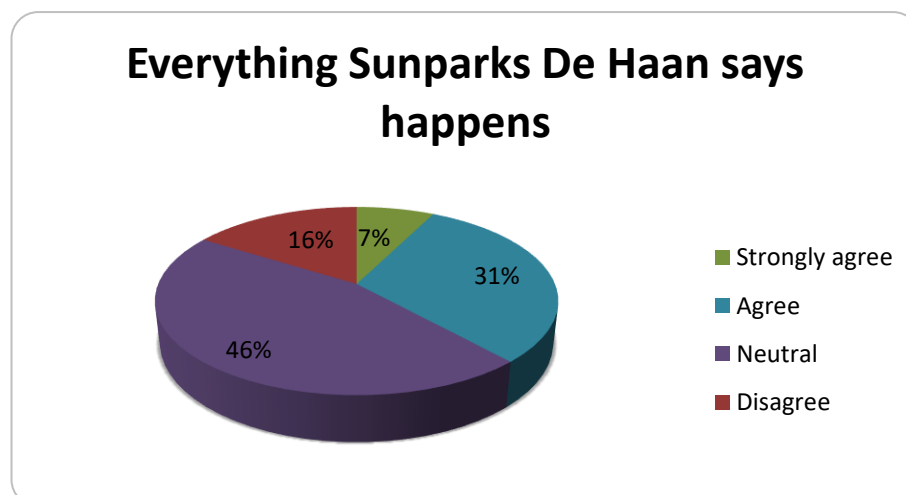


FIGURE 41. Everything Sunparks De Haan says happens (Appendix 1. Question °38)

3.4 Possibility to increase customer satisfaction

Out of 1200, 856 respondents answered to the question what could be offered more in order for them to be more satisfied with Sunparks De Haan. As seen in figure 42, there are 5 main points: electronic badges, proper Wi-Fi connection, proper cleaning, renovation of cottages and mosquito nets.

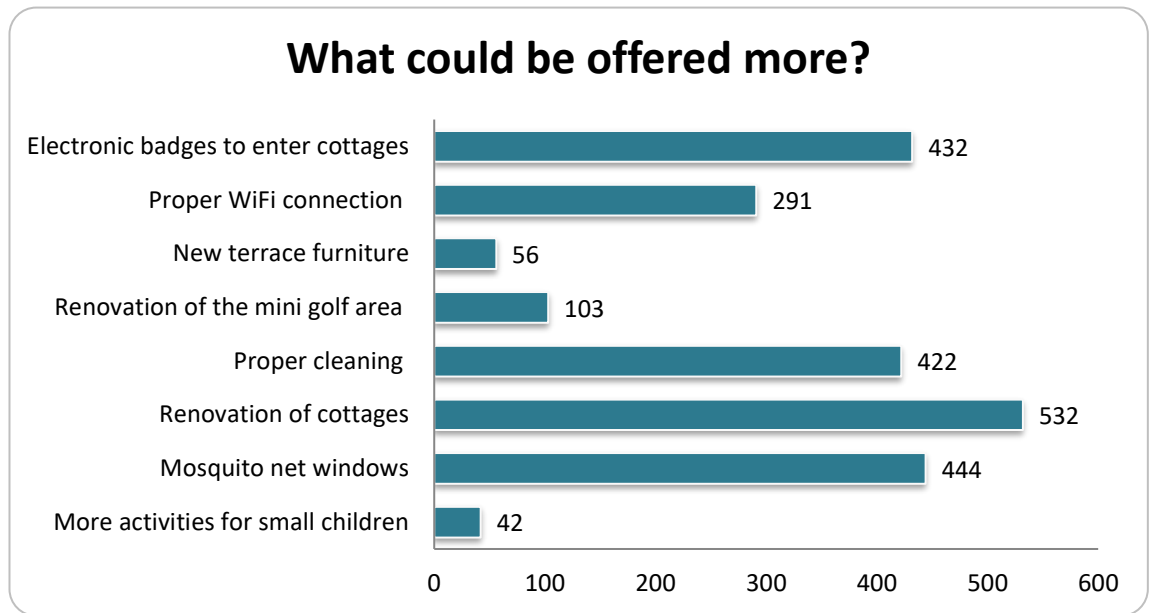


FIGURE 42. What could be offered more? (Appendix 1. Question °39)

Out of 1200, 120 respondents answered to the question what was really missing at Sunparks De Haan. As seen in figure 43, the 3 main issues are mosquito nets, proper WiFi connection and cheap or free activities.

