Breakfast service quality in Restaurant Gui Hilton Helsinki Airport hotel.

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Abstract

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The key issue in any organization operating in the service sector, hotels been part of them, is service quality. The extent to which the organization manages its service quality will go a long way to either make it successful or otherwise. Hotel guests are more enlightened nowadays, this is one of the effects of globalization on the hotel service sector worldwide. Guest demand for quality service, they have expectation on the kind of service the hotel should deliver especially when the hotel is of a known brand. Their perception after the visit will affect their future patronage.

Numerous researches into the paradigm (service quality) have been done by known scholars like Grönroos, Zeithaml just to mention a few. The author used existing conceptual framework on service quality gaps to guide the collection as well as the analysis of the primary data.

The author did his compulsory training at the Hilton Helsinki Airport hotel for four months and presently works with the hotel. The hotel been an upscale brand jealously guard its service quality which translate to the kind of service delivered to the Hotel guests. 81 questionnaires were applied during breakfast from as early as 5.30 till 10.00am between May 17 to May 21, 61 respondents returned the questionnaires while 20 did not return it. The results were analysed with the SPSS statistic software version 18.

Respondents were mostly returned business guests, while a handful were leisure guests. The findings show that most of the respondents were satisfied with the breakfast quality of service but two major gaps were noticed in the survey, the first gap is the customer expectation – management perception gap (gap 1), which needs more attention from management. The second was the difference between service quality specification and what is actually delivered (gap3). Tangibles and reliability in the dimension of service quality was also average.

Key words

Service, Service quality, customer satisfaction, breakfast, customer service

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1 Introduction

It is common knowledge, that service orientated organizations focus attention on the mode of service quality and delivery of their various establishments. This means running the organization without proper monitoring of the service quality aspect will invariably affect customer loyalty and retention, while also leading to lower profitability.

This leads to the question, what is then quality? Quality is an increasingly important element that differentiates competing services. In other words, no service oriented organization can thrive without a well-articulated satisfaction of its customers. Su Yen-Lun (2004, 1) argues that "one of the biggest contemporary challenges of management in service industry is providing and maintaining customer satisfaction". The delivery of high quality service is one of the most important and most difficult tasks that any service organization faces. Because of their unique characteristics, services are very difficult to evaluate. Hence customers look closely at service quality when comparing services. On the other hand, while improving services is more difficult, improving quality of products is far easier, this is because of the temporary nature of a service.

Given the financial and resource constraints under which service organisations must manage, it is essential that customer expectations are properly understood, measured and managed from the customers' perspective, this will make any gap in service quality identified. This information then assists a manager in identifying cost-effective ways of closing service quality gaps and of prioritizing which gaps to focus on – a critical decision given scarce resources (Shahin 2002, 1.)

This leads to the need to further understand what customer expectations and quality perception conote. According to Gabbott, Kasper & Van Helsdingen (2006, 79), "the first issue relating to customer expectations is dealing with the fact that customers should know in advance what the service organisation can do for them or

may mean for them. Creating appropriate expectation is important for the service provider in other to avoid customers having expectations that cannot be met".

The reality facing hotels is that improving and sustaining service quality costs money and so, they need to know where to place the scarce resources they have to make the best impact. Knowing the customer is very important in the hotel industry. "Although this industry places it customer first in theory, in practise, customers are not always happy with the service they receive" (Meters, King-Meters & Pullman 2003: 130.) Not only must food and beverage operations deal with the challenges of manufacturing drinks and meals, they function also as a service operation. The resulting complexity makes managing quality in food and beverage operations more problematic but not impossible (Davis, Lockwood & Stone 1999, 36.)

Breakfast is a part of the services rendered by hotels, any inadequacies during the service delivery process affects the general perception of what the guest feel about the hotel as a whole. Recently, the breakfast is becoming more and more an important aspect of a customers' stay in the Hotel and so more attention should be placed on it. The breakfast at the Hilton Helsinki Airport hotel due to the nature of the guests that arrive daily at the Hotel (business and leisure travellers), further points to the fact raised above.

All quality elements or criteria of service quality are equally important in order to obtain one hundred per cent quality. If only one element of quality is missing, the complete quality of product or service is impossible to obtain. Today quality is the result of growing and increasingly diverse needs of the consumers, along with a highly increasing competition, market globalization and the development of modern technology. Problems in service quality measurement arise from a lack of clear and measurable parameters for the determination of quality. It is not the case with product quality since products have specific and measurable indicators like durability, number of defective products and similar, which make it relatively easy to determine the level of quality.

This study focuses on the service gaps noticed during the breakfast at the Restaurant Gui, Hilton Helsinki Airport hotel, from the guests' point of view and from the observations made by the writer while working at the Hotel. Breakfast service has attracted a lot of interest from guests', the food that starts the business traveller's day is particularly important, and also for leisure travellers.

The research problem and issue of this study focuses on the breakfast service quality gaps at the Hilton Helsinki Airport hotel, which leads to the research question; how do guests perceive the breakfast service quality at Restaurant Gui, Hilton Helsinki Airport hotel? Does the breakfast meet the guest's expectation? Are there noticeable gaps in the tangible service quality in the breakfast experience? What do the breakfast guests like or dislike about the quality of service during the breakfast?

From the above question, two research issues were established based on the literature review (Chapter 2). These two issues are presented below: The intangible and tangible factors that affects service quality and the service quality gaps that occur during service process and delivery.

Service quality gaps usually occur in any man made setting even with a laid down service standard or quality procedure. However, the need to close the noticeable gaps is of huge importance especially in an upscale service provider like the Hilton Helsinki Airport hotel.

The SERVQUAL service quality model was extensively reviewed and related to the breakfast at the Hotel, in other to reveal the gaps noticed in the service delivery process from the customers point of view, this is as a result of the belief that the more satisfied the breakfast guests are the more profitable it will be for the restaurant and Hotel as a whole.

Business and leisure guests have different expectation on what to experience during breakfast, guests do not want to be treated as any other guest, and they want to be

treated special, according to their taste. The location of the hotel, been the international Airport makes it imperative and a bit difficult to satisfy breakfast guest. Therefore, it is necessary to assist breakfast managers, supervisors and waiting staff, of the diverse needs and desires of what different guests expect during their breakfast. This will enhance service delivery, improved customer satisfaction and increased profitability.

This research aims to determine the gaps in the service quality and proffer how to close the gaps noticed during of the breakfast at the Restaurant Gui in Hilton Helsinki Airport hotel. To achieve this overall result, a number of tasks and stages will have to be completed. The researcher will conduct a literature review in general on service quality gaps and narrow it down to the gaps during the breakfast at the hotel. To collect empirical data from breakfast guests, interview of staffs, and from observation by the researcher, and to analyse the empirical data collected, to produce conclusions and recommendations.

The outcome of this study will assist Food and Beverage managers, supervisors', waiters and waitress and hospitality managers, specifically on the gaps in the service quality of breakfast in Hotels and how to maintain appropriate service quality standard.

The study was carried out on the breakfast service of the Restaurant Gui in Hilton Helsinki Airport hotel. It is important to note at this stage that there is an Executive Breakfast Lounge also in the hotel, which this study did not cover. The research also tries to look at the breakfast service standard of the Hilton Worldwide chain of hotels as it relates to the one offered at the Hilton Helsinki Airport hotel.

The following are the various definition of terms in this study: According to Bill Fisher (1995, 39), executive vice president of the National Restaurant Association, service means; spirit of the employees who perform it, the empathy in placing oneself in the shoes of the customer, responsiveness in taking timely and appropriate

action to meet the needs of the customer, visibility to let customers know they are been served, inventiveness to do a little extra, competency on the part of service performers, and enthusiasm to maximize the exchange value with the customer. Gilmore and Pine II 1999, 8 also argued that "services are intangible activities customized to the individual request of known clients".

There are a number different "definitions" as to what is meant by service quality (Shahin 2002, 2). According to Fogli (2006, 4), service quality is "a global judgement or attitude relating to a particular service; the customer's overall impression of the relative inferiority or superiority of the organisation and its services". Service quality can also be defined as a customers' perception of how well a service meets or exceeds their expectations. In most cases service quality is judged by customers, and not organisations. This distinction is critical because it forces service marketers to examine their quality from the customers' point of view. Thus it is necessary for service organisations to know what customers expect and then initiate service products that meet or exceed those expectations.

"Customer satisfaction is a complex matter, made up of the way the customer perceives the concrete attributes of a product, the benefits the customer derives from those attributes, and the personal values that the product supports" (Gustafsson & Johnson 2000, 40.) Customer satisfaction is a measure of the way products and services meet or exceed customer expectations. It is the path to success for if customers are not satisfied they will not be glad, hence they will be dissatisfied.

Breakfast is derived from the words break and fast: Your last meal is usually dinner... therefore you are fasting until you eat again, which is in the morning, when you break your fast. "The first meal of the day; morning meal" (Dictionary.com, 17.01.2010.) Breakfast could also be called the most important meal of the day.

Customer service means, transactions aimed at meeting the needs and expectations of the customer, as defined by the customer. It is the service encounter or series of

encounters argues Fogli (2006, 4.) The customer is the judge of quality customer service, based on the expectations he or she has for the service (Fogli 2006, 5.)

The Institute of Customer Service in Holmes (2008, 36) defines customer service as: "the sum total of what an organisation does to meet customer expectations and produce customer satisfaction".

2 Service quality

This chapter deals with the critical review of exiting literature on service quality. Quality is one of the main drivers of customer satisfaction. Customers will always look for quality. Therefore quality is a natural pursuit for any organization seeking a source of competitive advantage. However, when you think about it a bit more, you start to realize that this oversimplifies what is a very complex issue. For example, what is quality? Can every customer see it? (Gabbott et al, 2006, 175).Customer research literature agrees that service quality is a measure of how the service level delivered matches customer expectations. Delivering quality service means conforming to customer expectations on a continual and stable basis.

Bob Brotherton, 2008: 61 argues that literature review helps "to take the state of knowledge on a particular topic beyond what is already known... In this sense, undertaking the literature review helps us to build on the existing knowledge in a logical manner". Several researches have been done on service quality, but while it is desirable to review all the theories and models, the focus here will be upon those which have the greatest applicability to this research.

2.1 Service quality as a concept

The indicator value of customer and organizational performance has been the reason why both academicians and practitioners alike have been interested in the construct 'service quality'. But even though the number of research on service quality is huge, there is no agreement about what service quality is and how it should be measured. Assessment of quality in service industries, become more complicated as it is not a function of statistical measures of quality, including physical defects or managerial judgements. Rather it is a function of customers' perceptions about the services received (Cummingham & Young 2002, 4-5.)

The traditional conceptualizations of service quality are based on the disconfirmation paradigm – perceived quality is viewed as a result of comparing particular performance with some kind of a standard (Suuroja 2003, 11.) For example, Grönroos has defined the perceived service quality as "the outcome of an evaluation process, where the customers compare their expectations with the service they have received" (1984, 37; 1994, 25.)

> The conceptualization of service quality as a gap between expectations and performance is inadequate. They point out the confusion in pertaining literature over the relationship between service quality and customer satisfaction. According to them, the concept of service quality should be customers' attitude towards service, since the concept of satisfaction is defined as a gap between expectations and performance or disconfirmation of expectations. (Cronin & Taylor (1992 in Suuroja 2003, 11.)

Quality can be viewed from many different perspectives. Garvin (1988 in Gabbott et al 2006, 177) presented five different approached to understanding quality which are a good summary of the different ways quality is viewed as well as providing a framework for appreciating some of the problems associated with service quality. These different ways of looking at quality are: transcendent-based, attribute-based, user-based and value-based.

Transcendent-Based Quality and its meaning are further elaborated; according to this approach quality cannot always be defined and is partly the results of individual rather than shared experience. This ability to understand what something is but not able to describe it is characteristic of something known as an 'epiphenomenon'. The way we get around this problem is to use either comparators or attributes. For instance as an individual we know what we find beautiful, but it's difficult to describe to someone else without reference to something (a comparator). In service terms we might be able to say that service experience was better than this service experience but not able to explain why.