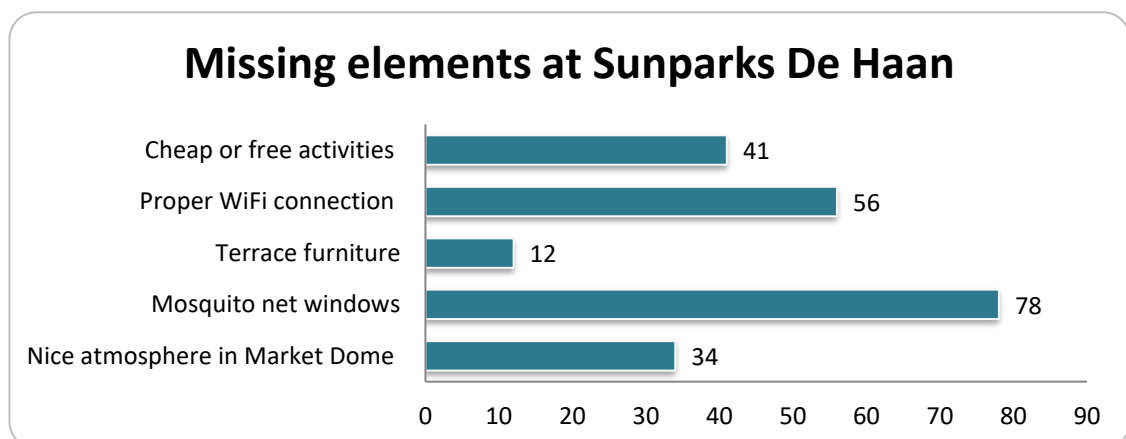


FIGURE 43. Missing elements at Sunparks De Haan (Appendix 1. Question °40)

Figure 44 shows the annoyance of the respondents and if it was easy to report this. 21% of the respondents were not annoyed and 35% was annoyed, but did not feel the need to report it. 20% was annoyed and found it easy to report this annoyance, while 24% was annoyed and found it difficult to report.

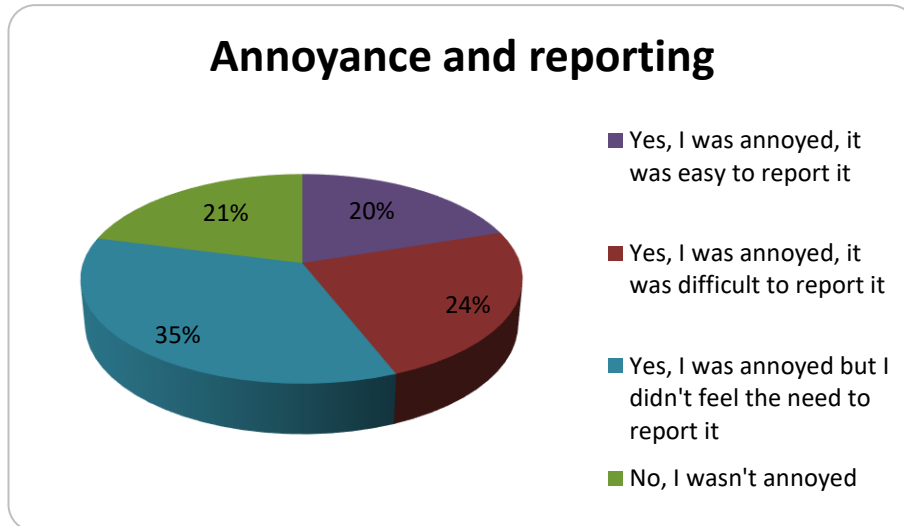


FIGURE 44. Annoyance and reporting (Appendix 1. Question °33)

Out of 1200, 948 respondents were annoyed. In figure 45 more details are given about this annoyance experienced. The 5 main annoyance points are too few family changing rooms, WiFi not working, villa too dark, lot of mosquitos and humid house or mold.

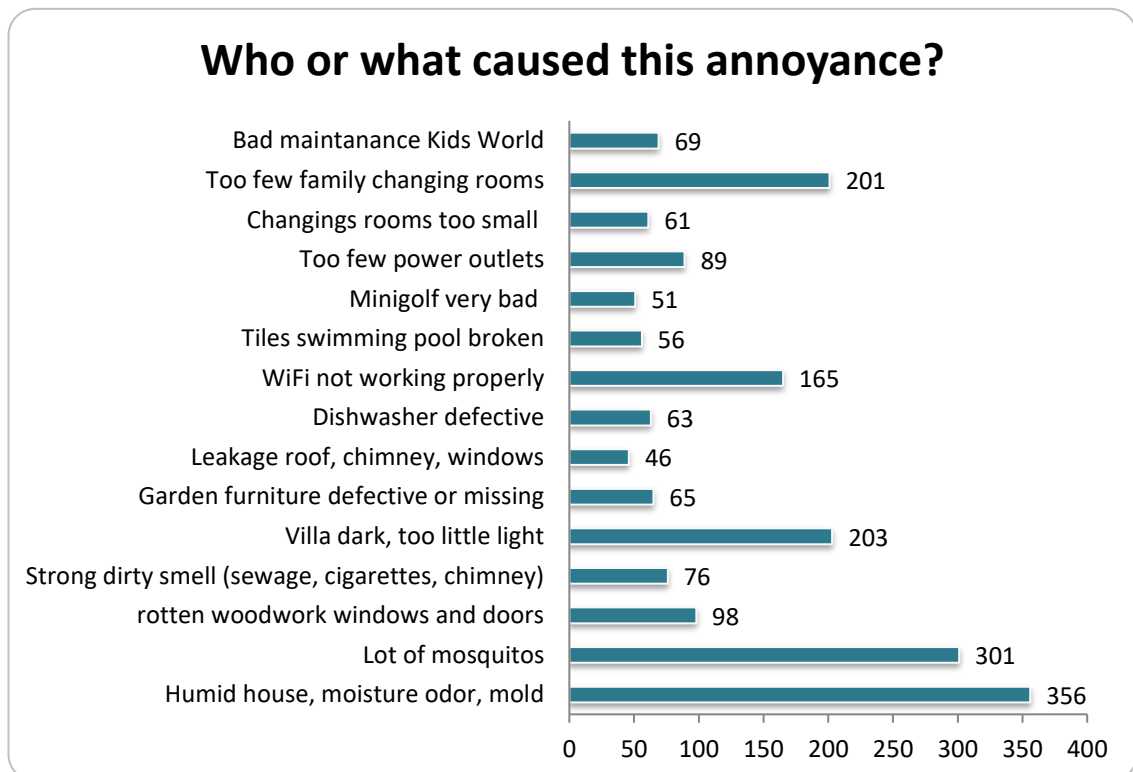


FIGURE 45. Who or what caused this annoyance? (Appendix 1. Question °34)

Figure 46 shows that 47% or 564 respondents were not satisfied how their complaint was handled. 39% of 468 were satisfied and only 14% or 168 were very satisfied. Out of 1200, 564 being dissatisfied is a too high number and must be lowered.

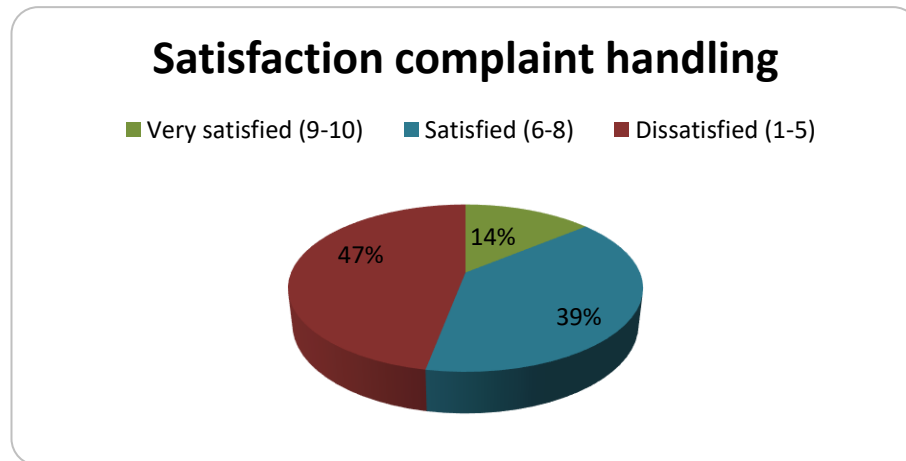


FIGURE 46. Satisfaction with complaint handling (Appendix 1. Question °35)

3.5 Renovating/rebranding Sunparks De Haan to a 4 birdy Center Parcs

Out of 1200, 456 respondents answered to the question what they expect from a 4 birdy park. In figure 47, the 7 main items are shown that are expected from a 4 birdy Center Parcs.