The Attribute-Based Quality could be more understood from the following analysis; the attribute-based approach maintains that quality is a direct outcome of the num-

ber of features or attributes of a product. Take the example of a mobile phone. If one phone has a colour screen, Bluetooth, polyphonic ring tones and interchangeable covers while the other phone has a black and white screen, no Bluetooth, no ability to download polyphonic ring tones and no alternative covers then they are by definition different quality, but the issue is which is higher. Under the attribute-based approach the product with more attractive attributes is higher quality.

User-Based Quality has the features explained; from this perspective, quality is simply determined by the customer and, as you might recognize, this approach is entirely consistent with a marketing orientation. The problem of course is that this approach to quality is highly subjective because every user has a different view of quality. In reality what we are dealing with is perceived quality, which is not a totally reliable indicator of actual quality. For example, "a tastefully prepared and presented meal that takes 30 minutes to deliver to a customer's table may be seen as a sign of poor quality if the meal is for breakfast and the customer is in a hurry" (King-Meters, Meters & Pullman 2003, 134.) User-based quality would certainly be held up as the most market focused, and provides a stated link between quality and organizational performance (Gabbott et al 2006, 178.)

Manufacturing-Based Quality; quality following this approach is considered entirely in terms of conformity to a previously set standard. Since every manufactured product must meet a definite number of specifications as a function of the manufacturing process, quality is measured simply by conformance, with divergence considered a decrease in quality. If a manager can specify what a service should be like, such as speed between different process points, information provided to customers, or the provision of tangible outcomes then the service can be assessed relative to these specifications and relative quality determined.

Lastly, Value-Based Approach on quality connotes; the value-based approach sees quality simply as a function of customer benefit relative to price or cost. In simple terms quality is assessed as the difference between a customer's investment in acquiring or consuming a product relative to the enjoyment, benefit or satisfaction

they will yield. In reality this approach is a version of the user-based approach because the customer makes the determination of value.

2.2   Service quality models

Several discussions and theories of service quality have been postulated by scholars and researchers. Some of them will be discussed below; they include the Nordic service quality model and the SERVQUAL model. These models have gone a long way to unravel the undertones associated with service quality.

2.2.1   The Nordic service quality model

Buswell & Williams 2003, 48 argues that the Nordic service quality models "are based on the formula that customer satisfaction equals customer perception minus their expectation, and this is common" in all the models in this school of thought. Grönroos is one of the founding members of this school of thought.

Grönroos (1990 in Buswell et al 2003, 48) supported the view that services are not homogeneous and made a distinction between whether or not individuals or organizations are receiving service. He stated that services are complicated phenomena and suggested that the service should be 'tangiblized', to remove as much risk as possible from potential customers' mind when selecting a service provider. The tourism and leisure industry engages in these strategies by the selection of uniforms, decor of facilities, etc to create the image of reliability.

According to the Nordic model total quality of a service is a function of three different components: corporate image, technical quality, and functional quality. However, the total perceived quality model was revised and developed to a new model which takes a holistic method where the expected quality is affected by external factors like customer needs and word of mouth.

Services are products that involve high consumer contact in the consumption process. During this buyer – seller interactions, the customer normally find resources and activities to notice, and evaluate. An example is the breakfast service at Restaurant Gui in Helsinki Airport hotel, where "customer's experience of a service can be expected to influence his post-consumption evaluation of the service quality which he has experienced, i.e., the perceived quality of service" (Gronroos 2007, 58.) What this connotes is that during this evaluation process the customer compares his expectations with what he perceives he has received. Gronroos further went ahead to argue that marketing activities of the service provider, word of mouth communication, previous experience of perceived service by the customer have effect on the "expectations of the customers, and have an impact on the expected service" (2007, 59.)

Grönroos agreed with the empowerment of front-line staff, suggesting that the interaction between them and the customers can be used as 'moments of opportunities' to form relationships, to market the organization's services and to collect valuable data. Grönroos (1994 in Buswell et al 2003, 49) stated that services require 'teamwork, interfunctional collaboration and interorganizational partnership', for successful delivery that satisfies the customers. He maintained that this is different from total quality management (TQM) culture, as the marketing function is left out by that approach. Grönroos's model (Fig 1) is based on what he termed technical quality and functional quality.

Technical quality refers to a dimension which describes *what* the customer gets as the outcome of their interaction with the organization. Services are designed to produce an outcome, and therefore we can think of quality services varying according to the outcome received. In many services this outcome or technical quality can be measured to a degree by the customer.

Functional quality (*how*) on the other hand refers to a dimension which describes the process by which the technical quality is delivered to the customer. This includes the

demeanour of the service providers, the environment in which it is delivered, and the behaviour of other customers, etc. Lastly, the corporate image of the service provider influence the customers' expectations i.e., guest visiting Hilton Helsinki Airport hotel expect to get an exceptional service.

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┌──────────────┐        ◁═══════════════════▷       ┌──────────────┐
│   Expected   │         Total perceived quality     │ Total quality│
│   quality    │                                     │              │
└──────────────┘                                     └──────────────┘
        ▲                                                    ▲ ▲
        │                                            ┌──────────────┐
        │                                            │    Image     │
        │                                            └──────────────┘
        │                                             ╱            ╲
┌──────────────┐                        ┌──────────────┐  ┌──────────────┐
│ Market       │                        │Technical quality│ │Functional quality│
│ Image        │                        │    What?      │  │     How?      │
│ Word-of-mouth│                        └──────────────┘  └──────────────┘
│ Customer     │
└──────────────┘
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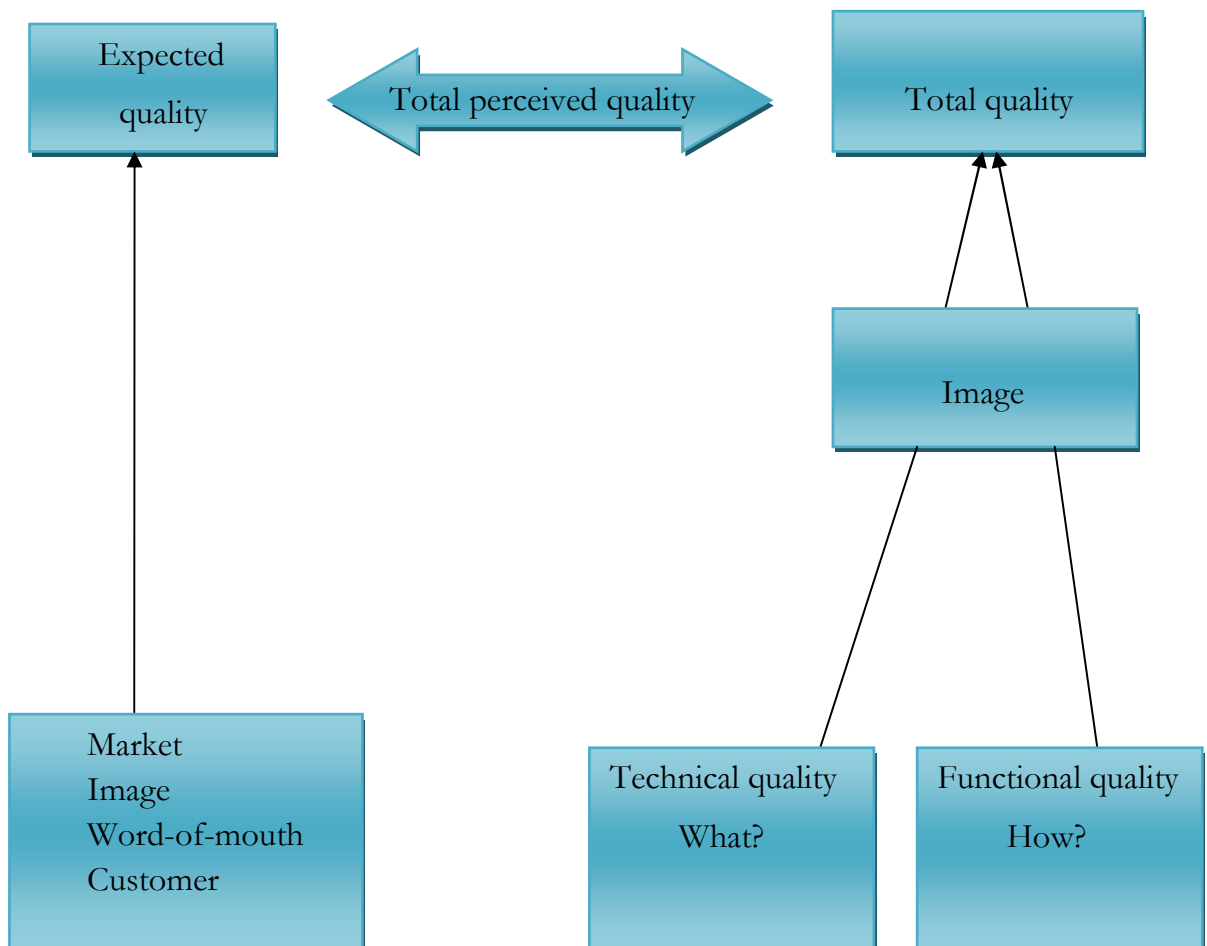
Figure 1. The total perceived quality model (Adapted from Grönroos, C. 1988.)

In none of his work did Grönroos allude to the measurement of service quality, except to reiterate that a customer-oriented approach is needed. The lack of a measurement tool was a criticism of the original quality writers by the authors and this can also be said of Grönoos (Buswell et al 2003, 51.)

Grönroos more clearly shows the existence of a perception gap, although there was no suggestion of "delighting" only of reducing the gap. However the model has

practical application as it shows factors that contribute to each side of the gap. It demonstrates that the supplier can affect both sides of the gap – most notably by managing customer expectations. In addition it illustrates that the customer experience is a product of the image of supplier quality, not just the actuality. Clearly marketing as well as process and technical quality has an effect on the perception gap.

2.2.2   The SERVQUAL Model of service quality

SERVQUAL, originally postulated in 1985 by Parsu Parasuraman, Valarie Zeithaml and Len Berry, and revised in later years, is the most recognized approach to measuring service quality. The authors suggested that the dimensions identified were transferable across industries (Hugh Wilkins 2007, 3.)

From later research, it was found that customers had a range of quality levels that were agreeable to them, known as the *'zone of tolerance'* (Zeithaml et al in Buswell et al 2003, 55). Their desired level of quality is formulated from what customers think it should be, and they also have a lower level of quality: the adequate or acceptable level. Although being lower, it is still within the range of tolerance (Buswell et al 2003, 55.)

SERVQUAL started by trying to develop a more comprehensive understanding of service quality dimensions. Gabbott et al 2006, 189, argues that a "consistent term in the field of service quality is the problem of identifying what comprises a service in order to determine the dimensions of the service which customers use to assess quality". According to Zeithaml et al, there are five dimensions of service:

Reliability: Ability to perform the service dependably and accurately. For example the consistency in meeting service promises which could include keeping schedules or appointment times, completing tasks on time, ensuring that outcomes are met (Gabbott et al 2006, 189.) Reliability covers such things as a table being available at the time the customer was told it would be available, an omelette being cooked as ordered, and the bill being free of errors.

Assurance: This includes competence, courtesy, credibility and security. This dimension would include staff training in the use of tools and knowledge of their service processes, customer interaction, and the perception that the service is competent and not going to harm anyone. This has also been seen to include brand names, and reputation (Gabbott et al 2006, 189.) Customers coming to Hilton Helsinki Airport hotel know and expect a lot from the brand.

Tangibles: Appearance of physical facilities, equipment, and personnel. The elements of the service environment impact upon perceived service quality for instance cleanliness of premises, staff appearance and the appropriateness of things like decor, phones and computer.