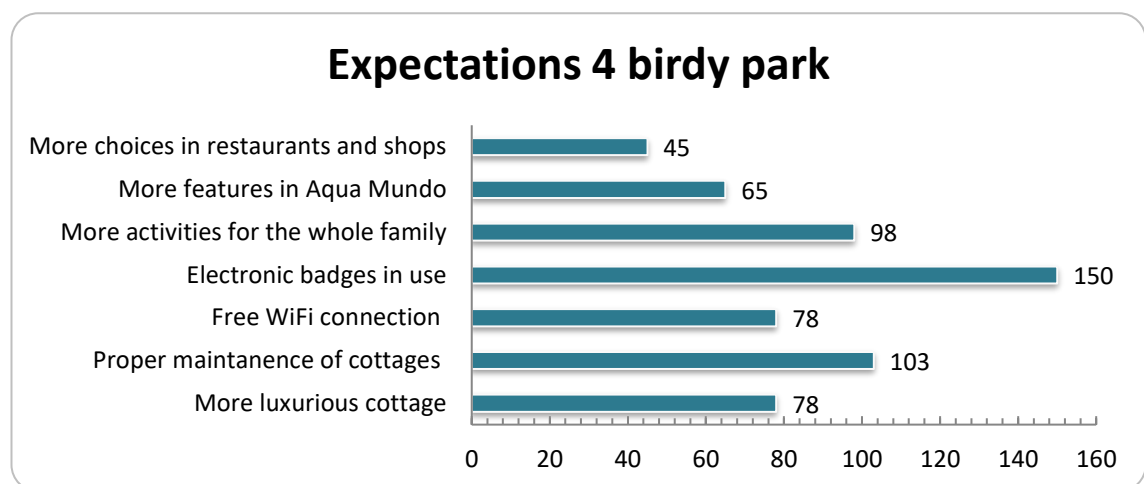


FIGURE 47. Expectations from a 4 birdy park (Appendix 1. Question °41)

4 CONCLUSION

According to Kotler and Keller (2016), satisfaction is a result from comparing the perceived services performance in relation to the customers' expectations. In order to reach a more positive customer satisfaction in the future about Center Parcs De Haan, the changes and renovation to be made at Sunparks De Haan should be done according to their main customers and their expectations.

As said before, not only customer satisfaction based on the perceived performance and the expectations is important, but also customer perceived value should be taken into account when talking about customer satisfaction (Kotler & Keller 2016, 161). This means the difference between the evaluation of all the benefits received at Center Parcs De Haan and all the costs that comes with this. Only if the customers are satisfied enough, and they find the costs are less than the benefits, they will have the intention to come back to Center Parcs De Haan and pay for these costs again. It must be made sure that after the renovations and changes, the customers receive enough benefits during their stay at Center Parcs De Haan, and that the benefits exceed the costs. Through this the customers will have the intention to return. At the moment their intention to return (Figure 13) and their intention to recommend to others is negative (Figure 12).

4.1 Changes in the village in general

As seen from the results in figure 14, one of the main topics regarding dissatisfaction with the park in general, was the experience at the petting farm. At Sunparks De Haan, the petting farm is quite small, with only an insignificant amount of small animals (bunnies and chickens). In Center Parcs De Haan a petting farm with smaller and bigger animals will be created, including bunnies, chickens, goats, sheep and horses. The petting farm will be also integrate pony rides as an organized activity. The petting farm will open all seasons, therefore it will integrate indoor facilities for both animals and visitors.

Furthermore, as seen in figure 14, it is clear that also the signage in the park is an issue. According to the negative results regarding the clarity of signage, improving the existing signing in the park is essential. Luckily, with the change from Sunparks De Haan into Center Parcs De Haan, the signage will be renewed according to the Center Parcs brand. One thing to keep in mind is adding extra signs to make the clarity of signage better.

Many respondents mentioned the issue of not having electronic badges in the park (Figure 42 and Figure 47). A new Customer digital journey for Center Parcs will enhance the guest experience by introducing new technology. This new technology includes bracelets for all guests, which allow access to the park, their cottage/villa, swimming pool and lockers and in long term cashless payments. The customer digital journey is the main aspect that must be included to speak of a 4 birdy Center Parcs.

Another main issue, as seen in figure 14, figure 42, figure 43 and figure 45, is the WiFi connection. This goes in line with the customer digital journey as a proper connection is needed in order for this technology to work. The current network should be checked and improved.

In order to increase the satisfaction regarding activities and entertainment (Figure 10, Figure 25), a leisure zone area in line with the Market Dome will be created. This leisure zone area contains three different playground zones targeting diverse age groups. The most important age groups are from <0 until 12, with a majority of children between the ages of 1 and 2. Therefore, these age groups should be considered while developing the outdoor leisure zone. Smaller and easier activities for the younger children, more challenging and bigger activities for the older children. Also, in these playgrounds, different activities will be held together with some entertainers, like games, theatres, races, kids disco etc.

4.2 Changes regarding the staff

As seen in figure 15, different issues with the staff occurred, like the speed, the ability to answer questions, professionalism etc. The staff of Center Parcs De Haan will receive a thorough training before their actual work starts. Different services need different kind of trainings; therefore every position will have its own kind of training, depending on the most important aspects. The main issues regarding staff are found in the reception/information desk and the hotels/restaurants/cafés (Figure 16).

Especially for the catering staff the promptness is the biggest issue (Figure 20) and the staff should be trained properly in order to increase the speed. Furthermore, the satisfac-

tion with the housekeeping of the villas/cottages is very negative (Figure 29). The housekeeping staff should be trained and maybe a higher number of housekeepers should be hired in order to make sure every housekeeper has enough time to clean the cottage/villa thoroughly.

There should be some more maintenance staff that is trained for specific jobs. For example, as seen in figure 14, the maintenance of the playgrounds received many negative answers. Also, the maintenance of the dog park should be better in order to decrease the amount of dog excrement on the paths.

4.3 Changes in the central facilities

4.3.1 Aqua Mundo

As seen in figure 21, 30% of the respondents was dissatisfied with Aqua Mundo. The Aqua Mundo renovations includes to refresh and update existing offering, like redecorate the entrance area, redoing the changing rooms, including shower and sanitary facilities, but also more offerings like an extra water slide.

As seen in figure 22, one of the main issues is having insufficient family changing rooms and insufficient showers. The current entrance area of the Aqua Mundo and the changing rooms are outdated and will be re-decorated in a certain theme. The existing changing rooms and lockers will be completely removed and fully refurbished focusing on more family changing rooms, larger lockers and more showers. In order to enhance the baldness and hardness of the entrance, changing rooms, shower room, toilets, swimming pool etc., Aqua Mundo will be renovated and given a warm and comfortable atmosphere. This will be done by adding certain elements, like some stone elements, more plants, warm lights etc. Also, all broken elements (like broken tiles) will be renewed, or totally renovated in order to make the subtropical swimming pool completely safe and pleasant again.

According to the results (Figure 22) Aqua Mundo could use new activities, especially when talking about an upgrade to a 4 birdy park. Therefore, a new feature in Aqua Mundo providing guests a thrilling ride would be essential. Improving the offerings in Aqua Mundo could be done by adding a specular Wild Water River, like other Center Parcs already have.

4.3.2 Market Dome

The objective of the renovation plan in the Market Dome is to renew the services, with as main objective to enhance the customers' experience. This could be done by creating new ambiances, refreshing the food & beverage offering in collaboration with a new catering partner, and additional offerings in activities for the children.

Figure 19 shows that the satisfaction with the supermarket is negative. The supermarket will be fully refurbished including new floors, ceilings and more offerings for the customers. Also, there will be new shops in the Market Dome, including a Toys & Souvenirs combined with a fashion store.

Furthermore, the offer and range in the restaurants and cafés is not reasonable (Figure 19). The buffet restaurant will be renovated with a kids-friendly atmosphere, including a kid's play area where children can have fun while parents are still eating. The buffet restaurant offers a great buffet, which is a self-serving concept, with more to offer than the old buffet restaurant. Prices are different for children and adults and will hopefully be lower than the prices before to have a more satisfying quality/price ratio (Figure 18).

4.4 Changes in the cottages/villas

In general, the cottages/villas need a total makeover, as 58% of the respondents was dissatisfied with the cottages/villas (Figure 9). The designs of the new cottages/villas will be more modern and luxurious in order to fit the 4 birdy style and to fit the expectations of the customers (Figure 47).

The cottages will not be demolished, so all existing buildings will remain. But in all original cottages, there are some general improvements that must be done in order to make the cottages comfortable to stay in.