Empathy: This includes access, communication and understanding. This composite dimension is really about the communication style of the service organization through its service personnel, its communications including leaflets, instructions, signage and people management (Gabbott et al 2006, 190.) Talking to customers in language they can understand, and making an effort to understand the needs of the customers (Mill 2001, 151.)

Responsiveness: Willingness to assist customers. This refers to the ability of the service to respond to individual customer requirements such as specifying delivery times, altering aspects of the delivery process, and ensuring that customers remain involved (Gabbott et al 2006, 190.) When employees correct problems immediately or when they show a willingness to answer customer questions about the breakfast buffet, the company (hotel) is demonstrating its responsiveness to the customer (Mill 2001, 151.)

In simple terms the SERVQUAL model, defines quality as the difference between customers' expectations and perceptions of the service delivered. For each service dimension and for the total service, a quality judgement can be computed according to the following formula:

$$\text{Perception} - \text{Exception} = \text{Service Quality}$$

Or

$$P - E = Q \text{ (Gabbott et al 2006, 190.)}$$

2.3   Theory of the Gaps model

The premise of customer's evaluation of a service purchase (e.g. their satisfaction) is determined by how well the purchase experience compares to their expectations of the purchase experience.

Perceived service quality can be defined, according to the model, as the difference between consumers' expectation and perceptions which eventually depends on the size and the direction of the four gaps concerning the delivery of service quality on the company's side (Parasuraman, Zeithaml, Berry, 1990 in King-Metters 2003, 138.)

$$\text{Customer Gap} = f \text{ (Gap 1, Gap 2, Gap 3, Gap 4)}$$

The magnitude and the direction of each gap will affect the service quality. For instance, Gap 3 will be favourable if the delivery of a service exceeds the standards of service required by the organization, and it will be unfavourable when the specifications of the service delivered are not met.

These gaps can be a major challenge in attempting to deliver a service which consumers would perceive as being of high quality. The service – quality shortfall perceived by customers is defined as Gap 5 and the shortfalls within the service provider's organization are defined as Gaps 1 through 4 (King-Metter 2003, 137.)
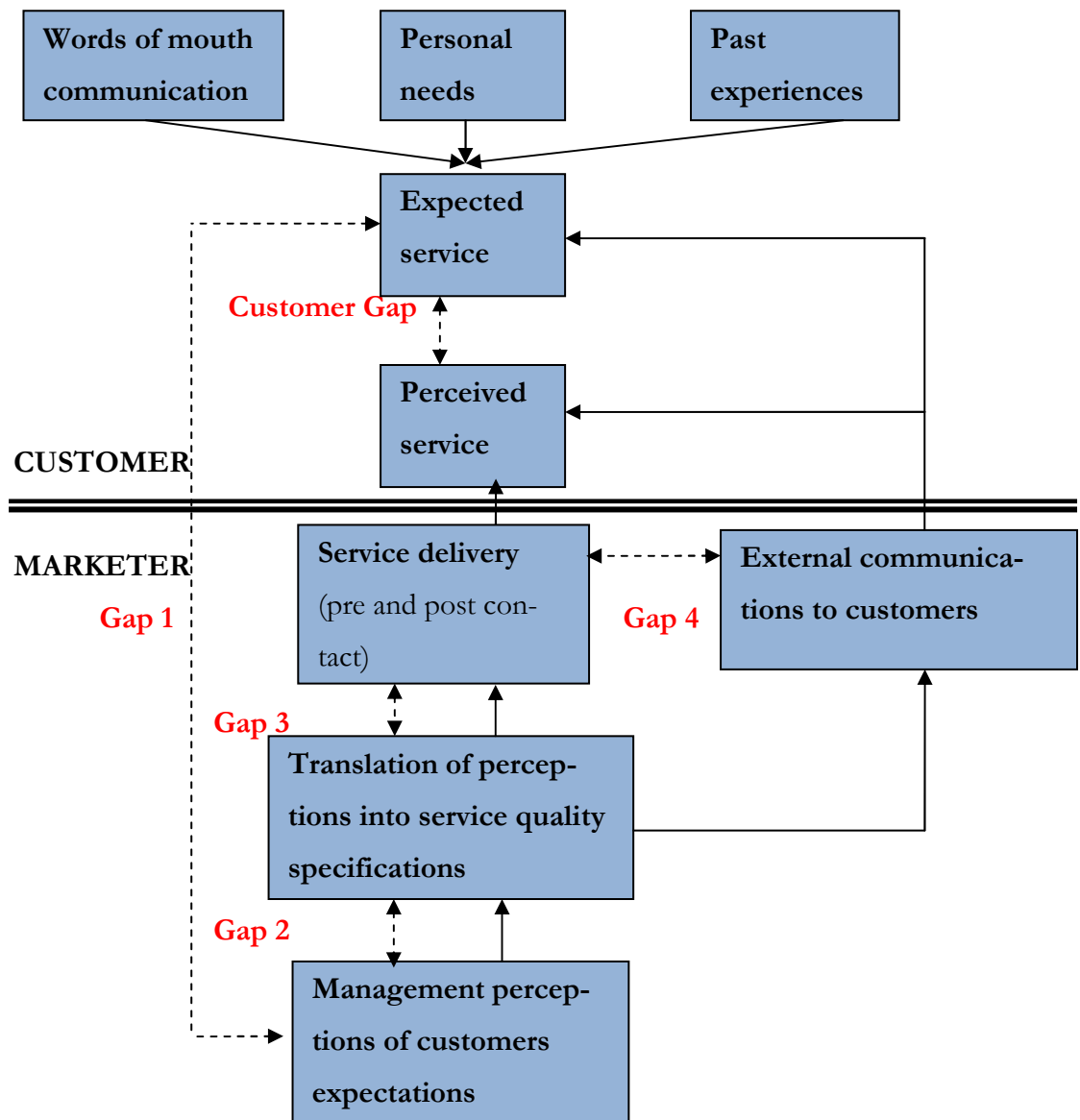
Figure 2. The SERVQUAL model (adopted from Parasuraman, A. Zeithaml, V.A. & Leonard, L. B. 1985.)

Mill 2001, 148 argues that, customers develop certain expectations about the service they are to receive based on such things as their own past experience, word of mouth from friends who have tried the restaurant, the advertisements of the restaurant itself, and their own needs and wants. During the restaurant visit they compare what they expected to get with what they perceive they got. The important word is perceive. Perception, for the customer, is reality. If the perception of the service received is less than expected, the customer is dissatisfied; if the service received is

perceived to be equal to or more than expected, the customer is satisfied. The 5 Gaps were further explained below by King-Metters (2003, 137-138.)

Gap 1: Consumer expectation-management perception gap. Service firm executives may not always understand what features connote high quality to consumers in advance, what features a service must offer in order to meet consumer needs, and what levels of performance on those features are needed to deliver high-quality service. Lack of a marketing research orientation, inadequate upward communication from contact personnel to management, and too many levels of management separating contact personnel from top managers are some of the reasons for this gap.

Gap 2: Management perception-service quality specification gap. A variety of factors-resource constraint, market conditions, or management indifference-may result in a discrepancy between management perceptions of consumer expectations and the actual specifications established for a service. This discrepancy is predicted to affect quality perceptions of customers. A key in which this gap can surface is poor understanding of the system been designed (i.e. poor understanding of basic process design principles).

Gap 3: Service quality specifications-service delivery gap. Even when guidelines are created for performing services well and treating consumers correctly, high-quality service performance may not be a certainty. Executives recognize that the service quality perceived by consumers and employee performance cannot always be standardized.

Gap 4: Service delivery - external communications gap. External communications can affect not only consumer expectations about a service but also consumer perceptions of delivered service. Alternatively, discrepancies between service delivery and external communications-in the form of exaggerated promises or the absence of information about service delivery aspects intended to serve consumers well-can affect consumer perceptions of service quality. Promising more than can be delivered

raises initial expectations but lowers perceptions of quality when promises are not fulfilled.

Gap 5: Expected service-perceived service gap. Judgements of high and low service quality depend on how consumers perceive the actual service performance in the context of what they expected. The quality that a guest perceives during a service is a function of the magnitude and direction of the gap between expected service and perceived service.

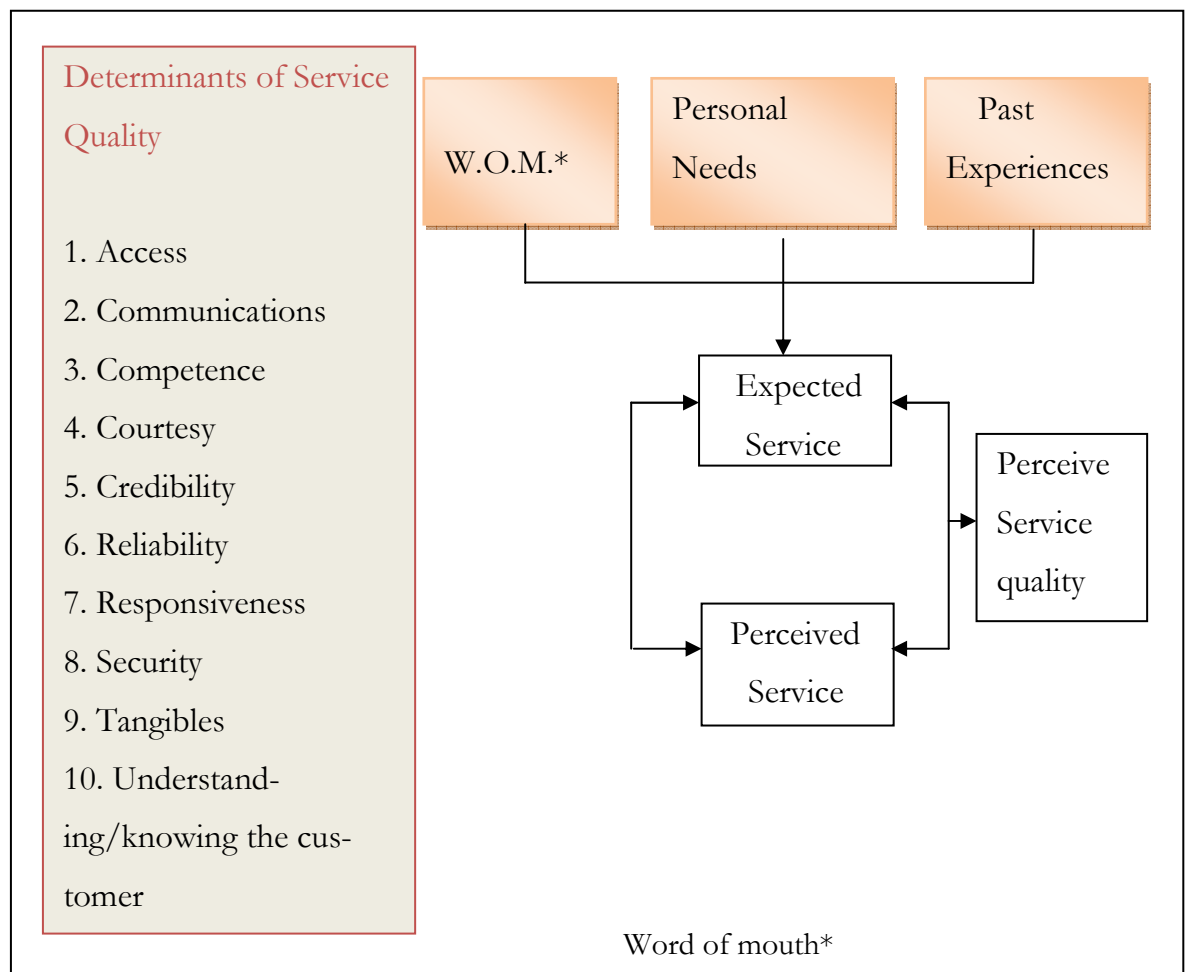| Determinants of Service Quality			
1. Access	W.O.M.*	Personal Needs	Past Experiences
2. Communications			
3. Competence			
4. Courtesy		Expected Service	
5. Credibility			Perceive Service quality
6. Reliability			
7. Responsiveness			
8. Security		Perceived Service	
9. Tangibles			
10. Understanding/knowing the customer			
		Word of mouth*	

Figure 3. Determinants of perceived service quality. (Adopted from Parasuraman, A. Zeithaml, V.A. & Leonard, L. B. 1985.)