The electric system will be adapted and certified, in order to add more electrical sockets and to make the cottage/villa safer. The central heating throughout the whole house will be checked and changed. Also, all walls, woodwork, ceilings and stairs will be fixed and

painted and the floors in all rooms will be replaced. Furthermore, to keep out vermin, some mosquito nets will be placed in front of the windows (Figure 34, Figure 36).

Old furniture like sofa and dining table, TV and old TV connection, and lamps will be removed and replaced. In every cottage the sofa and the cushions and covers from the sofa including the decorative pillows will be replaced as many people experienced the discomfort of the sofa. A new radiator will be installed when necessary, in order to have good working radiators during colder days. Also, extra lightning will be placed in the living room (Figure 36).

The old kitchen will be removed and replaced with a new one, as too many troubles were noticed with the old kitchens. The new kitchen is installed with a new refrigerator, a new dishwasher and a new gas cooker. Furthermore, a new combo oven, a new coffee machine and a new water cooker will be present. Also, the suction hood will be replaced, to have a good circulation of air. Again, enough lighting will be installed to remove the problems with having not enough lighting (Figure 30, Figure 34, Figure 36).

The walls in the toilet are in need of new tiles on the back wall, up to a certain height, to make the walls waterproof. A new wall hanging toilet, shower and bathtub, will be installed/replaced where necessary. The bathroom will be fitted out with new floor and wall tiles same as the toilet. The shower, washbasin, mirrors, bath and lighting will be replaced when necessary. Again, some adjustments for the lighting will be done. A new ventilation will be placed in order to avoid the moisture problems in the old cottages/villas (Figure 30)

In the bedrooms, the box spring beds and mattresses will be replaced in order to remove the problems of the discomfort of the bed(s). The beds will be bigger and mattresses will be more comfortable. New bedside tables, bed lights, clothing hooks will be provided and the old radiator will be removed and replaced by another one if necessary (Figure 26, Figure 34).

On the outside of the villas/cottages the walls will be cleaned, repaired and repainted following. A bike stand will be installed, together with a new BBQ and new terrace furniture will be provided. A new concrete path and terrace will be placed and the green

works with regard to the landscaping will be upgraded. Also, proper lighting will be placed in order to have a clear view to the villa/cottage (Figure 26, Figure 37).

5 DISCUSSION

This bachelor's thesis was commissioned by Groupe Pierre & Vacances Center Parcs with the purpose for increasing customer satisfaction by renovating Sunparks De Haan 3 birdy park to Center Parcs De Haan 4 birdy park. Thanks to a survey conducted on 1200 customers of Sunparks De Haan, an image could be formed about the current satisfaction level of the respondents on many different aspects.

The questionnaire survey was made up out of different sections, in order to cover all aspects of the park. The questionnaire survey showed that the satisfaction of the customers at Sunparks De Haan was mainly insufficient on different levels; primarily the cottages/villas have a low satisfaction rate.

Most solutions offered in the thesis regarding improvements for the low levels of customer satisfaction have to do with a thorough renovation of the cottages/villas and adding more entertainment and activities for the customers.

In general, the cottages/villas need a total makeover, with a modern and luxurious design. The cottages will not be demolished, but all cottages/villas need some general improvements, like painting, renewing electrical systems and central heating. Also, woodworks, walls and floors will be renewed and electrical items, sofas, beds and other furniture will be replaced.

In order to speak of a 4 birdy Center Parcs, more luxury, more activities and a better atmosphere should be offered. In the park in general, the connectivity through WiFi and use of electronic badges to get around the park are essential for the customers. Moreover, the petting farm should be developed by adding more animals and bigger facilities, also more playgrounds and places for extra entertainment should be added. Furthermore, the signage in the park must be approved and changed according to the Center Parcs brand.

Also, Aqua Mundo and Market Dome need some changes. The Aqua Mundo renovations include to refresh and update existing offering, like redecorating, redoing the changing rooms, including shower and sanitary facilities, but also more offerings like an extra water slide. In the Market Dome it is important to enhance the customers' experience. This could be done by creating new ambiances, refreshing the food & beverage offering and adding additional offerings in activities for the children.

In combination with all the new facilities, also the staff should be trained properly in order to give the best service to the customers. Different services need different kind of trainings; therefore every position will have its own kind of training, depending on the most important aspects.