King - Metters et al 2003, 138-140, elaborated in figure 3 above the consumer's view of service quality. It reveals that perceive service quality is the result of consumer's

comparison of expected service with perceived service. The comparison and the perceived service evaluation are not unlike that performed by consumers when evaluating goods. What differs with services is the nature of the characteristics upon which they are evaluated.

The model has mostly been criticized by several scholars and authors mainly about the measurement and the ability to reproduce some of its results. Buttle (1996 in Gabbott 2006, 196-197) summarized the criticisms and suggested two overall sets of issues: theoretical and operational. Under the theoretical criticism, disconfirmation format underlies customer satisfaction. 'Therefore SERVQUAL is actually measuring satisfaction and not quality. The second criticism is that the outcome of SERVQUAL is not a quality measure *per se*, but is actually a customer attitude to the service measure. Finally there is the issue of the gaps, which while intuitively appealing don't actually add anything to our understanding since the differences are very unreliable and are artificially derived'.

Cronin and Taylor (1992 in Suuroja 2003, 17-18) were the first to provide a theoretical justification for discarding the expectations part of SERVQUAL in favour of mere performance measures included in the scale. The term 'performance-only measures' has thus come to refer to measured service quality that is based only on consumers' perceptions of the performance of a service provider, as distinct from a gap between the consumers' performance perceptions and their expectations.

It is also evident that SERVQUAL by itself, useful though it may be to a service manager, will not give a complete picture of needs, expectations and perceptions in a service organisation context. As Gaster (1995 in Shanin 2002, 5) comments, "because service provision is complex, it is not simply a matter of meeting expressed needs, but of finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done".

2.4   Customer satisfaction

It is seen that most service quality management writers have considerable difficulty in understanding how customers judge services. Customer satisfaction is a measure of how products and services meet or exceed customer expectations. It is the key to success for if your customers are not satisfied they will not be happy. In order to achieve customer satisfaction with all customers it is vital that customer service is consistent and reliable (Horne, Holmes, Ovenden & Wilson 2008, 49.)

Scholars have explored many different perspectives of how customer satisfaction is achieved by meeting customer needs. For instance Sulek and Hensley (2004 in Wu & Liang 2009), in a survey of 239 service staff in a full-service restaurant in the south-eastern United States, found that food quality, restaurant atmosphere and fairness and efficiency of seating procedures significantly influence customer satisfaction . According to Buswell et al 2003, 60, one of the original service quality theories is that customers are satisfied when their judgement of the service they have received (perception) equals or exceeds what they expected:

Customer satisfaction (CS) = Perceptions (P) = Expectations (E)

Service management literature argues that customer satisfaction is the result of a customer's perception of value received in a transaction or relationship-where value equals perceived service quality relative to price and customer acquisition cost (Heskett et al 1990 in Su 2004, 2.) Providing services which customers prefer is obviously a starting point for providing customer satisfaction. A relatively easy way to determine what services customers prefer is simply to ask them (Su 2004, 3.) Specifically, Lam and Zhang (1999 in Su 2004, 3) connotes that "a number of studies on customer satisfaction in the hospitality industry have focused on identifying service attributes; that is, a customer's needs and wants".

2.4.1 Zone of tolerance theory

Buswell et al 2003, 62 argues that customers' subjective judgement as to whether or not they are satisfied with the service they have received is not as simple as yes/no answer. Satisfaction can be a lesser or greater degree, from 'adequate' through 'desired' to 'delight'. Parasuraman (1995 in Buswell et al 2003, 62) submits that between 'desired' and 'adequate' the continuum represents totally unacceptable levels of service.

This is an advancement of the Gap Model of service quality, the zone of tolerance model, put forward by Zeithaml, Berry and Parasuraman (1993). The zone of tolerance (ZOT) is defined as the dissimilarity between desired service and the standard of service considered adequate. As can be seen in this definition, the zone of tolerance model acknowledges that customers enter service encounters with different expectation. Desired service means what level of service the customer is looking forward to get. Adequate service refers to the service standard the customer will accept. The dissimilarity between these two expectation levels is referred to the zone of tolerance. The zone of tolerance model postulates that satisfaction will occur as long as customer perceptions of service deed fall within the zone (Zeithaml 1994 in Commerce & business administration department review 2010.)

Johnson (1995 in Buswell et al 2003, 62) gave instances of customer expectations having an effect on the wideness of the zone of tolerance. If customers perceive an action has a 'high risk', their zone of tolerance will be narrow; the same activity to an individual or person who is very familiar with it, may be perceived as a 'low risk' and hence have a wider zone. It is proposed that service providers can skilfully manage these two extremes by giving information as well as assurance. See figure 4 for more details.

According to the model, it is believed that service has two basic variety of pre purchase expectations; desired and adequate. These expectations set the limit of the

zone of tolerance. So far perceived performance falls inside the zone, the consequence is customer satisfaction. Performance below the zone produces frustration and dissatisfaction, and high performance that exceeds the customers' desired expectations produce delight and the feeling of wow.

Pre-purchase purchase   During purchase   Post-purchase

| Customer expectations | | Customer Perceptions | | Customer Satisfaction levels |

— Delight

— Desirable
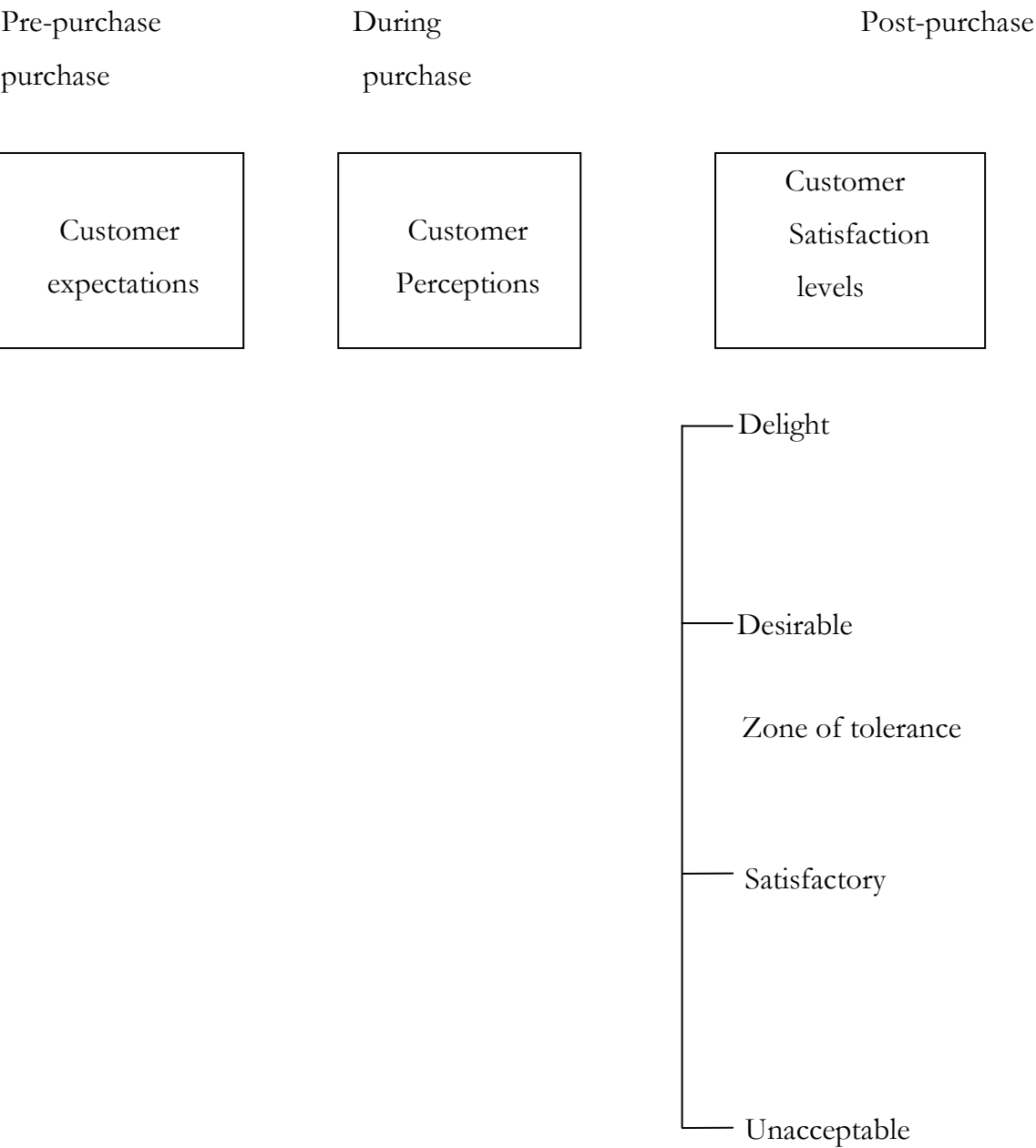
Zone of tolerance

— Satisfactory

— Unacceptable

Figure 4. Zone of Tolerance theory (Adopted from Parasuraman, A.1995.)

2.4.2 Factors influencing customer satisfaction

According to Professor Kano in his model of customer satisfaction where he distinguishes six categories of quality attributes, from which the first three actually influences customer satisfaction:

Basic Factors. (Dissatisfies. Must have.)- The minimum requirements which cause dissatisfactions if they are not fulfilled but cannot cause customer satisfaction if they are fulfilled (or are exceeded). The customer views these as prerequisites and takes these for granted.

Excitement Factors. (Satisfiers. Attractive.)- The factors that increase customer satisfaction if delivered but do not cause dissatisfaction if they are not delivered. These factors surprise the customer and develop 'delight'. Using these factors, an organization can really distinguish itself from its competitors in a positive way.

Performance Factors. The factors that cause satisfaction when performance is high and they cause dissatisfaction when performance is low. Here, the attribute performance-overall satisfaction is linear and symmetric. Typically these factors are directly connected to customers' explicit needs and desires and a company should try to be competitive here.

The additional three attributes which Kano mentions are: Indifferent attributes. The customer care less about this feature, questionable attributes. It is unclear whether this attribute is expected by the customer, reverse attributes. The reverse of this product feature was expected by the customer. (12manage 2010.)

2.4.3 The importance of customer satisfaction

The importance of customer satisfaction is apparent when you realize that, without customers, you don't have business. A single unsatisfied customer can drive more

business away from your company than satisfied customers. Below are some of the importance of customer satisfaction;

Understanding the needs of the customer is critical. A business relationship, just like any other relationship, relies on both people getting needs met. No matter the type of business you are in, all customers want the same thing. They want to feel welcomed and appreciated by the hotel and its staff. They don't want to get the impression that they are just being used as a means to an end (profit). Small interactions like "thank you" and a nice smile can go a long way towards customer satisfaction.

Make sure your employees operate with same principles. A big part of customer satisfaction is reliability. If customers come to expect a certain mode of behaviour from the hotel and its employees, it should deliver it to them each and every time. Customers want to be able to rely on the service provider. They expect consistent delivery times and support. By training employees to treat all customers with the same respect, customers will all have the same experience with the hotel, which can increase customer satisfaction.

Honesty is the key word when you don't meet expectations. Customer satisfaction is at its most important when flaw occur in the chain of delivery. Be it that a customer was double charged or didn't receive what he/she ordered, employees need to handle the situation with the care. Employee should apologize and take steps to settle the situation. The phrase "the customer is always right" should be at the core of a good customer satisfaction strategy. It doesn't matter whether or not the customer misread the instructions or made the mistake; employees should take steps to make the customer happy.