The questionnaire survey made sure that all issues should be known before thinking about any renovations in the park. Only after knowing the current situation regarding the satisfaction of the customers, changes can be formulated in order to meet the expectations of the customers after the renovations.

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Kotler, P., Keller, K. L. 2016. Marketing Management. 15th Edition. Harlow: Pearson Education Limited.

APPENDICES

Appendix 1. Questionnaire Sunparks De Haan

Questionnaire Sunparks De Haan

1 (12)

General stay

1. Overall, how satisfied were you with your last stay at Sunparks De Haan?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
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2. Based on the information you had beforehand, did your recent stay at Sunparks De Haan meet your expectations?

Choose between:

- Far exceeded my expectations
- Somewhat exceeded my expectations
- Met my expectations
- Somewhat below my expectations
- Far below my expectation
- I did not have any expectations

3. How satisfied were you with the information you received before your stay?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Village

4. How satisfied were you with the village in general?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Questionnaire Sunparks De Haan

2 (12)

5. How satisfied were you with the following?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

- Cleanliness of the village in general

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Presence of dog excrement

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Dirty/insufficient dog toilets

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- The amount of lighting

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- The working order of the lighting

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- The nature of the village

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Car-free village

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Clarity of signage

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Presence of dog excrement

1	2	3	4	5	6	7	8	9	10
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- Accessibility for wheelchairs, pushchairs, disabled persons

1	2	3	4	5	6	7	8	9	10
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- Calmness in the village

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Feeling of safety

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Cleanliness of playgrounds

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Questionnaire Sunparks De Haan

3 (12)

- Maintenance of playgrounds

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Number of playgrounds

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Petting farm

1	2	3	4	5	6	7	8	9	10
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- Child-friendliness of the village

1	2	3	4	5	6	7	8	9	10
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- Wi-Fi facilities

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Amount of benches

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Staff

6. How satisfied were you with the staff in general?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

7. How satisfied were you with the following?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

- Friendliness of the staff

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- How professional the staff is

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Accommodating your personal requests

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- The Feeling that somebody is there to help you

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Managers can be clearly identified and are present throughout the village

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Questionnaire Sunparks De Haan

4 (12)

- Ability of staff to answer your questions

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Speed at which the staff helped you

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

8. With regards to the staff, please tell us which services you were not satisfied with?

Choose between:

- Reception/information desk
- Customer Services
- Restaurant, café
- Activities
- Shops
- Supermarket
- Maintenance Services
- Delivery Services
- Aqua Mundo
- None of the above

Cottage/Villa

9. Overall, how satisfied were you with your cottage/villa?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

10. Based on the information you had before your stay, did your cottage/villa meet your expectations?

Choose between:

- Far exceeded my expectations
- Somewhat exceeded my expectations
- Met my expectations
- Somewhat below my expectations
- Far below my expectation
- I did not have any expectations

Questionnaire Sunparks De Haan

5 (12)

11. How satisfied were you with the following?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

- Comfort of the sofas

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Comfort of the chairs

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Amount of seating

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Comfort of the beds

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Completeness of kitchen inventory

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Bathroom facilities

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Lighting in the villa

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Privacy on the terrace

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Garden furniture

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

12. Why weren't you satisfied with the lighting?

Choose from:

- Not enough lighting
- Too Much lighting

13. Why weren't you satisfied with the bed(s)?

Choose from:

- Bed(s) too soft
- Bed(s) too hard
- Bed(s) too small

Questionnaire Sunparks De Haan

6 (12)

14. Overall, how satisfied were you with the housekeeping or the cleanliness of your cottage/villa?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

15. Please indicate the points that apply to your cottage/villa?

Choose from:

- Unpleasant smell
- Dirty floor
- Cobwebs
- Vermin
- Mold/damp walls
- Dirty walls
- Poor ventilation
- Dirty windows
- Dirty children's furniture
- Dirty kitchen equipment
- Dirty toilet
- Dirty bath/shower
- Dirty sink
- Dirty pillow(s)
- Dirty mattresses
- Dirty sheets and towels
- None of the above

16. Please rate the following:

Mark from 1 – 5 (1= Severe, 5=Negligible)

- The smell in your cottage/villa?

1	2	3	4	5
---	---	---	---	---

- Dirtiness of the kitchen equipment?