Customer satisfaction is the foundation of any good business. Satisfied customers will make a good foundation for return business, and they may also bring in their friends, family and associates. Remember that customers are the heart of any prosperous business. Keep them satisfied, and encourage them to tell their friends about their experiences with the hotel.

2.5   Hotels and service quality

The hotel industry and the food and beverage aspect of it, is a fast moving and exiting business. Therefore, the importance of service quality to the performance of business has been established both in hospitality and in a broader business context. Hotels offer variety of services to its customers' and all this services come with an expectation and eventually a perception of what the customers' experienced.

SERVQUAL has consistently been applied by researchers in the hotel industry. However, little has been done about breakfast service quality in hotels. SERVQUAL sets out to measure features that customers can feel, touch and sense during their stay, while in the hotel. Guests look forward to have an experience while in a hotel and "the totality of features and characteristics that go to make up the meal experience are many and varied. They consist partly the environment created by the decor, furniture, lighting and music" (Davis,B. Lockwood, A & Stone, S 1998, 34.) Scholars look at these features and categorize then as either tangible or intangible.

Guests have certain expectations about the service to be received at the hotel as a result of either past personal experience, word of mouth, or via advertisement. While at the hotel, they contrast what they expected to get with what they perceive they got. Perception, in the eyes of the customer, is reality. For the food and beverage manager, it is easy to control tangible features of the product. On the other hand the intangible features of the service at the hotel are probably important to the guests than the tangible features of service and are more difficult for managers to control.

Hotels now tend to view quality as a way to delight their guests by exceeding their expectations, than just satisfying the guests. As Davis et al postulated, quality in food and beverage operations means reliably offering the food, service and environment that meets with customers' expectations and where possible findings ways of adding value to exceed expectations, with an outcome of delightedness.

3 Hilton International

Hilton worldwide is a chain of upscale hotels and resorts spread all over the continents of the world and providing world class hospitality services for business or and leisure guests. According to the corporate website of the hotel chain;

Hilton worldwide is the leading global hospitality company, traversing the lodging sector from luxurious full-service hotels and resorts to extended-stay suites and mid-priced hotels. For 90 years, Hilton worldwide has been offering business and leisure travellers the best in accommodations, service, amenities and value. The brands is comprised of more than 3,300 hotels in 77 countries and include Waldorf Astoria hotels & Resorts, Conrad hotels & Resorts, Hilton, Doubletree, Embassy Suites hotels, Hilton Garden Inn, Hampton Inn & Suites, Homewood Suites by Hilton, Home2 Suites by Hilton and Hilton Grand Vacations. The company also administers the world-class guest reward program Hilton HHonor (Hilton Hotels Corporation, 2010.)

Hilton hotels are upscale, full service properties catering to business travel and leisure guests. They are a chain of over 514 hotels all over the world from Rome to Omaha. Hilton hotels are indeed the place for you if you want a distinctive hotel. The first company was founded in 1919 by Conrad Hilton. Hilton hotels are internationally recognised for their Hilton meetings business centres. Business travel has been a top priority of the chain. Since 1919, Hilton Hotels has been a top player in industry by creating innovations for executives on the road.

The Corporation is based in Beverly Hills, United States of America. Hilton hotels worldwide are the most recognized name in the global accommodation industry and have been in service for more than 80 years. The chain is focused on the needs of business and leisure travellers who desire a full array of quality services. Hilton hotels are known for featuring world class accommodations in hottest destinations. For business or pleasure the Homewood suites by Hilton hotels are designed with the comforts of home in mind.

Organizations whether profit or non-profit making type needs to have a strategy focus in other to achieve competitive advantage over its competitors in the market. The Hilton chain of hotel has the following strategy; Vision: "to fill the earth with the light and warmth of hospitality", mission: "Will be the preeminent global hospitality company – the first choice of guests, team members and owners alike" (Hilton Hotels Corporation, 2010.)

The brands include Waldorf Astoria Hotels & Resorts, Conrad Hotels & Resorts, Hilton, Doubletree, Embassy Suites Hotels, Hilton Garden Inn, Hampton Inn & Suites, Homewood Suites by Hilton, Home2 Suites by Hilton and Hilton Grand Vacations. All Hilton brands participate in the world-class frequent-guest program Hilton HHonors.

The chain has over 514 Hilton hotels property worldwide, with over 176,257 rooms worldwide. A lot of Hilton brand hotels are franchised to independent operators and companies. This kind of business practice has proven successful in rapidly expanding the various Hilton brands to markets all over the United States and the world over. Franchisors must follow strict brand standards set by the hotel brand in order to maintain a licensing agreement with the Hilton Hotels Corporation. All franchised hotels are inspected by the Hilton Quality Assurance Team to enforce brand standards. Hilton Helsinki Airport Hotel and all other two Hilton Hotels in Finland are all franchised to the Scandic Hotels Oy group.

3.1   Hilton Helsinki Airport hotel

This is newest addition to the Hilton brand of hotels in Helsinki Region, Finland. In May 2005 Hilton international signed a co-operation agreement with a real estate services company, Lentoasemakiinteistot Oyj for the building of a new hotel near the international terminal of the Airport. The budget was 40 million Euros for a building totalling 17,000 square meters. The construction took approximately 20 months and the hotel opened on August 13, 2007 (Invest in Finland, 2005).

Located at Helsinki Airport's International terminal, the newly built Hilton is the airport's first upscale hotel, offering full service, traveller's state-of-the-art facilities and contemporary design with a Finnish twist. It caters for business and leisure travellers. The location is ideal in terms of being situated in an area which is continuously developed for example the third and new terminal designed and built for flights to and from Asia (Hilton Hotels Corporation 28.8.2007.)

Commenting on the opening of the Hotel, Wolfgang Neumann, President of Hilton Hotels Europe, said:

> As the only upscale Hotel situated directly at the Airport terminal, Hilton Helsinki Airport is truly exciting and strategically important addition to our European portfolio. With almost 150 international flights departing from Helsinki airport each day- some 12 million passengers a year – our newest Hilton property is ideally located to cater to the growing number of business and leisure travellers who fly through, to and from Helsinki. (Hilton Hotels Corporation 2010.)

Situated close to Vantaa city centre and just 20 minutes from central Helsinki, the 40 million Euro hotel boasts a design influenced by Finnish and Scandinavian architecture. Hilton Helsinki Airport hotel offers 246 well-appointed and spacious rooms and suites, 24 of which feature private saunas. Decorated in contemporary Finnish style featuring stylish Alvar Aalto furniture used throughout the Hotel, the rooms offer upscale amenities, along with high – speed internet access and wireless connectivity, also available throughout the Hotel.

Additional facilities include a fully equipped Hilton fitness by Precor gym with Finnish – style saunas, as well as a Lounge Bar and a 250 – seat Restaurant Gui, featuring a 'show kitchen' enabling guests to view the bustling kitchen action from the comfort of their tables. The hotel is also well equipped for meetings, events and conferences, with the flexibility to accommodate groups ranging from two to 340 people.

The state-of-the-art facilities include a spacious Ballroom, a Hilton Boardroom, five meeting rooms, a dedicated Executive floor and Executive Lounge, and a 24 hour business centre and ample parking (Hilton Hotels Corporation, 2010.) The entire

Hilton brand in Finland is operated by Scandic Hotels Oy under a Hilton franchise agreement as said earlier.

At the moment the hotel is witnessing an expansion in its capacity. "The extension will see the property offer 84 new guest rooms and an additional 400 square meters of contemporary conference and restaurant space. After the expansion, the hotel will have a total of 330 rooms and 12 adaptable conference rooms, including a Ballroom for 340 people" (Finavia, 2010.) The hotel is managed by General Manager Ari Arvonen, who brings more than 25 years of industry experience to the role.

3.2   Hilton Breakfast

Breakfast services are affected by changing customs and attitudes towards breakfast generally and also by Hotel methods of charging. "In hotels, breakfast is an important meal because it is one that a customer invariably takes in the establishment itself" (Fuller 1983, 220.) The location of the Hilton Helsinki Airport hotel makes it even more mandatory for guests to have their breakfast most especially for the business travellers that even use breakfast for meetings, since they will be fresher and relaxed.

Breakfast is served during weekdays from 6:00am till 10:00 am, while during the weekends it begins from 6:30am till 11:00am. The breakfast adds to the overall experience of the guests and has an impact on their expectation of service quality. Usually the food and beverage aspect of any hotel provides 30% of the net income profit therefore the need to make sure issues of quality and process in the service right from the kitchen to the table of the guest are well managed. The style of service used during the hotels breakfast is buffet. A buffet consists of a wide selection of foods presented on the table or purpose-built counter depending on the design. Customers either help themselves or can be assisted by staff from behind the buffet. Buffet service allows for a large number of people to be served in a short space of time by relatively few numbers of staff, thereby reduces staff cost (Holmes et al 2008, 275.) Some of its deficiency is that unless the service and production staffs are

made aware of appearance of the buffet table, the food can become unappetizing while sitting on the buffet line.

The daily breakfast guests vary depending on the occupancy level in the hotel. The breakfast is arranged according to the Hilton breakfast manual, guests are able to 'follow their color' as they prepare to serve themselves. This theme (follow your color) are always placed on the breakfast table, where guests are informed about, the differences in individual's idea of breakfast, which could be heavy or light. Guests can either take a low fat and low calorie, hi-energy, high-fibre, low cholesterol or enjoy any of the fresh items on the buffet. Guest are also to be served fresh orange juice on their table and any hot beverage requested by the guests, while they can get other kind of juice (tomato, apple, grapefruit) from the buffet area. Omelette, fried eggs, French toast, pancake and waffles can be requested for by the guests from the kitchen. The Hilton Breakfast experience at the hotel must include the following:

a) The breakfast buffet must be open from 7:00am to at least 10:00am on weekdays and 11:00am on the weekends.

b) Guests should be greeted within 30 seconds of arriving at the restaurant door.

c) Guests must be escorted to their table and the buffet introduced.

d) All items on the buffet or menu, including ingredients and special dietary recommendations; must be able to be thoroughly described.

e) Fresh orange juice and coffee should be poured at the table within two minutes of a guest's arrival.

f) Coffee service includes pouring the first cup and placing a thermos of coffee on the table.

g) If the hotel is designated as an AMERICAS hotel, hot tea service is offered by providing dedicated Hot Water Thermos or teapot with one bag for brewing and one extra bag on the side in conjunction with side dish for used tea bags.

h) If the hotel is designated as a HUKI, EU, MEA, or AP hotel, tea must be served in a china pot, with one bag brewing and one extra bag on the side and one dish for used bag.

i) If the hotel is designated as a HUKI, EU, MEA, or AP hotel, freshly brewed espresso, cappuccino and cafe latte must also always be available at no extra charge.

j) Drinks must be replenished throughout the meal.

k) The hotel must check the guest's satisfaction at the end of the meal.

l) The buffet chef must greet guests, explain the dishes and may offer to cook.

m) Dishes that will be prepared "ä la minute," provided there is a live cooking station for ä la minute preparation of eggs.

n) The buffet must be kept replenished at all times. No dish may be less than a third full. Dishes must be replaced, not simply topped off/up.

o) Juices and soft drinks must be served when there is a line at the buffet (applies particularly on weekends).

*Note EU is the designation of Hilton Helsinki Airport hotel.

It is also pertinent to note that, the hotel also got the Nordic Swan eco label award (Joutsen Merkki), on sustainability and use of environmentally-friendly products in 2009. The hotel buy local products and always separate the various waste from Restaurant Gui i.e., solid, bio and recyclable. Through this act, less transportation is used in carrying food items, thereby reducing CO_2 emission.

4 Research methodology

This chapter seeks to restate the research methods used to carry out the study. Both qualitative and quantitative methodology used in this study. "Surveys are carried out using various methods and instruments carefully selected as appropriate to the type of study" (Afolabi & Okezie 2005, 49). Also included in this section are methods of data collection, analysis, research design, as well as stating the limitations and ethical considerations of the research methodology.

In designing the survey of any type it is important to consider the survey contents, administration process, and population to be sampled. All these factors are critical to a successful survey that addresses a company's needs. Some highlights of good survey design and administration include: Identifying purpose of the survey, and consider who will find the information it produces useful; design a survey that asks questions that respondents can and will answer while addressing the company's information needs; summarize survey results in ways that are understandable to those who will put them to use (Fogli et al 2006, 47.)

4.1 Methods of data collection

The main method of data collection was the use of questionnaire. "The questionnaire consists of a set of questions designed to gather data, for analysis and for the purpose of answering research questions or testing hypothesis" (Afolabi et al 2005, 49.) The questions and instructions on the questionnaire are carefully worded especially for the respondents who may be in a rush to catch-up with their flight and for those who may not have the opportunity of asking for clarifications from the researcher.

The questionnaire focuses on four closed questions which are quicker and easier to answer, and 3 open ended questions, (it allows the respondents to be flexible and less restrictive). The questions included age range of the respondents, nationality (this was included because of the peculiarity of the hotel location), new or repeat

guests, questions asked also range from the possible gaps that might be noticed in the quality of service, from expectations before the breakfast, tangibles, intangibles, and the guests' perception of the breakfast experience. Semi structured or hybrid questions were asked, the reason is to allow the guests give their opinions. In order to get as much information as possible, both primary and secondary sources were used. It was made possible through personal contacts, interview and discussion.

The process of data is based on the different gaps in the service quality process. The closed ended questions are on a 5-point scale, from excellent, good, average, fair and poor. A pilot test was carried out, using academic tutor, and fellow colleagues, 'the purpose of this is to identify any potential deficiencies, omissions, errors and so on in the questionnaire and eliminate them before it is used to collect the actual data' (Brotherton 2008, 150.)

Primary sources: The information from this source mostly comprise of responses in the questionnaires administered to breakfast guests at Restaurant Gui in Hilton Helsinki Airport hotel, from Monday, 17th May until Friday, 21st May, 2010 and returned. Information was also received through oral interview.

The interview method was more flexible, open-ended, and discursive and more like a non-directive, two-way conversation. It allows for an atmosphere of expressing views as much as the interviewee could, which is contrary to questionnaire methods that limit the willingness to divulge information. The interview method of getting information also possesses flexibility, elicits spontaneous response and allows a researcher to probe deeper in the matter being inquired into. It shares the same features as other types of data collection, in that it is a means to an end.

Secondary sources: For originality of an empirical research, primary sources of information are reliable. However in this research, information were provided through secondary sources or data, it "is essentially that originally collected by someone else, either an individual or an organisation, for their specific (primary) purpose(s), but

which can be utilised for a second time" (Brotherton 2008, 65.) These sources were used especially in the review of related literature. The secondary data are from two main sources;

The internal sources include Hilton worldwide website information, Hilton Breakfast experience manual, mainly on the food and beverage department but more specific about the breakfast experience. Such data showed the service standard as laid down by the corporate headquarters of Hilton worldwide. The external sources include contact with libraries.

This research is based on a case study of Hilton Helsinki Airport hotel, Finland. The purpose of this research was to determine the gaps noticed in the service quality of the hotel's breakfast, by finding the extent to which identified variables on service quality influences customer satisfaction and its impact in the guests' perception of the breakfast experience. The population sample for this study are all breakfast guest of different age groups whose visit to the hotel was either for business or leisure.

Efforts were made to ensure that the number of the breakfast guest's selected for the study covers all the kind of guests staying in the hotel (business or leisure) during the period the survey took place. Out of the 81 questionnaires administered, 61 were duly completed and representing 75.4% while 20 representing 24.6% were not returned or not filled properly.

4.2   Method of data analysis

One of the most popular research analysis software continues to be statistical package for the social sciences (SPSS) programme. It allows a researcher to make complex graphs and illustrations from statistical data. The programme is mainly aimed at those that want to solve business and research problems and features a wide range of analytical functions that take the pain out of collating data.

After collecting the data, it was entered into a database. In this case, the entire data was first entered into Excel and then analysed with SPSS software. SPSS version 18, offers more detailed analysis options to look deeper into data and spot trends that might not have been noticed. A researcher can test out hundreds of different variables on a set of data to see how figures or performance would change under different circumstances.

Simple descriptive statistical tools such as frequency distribution graphs, percentage analysis, bar charts and cross tabulation were extensively applied to study the service quality gaps mentioned in the research question. These tools were chosen for easier explanations and comparison.

Open comments were listed and analysed with regards to the frequency of reported issues. The various service quality related things that the respondents either like, dislike or would like to see and have in the breakfast buffet were analysed separately. The mostly highlighted are the ones with the highest comments by the respondents.

4.3   Reliability and validity of research

Measurement experts (and many educators) believe that every measurement device should possess certain qualities. Perhaps the two most common technical concepts in any measurement are reliability and validity. Any kind of assessment, whether traditional or "authentic", must be developed in a way that gives the assessor accurate information about the performance of the individual.

Reliability is the consistency of a research measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. In short, it is the repeatability of a research measurement. A measure is seen as reliable if a person's score on the same test given twice is similar.

In making sure reliability issues were dealt with, care was taken to minimize ambiguity, imprecision of answer, bias etc., while drafting the questionnaires. Efforts were

made to restrict the research questionnaire within the subject of the study, so that the results can be used on the same study by any other person and get the same results within the same time. As much as possible all items of identification were excluded in the questionnaires in other to allow the respondents feel more comfortable while giving sincere responses. Efforts were also made to ensure that the questions asked were straight forward and precise. The open-ended questions allowed the respondents to express their feelings about the things they liked or disliked about the breakfast as a whole.

The research results are accurate and valid. However, it is only valid for this research and within the timeline of the research. Out of 81 guests that participated in the survey, 61 (75.4%) returned the questionnaires' duly filled and completed while 20 (24.6%) questionnaires were not return or filled.

However, the possibility that some of the guests might not fully respond properly to the questions asked in the questionnaires cannot be ruled out, this is so because the questionnaires were applied during the breakfast hour, while some were in a rush to catch their flights, some might simply want be polite and not be blunt in their responses, This was however resolved by explaining to the guests that the survey is for the improvement of the service rendered and for my final thesis.

5 Research results

This chapter deals with the analysis of returned questionnaires by the respondents, a bit by bit interpretation of the raw data, will be further processed to give a clear picture of answers given by the respondents. The previous chapter revealed the research methods applied to this study, and how the data received will be analysed.

5.1 Respondents background

Out of the 81 questionnaires distributed to respondents, 61 was filled and returned. Out of the respondents, 39.3% were female and 60.7% were male. The second demographic part was about age. The age range in the questionnaire was separated from 18 − 50 years, specifically 18 − 25 age range represented 1.6% of the respondents, and 26 − 32 was 21.3%, while 33 − 40 was 26.2%. The ages from 41 − 50 were the majority with 31.1%. Finally in the above, 50 years bracket were 19.7%. From the 61 responses, the most represented nationality were Japanese with 16.4 %, next biggest nationality was Swedish with 13.1% of the respondents. The third most represented nationality was United States of America (USA) with 11.5%, while the fourth was Chinese with 8.2%. Finns and Britons were the fifth in line with equal number of respondents at 6.6%, followed closely by nationalities from Indian, Korean DR, and Denmark with 4.9% of the respondents, Dutch, French and German respondents all account for 3.3% of the respondents. Others are nationalities from Austria, Canada, Hong Kong, Italy, Mexico, Norway, Russia, all with 1.6%, and one respondent did not fill the nationality part of the questionnaire, and this can be seen in appendix 2.

The third question in the questionnaire was included by the author in order to know the frequency of new and repeat guest during the breakfast. The reason for this will be further discussed in the recommendation chapter. The answers were divided in the following manner. This can be seen in table 1 - It reveals the rate of both type of guests visit to the breakfast.

Table 1. Repeat and new guest.

	Frequency	Percent
Repeat guest	43	70.5
New guest	18	29.5
Total	61	100.0

5.2   Respondent segment and comportment

The next question on the questionnaire was to know the guest segment of the respondents, either business guest or leisure guest. The analysis showed that most of the respondents were in the hotel for business purpose. The business guest respondents' amount to a huge 93.4% (highlighted in red) of the total returned questionnaire, the reason for this high number of business guests is that the most targeted segment of guest at the Hilton Airport hotel are business guest and also because the survey was carried out during the weekday, while the leisure guest respondents were a paltry 6.6% of the respondents. This can be seen in table 2 below.

Table 2. Business and leisure guest respondents.

	Frequency	Percent
Leisure guest	4	6.6
Business guest	57	93.4
Total	61	100.0

Next the breakfast guests were asked what time of the day they had the breakfast in Restaurant Gui. The most frequent time the respondents come to have breakfast was 8:30am with 13.1%, followed by 7:00am with 9.8%, closely followed by 8:00am and 9:00am with 8.2%. In all the hours from 7:00am and 9:00am are the most import hours which the guests come to have breakfast.

5.3   Service quality impression of respondents

Four variables where specifically asked by the author in the study. They are the guests' expectation about the breakfast, their impression of staff attitude, Restaurant Gui breakfast atmosphere (cleanliness, space, music) and the quality of food (taste, temperature, freshness). The breakfast atmosphere was with the highest mean score of 4.61 and a median (midpoint) of 5.00, followed by attitude of staff with 4.56 mean and 5.00 median. Guest's expectation before the breakfast was 4.39 mean and median 4.00, while lastly the quality of food on the breakfast buffet was 3.92 mean and 4.00 median. See table 3 below for more details.

Statistic for service quality impression of respondents:

Table 3.   (Scale 1 – 5)

	Expectation	Attitude of staff	Atmosphere	Quality of food
Mean	4.39	4.56	4.61	3.92
Median	4.00	5.00	5.00	4.00

During the breakfast 4.9% of the respondents, representing 4 out of the 61 respondents of the study gave the atmosphere a scale of average (3), while 18 respondents scored the atmosphere on scale 4, which is 29.5% of the total respondents. 40 out of them scored it 5 representing 65.6% of the respondents.

Table 4. Breakfast atmosphere (Scale 1 – 5)

Scale	Frequency	Percent
3	3	4.9
4	18	29.5
5	40	65.6
Total	61	100.0

Only 3 of the respondents which translate to 4.9% of the 61 guests said the atmosphere of the restaurant was average, while 29.5% of them also agree that it was good. 65.6% numbering about 40 scaled the atmosphere as excellent (5).

Table 5. Staff attitude (Scale 1-5)

Scale	Frequency	Percent
3	4	6.6
4	19	31.1
5	38	62.3
Total	61	100.0

Staff attitude during the breakfast experience according to 62.3% of the respondents was rated excellent, that is 38 of the guests. About 31.1% of the respondents termed the staff attitude as good (4), while 4 representing 6.6% described average.

Explaining the expectation of the respondents further, the researcher found out that 5 out of the respondents scored their expectations average (3) with 8.2% of the total respondents, while 27 term their expectation good (4) with 44.3% and lastly, 29 respondents has the highest (5) expectation of the breakfast with 47.5%. Fair enough, the guest had high expectations about the experience awaiting them at the breakfast buffet.

Table 6. Respondents' expectation (Scale 1 – 5)

Scale	Frequency	Percent
3	5	8.2
4	27	44.3
5	29	47.5
Total	61	100.0

Table 7. Respondents' quality of food response (Scale 1 – 5)

Scale	Frequency	Percent
2	5	8.2
3	13	21.3
4	25	41.0
5	18	29.5
Total	61	100.0

The quality of food was about the most interesting variable of the pack, it was the most commented on, in the open comments, it is the only variable with scale 2 (fair). This shows that the respondents were particular about the food displayed in the breakfast buffet. From 5 respondents representing 8.2% of the guests termed their experience of the breakfast food quality as fair, while 13 which is 21.3% of the guests described it as average. However, 41.0% of the respondents agreed that the food quality was good and lastly, 29.5% of the respondents scaled it excellent.