1	2	3	4	5
---	---	---	---	---

Questionnaire Sunparks De Haan

7 (12)

17. How satisfied were you with the maintenance of your cottage/villa?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

18. Why were you not satisfied with the maintenance of your cottage/villa?

Choose from:

- Appearance of wardrobes and kitchen cupboards
- Bench cushion worn out
- Worn/sagging bed
- Floors damaged
- Wall damaged
- Low water pressure
- Blockages
- Leaky water pipes/drains/taps
- Leaky roof
- Door and windows not able to open/close
- Garden furniture broken/missing
- Patio/access path poor
- None of the above

19. How satisfied were you with the working order of the electrical items?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

20. Why weren't you satisfied with the working order of the electrical items?

Choose from:

- Central heating: radiators difficult to operate/noisy
- Faulty small kitchen appliances
- Cooker hobs not working
- Dishwasher doesn't clean
- Difficult to set/keep fridge at desired temperature
- Television/audio set not working/ TV channels disrupted
- Lighting not working

Questionnaire Sunparks De Haan

8 (12)

- Noisy ventilator in toilet/bathroom
- Sauna not working
- Electrical sockets not working/broken
- None of the above

21. How satisfied were you with the following?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

- Maintenance of the surroundings of your cottage/villa?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Maintenance of pathway to your cottage/villa?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Speed of resolving problems?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

22. In general, how satisfied were you with the central facilities/activities?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

23. How satisfied were you with the catering in general?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

24. How satisfied were you with the quality of the products (food and beverages)?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

25. How satisfied were you with the quality/price ratio at the restaurants and cafes?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

26. How satisfied were you with the following?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

- Shops in general

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Opening times of the restaurants and cafés

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Questionnaire Sunparks De Haan

9 (12)

- Offer/range in the restaurants and cafés

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- The supermarket

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

27. How satisfied were you with the promptness at which you were served by the catering staff?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

28. How satisfied were you with the overall activities?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

29. How satisfied were you with the following?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

- Bike maintenance

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Maintenance of the bowling alley

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Quality/price ratio of the activities

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Quality of the sports program

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Quality of family entertainment

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Quality of children's entertainment

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Extent to which the activities scheduled actually took place

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Questionnaire Sunparks De Haan

10 (12)

Aqua Mundo

30. How satisfied were you with Aqua Mundo?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

31. Please tell us why you were not satisfied with Aqua Mundo?

Choose from

- Insufficient family changing rooms
- Too many bathers at the swimming pool, too many people
- Insufficient showers
- Slippery floor
- Insufficient chairs
- Insufficient hair dryers
- Insufficient features (rafting, slide, rapids)
- Lockers too small
- Activities out of use
- Insufficient hygiene
- None of the above

32. How satisfied were you with the following?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

- Cleanliness of the swimming pool

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Cleaning, maintenance of facilities for children or babies

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Working order of lockers

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Working order of showers

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Temperature of the swimming pool water

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Questionnaire Sunparks De Haan

11 (12)

- Ambient temperature at the swimming pool

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

- Opening hours

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Overall satisfaction

33. During your last stay, were you annoyed by anything or anyone at Sunparks De Haan? If so, did you report it?

Choose from

- Yes, I was annoyed, it was easy to report it
- Yes, I was annoyed, it was difficult to report it
- Yes, I was annoyed but I didn't feel the need to report it
- No, I wasn't annoyed

34. Who or what caused this annoyance?

.....

35. How satisfied were you with the way Sunparks De Haan dealt with your complaint?

Mark from 1 – 10 (1 = strongly dissatisfied, 10 = strongly satisfied)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

36. Would you recommend Sunparks De Haan to your friends and family?

Mark from 1 – 10 (1 = Not at all, 10 = absolutely)

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

37. Would you stay with Sunparks De Haan again?

Choose from

- Definitely
- Probably
- Probably not
- Definitely not

Questionnaire Sunparks De Haan

12 (12)

38. To what extent do you agree with the following statements?

- At Sunparks De Haan, I get value for money
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
- At Sunparks De Haan, I feel valued as a customer
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
- Everything Sunparks De Haan says, happens
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree

39. What could be offered more at Sunparks De Haan to make your stay (even) more pleasant?

.....

40. Is there something you have really missed at Sunparks De Haan? If so, what?

.....

41. What do you expect from/in a 4 birdy park?

.....

Questionnaire Sunparks De Haan

12 (12)

42. Who did you travel with?

- Whole household
- Friend(s)
- Partner
- Other? Please specify:

43. How many children traveled with you?

0	1	2	3	4	5	6+
---	---	---	---	---	---	----

44. What is their age?

.....

.....