5.4   Consequential data differences

There were differences between the respondents' gender, visit purpose (leisure or business), repeat or new guest and even age. This will be highlighted more vividly in the next sub chapter with graphics and tables.

5.4.1 Significant difference between repeat and new guest

Table 8. Differences in expectation level. (Scale 1 – 5)

Scale	Expectations in %			Total
	3	4	5	
New guest	5.6	27.7	66.6	100
Repeat guest	9.3	51.2	39.5	100

Repeat guests represented 70.4%, while new guests were 29.6% of the total respondents. Out of the 18 new guest respondents 12 (66.6%) rated their expectations of the breakfast on scale 5 (excellent), which is high, 5 rated theirs on scale 4 (27.7%), while only 1 new guest had expectations on scale 3 (5.6%). For the repeat guests, the highest expectation level by them was 4 (51.2%) with 22 respondents, 17 (39.5%) had their expectations on scale 5 and lastly 4 (9.3%) repeat guests rated their expectation on level 3. More graphic explanations in figure 5.

Table 9. Differences in staff attitude perception.

Scale	Attitude of staff in %			Total
	3	4	5	
New guest	0	38.9	61.1	100
Repeat guest	9.3	27.9	62.8	100

The staff attitude was rated 5 (61.1%) by 27 repeat guests, 11 (62.8) new guest scaled it 5. 12 (27.9%) repeat guest respondents scored the staff attitude 4, while 7 (38.9%) new guest scaled it 4. None of the new guest respondents scaled the attitude of staff 3, but 4 repeat guest rated it 3 (9.3%). See table 9 above and figure 5 below.
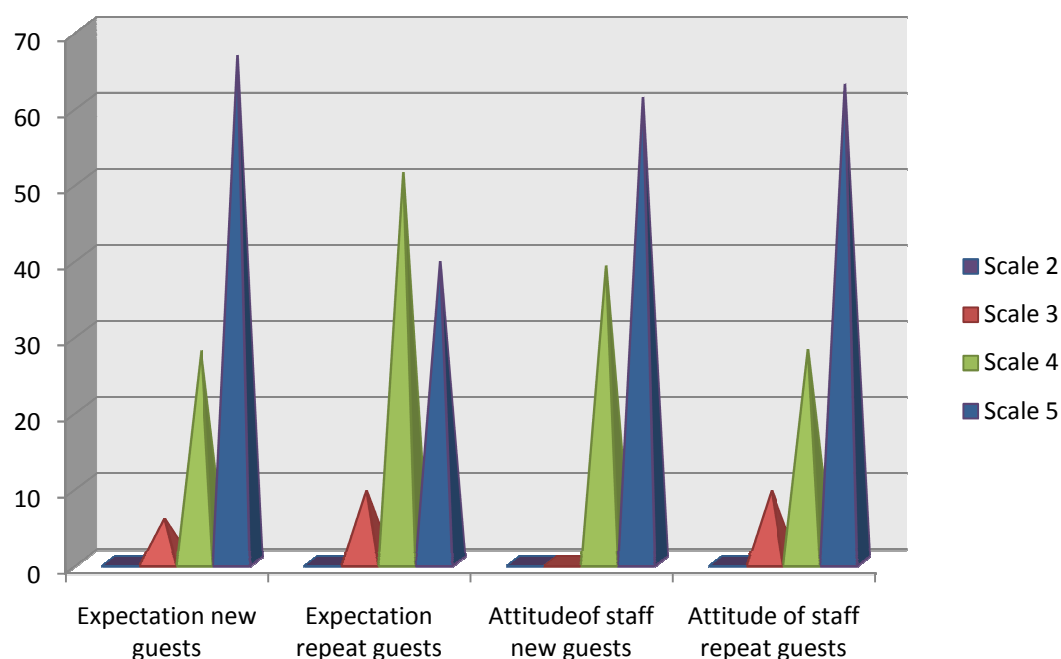
Figure 5. New and repeat guests' expectation and attitude of staff perception.

Approximately 63% of the repeat guest respondents, representing 27 out of 43, stated that the breakfast atmosphere is excellent, 14 (35.6%) respondents said its good and only 2 (4.7%) scaled it average. On the other hand, 13 (72.2%) new guests scaled the breakfast atmosphere excellent, 7 (22.2%) rated it good and 1 (5.6%) new guest rated it average.

Table 10. Differences in breakfast atmosphere.

Scale	Atmosphere in %			Total
	3	4	5	
New guest	5.6	22.2	72.2	100
Repeat guest	4.7	35.6	62.8	100

The food quality elicited the most response from the respondents; it is the only variable where the respondents choose scale 2 or fair. Still using cross tabulation, remarkable difference was where 9 and 16 new guests and repeat guests scaled the

food quality 4 (50% & 37.2%) respectively. 1 (5.6%) new guest rated the quality of food poor, while 4 repeat guests rated it 9.3%. More graphic details in figure 6.
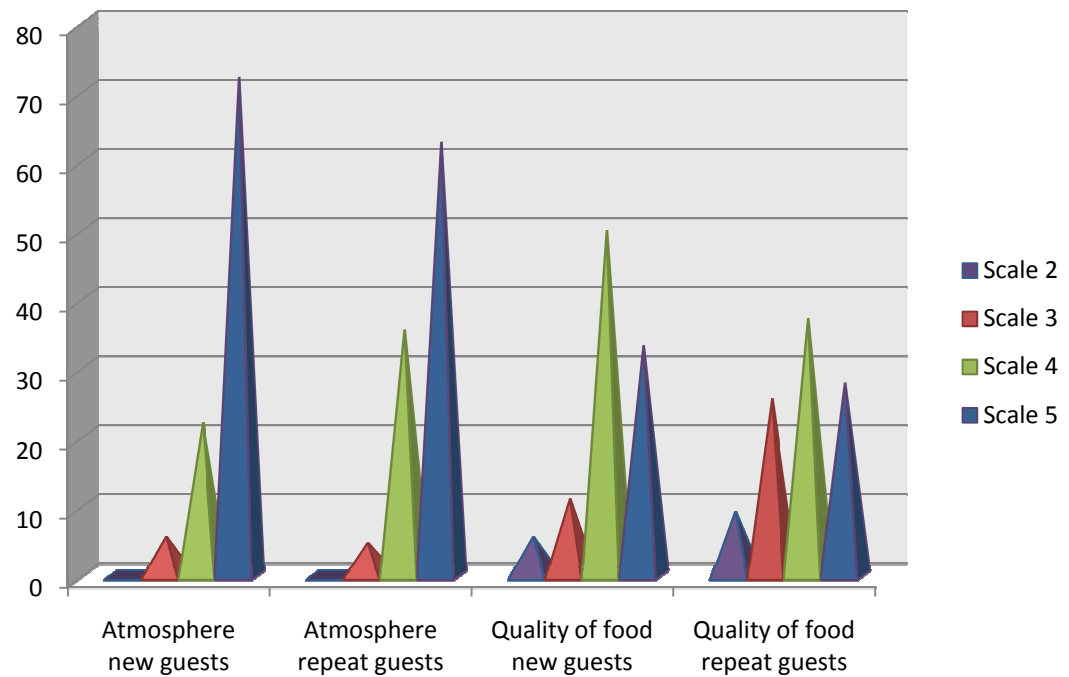
Figure 6. New and repeat guests' atmosphere and quality of food perception.

Table 11. Quality of food differences.

Scale	Quality of food in %				
	2	3	4	5	Total
New guest	5.6	11.1	50	33.3	100
Repeat guest	9.3	25.6	37.2	27.9	100

The above figures in percentage show that the repeat guest has high expectation, with 58.6% compared with the new guest which was 41.4%. On the other hand the repeat guest responded with 71.1% of them agreeing that the staff attitude was excellent, while 33.3% of the new guest scaled it excellent. Most of the repeat guests with 67.5% describe the breakfast atmosphere as excellent, while 32.5% new guest

also said it was excellent. Lastly but important, 66.6% of repeat guest agree that the food quality was excellent and 33.3% of the new guest also described it as excellent. See appendix 3 for more details.

5.4.2 Variations in gender

A total of 29 female and male respondents scored their expectations of the breakfast 5, out of the 29, 12 female and 17 male responded. 27 scored it 4 while 5 scored it 3. See table 12 below.

Table 12. Difference in gender expectation

Gender	Expectation			Total
	3	4	5	
Female	1	11	12	24
Male	4	16	17	37
Total	5	27	29	61

The most striking difference in the gender cross tabulation could be seen in the quality of food, where 7 female responded that it was excellent while 11 male said it was excellent. On the other hand, 6 female and 7 male respectively scored the food quality 3. Another noticeable variable was that of atmosphere, where 79% (19) female respondents regarded the breakfast atmosphere excellent, while none rated it below good (4). For the male respondents, 56% (21) scaled the atmosphere excellent, while 3 scaled it average. See appendix 4 for more details.

5.4.3 Differences in age

Table 13. Age perception of food quality.

Scale		Quality of food				Total
		2	3	4	5	
Age	18 – 25	0	0	1	0	1
	26 – 32	0	4	6	3	13
	33 – 40	3	4	5	4	16
	41 – 50	2	4	7	4	19
	50 -	0	1	4	7	12
Total		5	13	25	18	61

The above table shows graphically the differences via cross tabulation the way the various age groups within the respondents reacted to the breakfast food quality. The most vocal points were within the ages of 33 – 40 and 41 – 50, with 16 and 19 respondents respectively. Only 5 of respondents between the ages 33 – 40 scaled the food quality 4, while 7 between the ages of 41 – 50 scaled it 4. Respondent between the ages of 18 – 25 was only 1, therefore enough information cannot be drawn about their perception of the breakfast quality. Further explanations on the remaining variables, expectations, attitude of staff, and atmosphere can be seen in appendix 5.

5.5 Open comments

In this sub chapter open comments written by the respondents will be discussed on the issues with the most reoccurring comments amongst the respondents. A total of 30 (47.6%) respondents gave open comments which encompass all both the tangible and intangible aspects of the breakfast service quality. Majority (86%) of the respondents liked and commented positively about the freshness of the fruit on the breakfast buffet, they also liked the cleanliness and the layout of the restaurant arrangement. The color coded nutrition card was described as laudable.

However, some respondent disliked the coffee served to them, majority of them requested for seasonal change in the breakfast buffet depicting theme of the winter, autumn, summer to holidays like Easter or Christmas. The quality of bacon and omelette were complained about, they called for improvement is this area. The boiled eggs were also described as either too hard or that the shells are not easy to be removed. Quiet a handful of the business guest commented that the tables are too small. Some respondents also give comments about the different variations in the omelettes offered to them, especially the return guests.

The next chapter will give recommendations and conclusion on the above analysis.

6 Summary, recommendation and conclusion

It was revealed in the analysis, that the respondents were satisfied with the quality of service during breakfast but reservations on the tangibles i.e. that quality of food and the reliability aspects of the breakfast service. It was also noted that the gaps noted are gaps 1 (consumer expectation – management perception) and 3 (service quality specification – service delivery gap), which leads to gap 5 (perceived service quality).

6.1 Summary

As noted earlier in this study, delivering quality of service is one of the major challenges facing hospitality managers. It is an essential condition for success in the keenly competitive and global hotel industry. The concept and the conceptual model of service quality and potential gaps in quality were postulated by Grönroos, Parasuraman, A. Zeithaml, Kano etc.

The primary purpose and objective of this study was to determine the gaps in the breakfast at the Restaurant Gui in Hilton Helsinki Airport hotel, gather and analyse data via application of questionnaires to guests and proffer how to close the gaps. In other to find a solution to the above stated problem, a research questionnaire was applied to 81 guests, during the breakfast for a period of 5 days between 6am to 10am. The data collected from the respondents were revealing.

Majority of the respondents were quite satisfied with the quality of service of the breakfast at the Hilton Helsinki Airport hotel. Depending on the time of the morning, the respondents described the attitude of the breakfast staff from good to average, while also the respondents agreed that the service atmosphere (cleanliness and music) meets their expectations.

The repeat guests were more demanding and well placed to give critical information about the overall impression of the breakfast quality. However, the new guests were

more satisfied than the repeat guests. The largest customer age group was between 30 to 50 years, they are the majority of the breakfast guest during the study and their observations needs to be noted. From the analysis of this study, business guests amount to approximately 94% of the entire respondents of this study, they have their various needs especially on the quality of food. Efforts should be made to address them.

The result of the survey carried out showed that the customer expectation – management perception gap (gap 1) needs more attention from management. The peculiarity of the hotels' location tends to add to this gap, this is because majority of the guests were foreigners with vast or different needs or even what they term as breakfast in their countries of origin i.e. Americans complained about 'made to order' items and Britons about beans not on the breakfast buffer. The open comments made by the respondents, especially the repeat guests' pointed to this direction. This could also be as a result of inadequate or lack of information between top managers, supervisor's and customer – contact personnel.

Another gap noted in the survey was the difference between service quality specification and what is actually delivered (gap3). The differences in the bacon, scrambled eggs and omelette served daily had effect on the service quality expectation and eventual perception of the respondents (especially repeat guests), one guest even commented that there should be standardised 'Hilton way' in preparing the omelettes or bacon. This could also be seen as a reliability gap, as guests who expected a certain standard in the quality of Hilton breakfast were dissatisfied with what they perceive after their breakfast experience.

Most of the respondents in the open comments said they find freshness of the fruits and pastries pleasant. They stated that it is a good way to begin the day with a variety of fresh fruits to choose from. However, some said it is not fresh enough, this could also be linked to the time when the breakfast took place.

The summary connotes that the expectations of the respondents(business or leisure guests, repeat or new guests) were high but variety of the food items on the breakfast buffet was not enough, therefore needs improvement, which will be offered in the recommendation subchapter. Vast majority of the respondents were repeat business guests who know what they wanted but demanded a different breakfast experience.

6.2   Recommendation

The study explored the gaps in the quality of service during breakfast at the Hilton Helsinki Airport hotel. The study will therefore not be completed without some recommendations on the possible means of solving the service quality gaps identified during breakfast at the hotel which may perhaps be useful and effective at minimizing or closing the gaps noticed and thus ensures that the breakfast guests' expectations are meet and exceeded.

Repeat guests will feel no added value, if they are offered the same breakfast experience all year round. Customizing the service can be a sure route to staging a positive breakfast experience. The food and beverage department should liaise with the front office on drawing up special request for regular, Hilton HHonors members or new guests as they may want their breakfast. Business guests now use breakfast as an opportunity to have a quick meeting with business partners or colleagues, they may require more space on the table or different breakfast buffet This is complimentary to the 'Hilton way' breakfast earlier suggested. This would enable the management to manage the expectations of repeat or business guests and therefore limit or close the customer expectation – management gap.

Related to the above gap, notwithstanding that the Hilton worldwide conducts quarterly review of customer feedback, the Hilton Helsinki Airport hotel management should thrive to empower and encourage its customer contact personnel to collect immediate feedback from the guests on a day to day basis and possibly create

a database for the needs and wants of repeat guests in particular. In the study, it was observed that different nationality would like to be recognized by offering breakfast peculiar to their continent or country, this may be difficult to do, but if the management can work around this concept and Hilton brand which is known for its array of luxury services shall be the best for it.

Seasonality of breakfast menu was another issue that came up during the study. Food items can be selected depending on the season of the year be it holiday, Easter, Christmas, autumn, spring. Food items like; pumpkin waffles or apple pancakes in Autumn, French toast casserole or grapefruit ambrosia in Spring/Easter, breakfast trifle, Christmas-ginger bread pancakes, savory cheddar corn muffins in Winter/Christmas, which reflect the weather could be included in the breakfast menu. The temperature of the food could also complement the seasonality.

The difference between the service quality specifications and what is actually offered especially as it relates to tangible food items like burnt crisp and salty bacon, too soft eggs, scrambled eggs, different taste of omelettes every day, could be resolved by creating a standard 'Hilton way' of preparing these food items notwithstanding if a different breakfast Chef is on duty. This will also close the service quality gap of the breakfast reliability.

The food that starts a business traveller's day is particularly important. Efforts should be focused on food which emphasis renewal. The Breakfast buffet in Restaurant Gui offer functional foods is the 'follow your color theme, but increasingly guests would more appreciate if the food they will consume is from pigs that were raised humanely, organic coffee and eggs from cage-free chickens. The breakfast menu could focus on "super foods", it encourages travellers trying to beat insomnia to drink i.e. smoothies done from bananas and soy milk. This approach could assist to soothe road-weary business travellers, who toil in their rooms late into the evening. Also closely related to the needs and wants of the business respondents is that of table space, often time, business guests use their breakfast for meetings which re-

quire some ample space for their laptops and note books on the table. However, from the managements' point of view, meeting should best be done in the various meeting rooms in the conference area, as it increases the profitability of the hotel, but it was noticed that some business guests wants to have a quick meeting before dashing off to take their flight, so breakfast was an ideal time.

Since the quality of hospitality service always involves people, these issues centre on the management of people, and in particular on the interactions between guests and staff. A service culture should be inculcated into the customer contact personnel during the breakfast, an appropriate method of measuring if staffs are complying with the service culture should be made known to them. However, the numbers of customers served are often inappropriate for measuring employee performance relating to delivering quality service.

Breakfast guests are human beings therefore their tastes, wants, needs and what they are looking for are constantly changing, as this takes place new scenarios will arise in which a different solution will be required to deal with these new issues related to the breakfast service quality at the hotel. The hotel is viewed as one organisation by the guests, meeting the expectations of guests during the breakfast experience will complement the overall perception of the guests about the quality of service promised and delivery by the hotel.

6.3   Conclusion

The thesis questions raised at the beginning of the study was successfully tackled and resolved in the survey. Guests have expectations of service, expectations are the basis for satisfaction. After consuming the service, they compare their expectations with experience; if the restaurant meets or exceeds these expectations then the customer will feel satisfied and will feel that they have received 'quality'. The results of this study show and provide supervisors and managers with useful assessment of expectations and perception of the hotels breakfast guests, with the aim of minimizing and closing the gaps.

Problems in service quality measurement arise from a lack of clear and measurable parameters for the determination of quality. The inability to have a clear parameter could negate the purpose of a service quality gap research, in other to overcome this pitfall the researcher made adequate and proper effort to ensure that the questionnaire was simple and straight to the point, while an audit was done on the questions before a pilot survey. The behaviour and attitude of the waiting staff during the survey might have altered, knowing well that a survey was taking place, this will in turn affect the response of the respondents as regards the attitude of the breakfast staffs'.

The peculiarity of the location of the Hilton Helsinki Airport hotel, with the high rate of return business guests, reveals the need for the hotel management to constantly measure the pulse and the changing needs of what these guests want for breakfast. Compared with the leisure traveller, the business traveller is more time sensitive, service quality is more important than price, and she or he is more experienced and demanding. Tangibles in the service like the appearance of the food, timing of the food, temperature during different seasons, seasonality of food, standard and consistency in the taste of items like bacon, boiled eggs, and made to order foods like omelette would be highly appreciated by the respondents.

Nationality was also explored during the survey as it affects the breakfast at the hotel. Most Asians would prefer to feel at home away from home with an Asian breakfast, while Britons will prefer to have beans included in the breakfast. Due to the constant visit by the regular guests in their response to the questionnaire they would appreciate a seasonal change in the breakfast buffet i.e. winter, spring, autumn, summer breakfast theme.

The gaps noted in this survey creates a challenge for supervisors' and managers to frequently monitor the perception of the hotel guests, Hilton hotels worldwide creates a high level of expectations and therefore if the expectations are not meet or surpassed, dissatisfaction will arise. In assisting the management to meet this expectations the empowerment of customer contact staff is of importance, on the spot

feedback should be collected from guests in other to keep them satisfied with the breakfast experience at the hotel. Failing to put things right and to prevent reoccurrence says of the hotel, 'we are not capable of managing quality service'. Approaches towards managing moments of truth involve 'continuous improvement'. This involves processes that continually monitor, check and resolve bad moments of truth by ensuring alterations happen to the customer process, and integrating these changes into business as usual, are key to a successful evaluation of guests expectations.

Moments of truth are encounters with customers which cause them to form a view of the hotel based on how they are engaged, particularly compared to their expectations. Expectations can be either, exceeded or disappointed. Moments of truth can be positive, in the case of meeting and exceeding expectations, or negative, in the case of disappointment. Monitoring the moments of truth allows management within the hotel to focus on improving areas responsible for negative customer experiences. Remedial action to prevent repetition is necessary.

However, the 'follow your color' theme of the Hilton breakfast service standard has tremendous effect on the guests at the Hilton Helsinki Airport hotel guests as most of the guests commented on, what they like most about the breakfast was the freshness of the fruits, the cleanliness and ambience of the restaurant and the friendliness of the waiting staffs. When hospitality managers have carried out these recommendations, it is believed that they will be in an excellent position to make decisions that will both improve the quality of breakfast services provided and guest perceptions of them.

Hilton Breakfast in the future should be more flexible in the different items on the buffet, if and when permission is granted by Hilton headquarters. Specifically, the quality of food and the atmosphere (music in particular) should be reinvigorated. With the expansion of the hotel and Restaurant Gui in particular, this can be achieved.

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Appendices

Questionnaire for service quality of the breakfast in Hilton Helsinki Airport hotel

Kindly take your time and answer these few questions, to tell your view about the breakfast service. Thank you for your time ☺

Please tick the option that best suit you

Age ☐ 18 – 25, ☐ 26 – 32, ☐ 33 – 40, ☐ 41 – 50, ☐ 50 – above

Gender Male ☐ Female ☐

Nationality ——————————————

Are you a ☐ new guest ☐ repeat guest

Purpose of hotel stay - ☐ business ☐ leisure

What time did you have your breakfast time? ————————————

The scale is from; excellent, good, average, fair, poor,

☺ ☺ ☺ ☹ ☹

How did the breakfast service meet your expectation	☺ ☺ ☺ ☹ ☹
How would you describe the attitude of the breakfast staff	☺ ☺ ☺ ☹ ☹
Did the breakfast service atmosphere meet your expectation?	☺ ☺ ☺ ☹ ☹
The variety of the breakfast food items	☺ ☺ ☺ ☹ ☹

In this section please feel free to give your open comments

What do you like best about the breakfast in Hilton Helsinki - Vantaa Airport?

———————————————————————————————

———————————————————————————————

What don't you like about the breakfast in Hilton Helsinki - Vantaa Airport?

———————————————————————————————

———————————————————————————————

What can be improved on or added to the breakfast service in your own opinion?

———————————————————————————————

———————————————————————————————

———————————————————————————————

Statistics

	Expectation	Attitude of staff	Atmosphere	Quality of food
Mean	4.39	4.56	4.61	3.92
Median	4.00	5.00	5.00	4.00
Mode	5	5	5	4

Frequency of nationalities representated

List of country	Frequency	Percent	Valid Percent
Not available	1	1.6	1.6
American	7	11.5	11.5
Austria	1	1.6	1.6
British	4	6.6	6.6
Canadian	1	1.6	1.6
Chinese	5	8.2	8.2
Danish	3	4.9	4.9
Dutch	2	3.3	3.3
Finnish	4	6.6	6.6
French	2	3.3	3.3
German	2	3.3	3.3
Hong Kong	1	1.6	1.6
Indian	3	4.9	4.9
Italian	1	1.6	1.6
Japanese	10	16.4	16.4
Korean	3	4.9	4.9
Mexican	1	1.6	1.6
Norweigian	1	1.6	1.6
Russian	1	1.6	1.6
Swedish	8	13.1	13.1
Total	61	100.0	100.0

Nationality bar chart
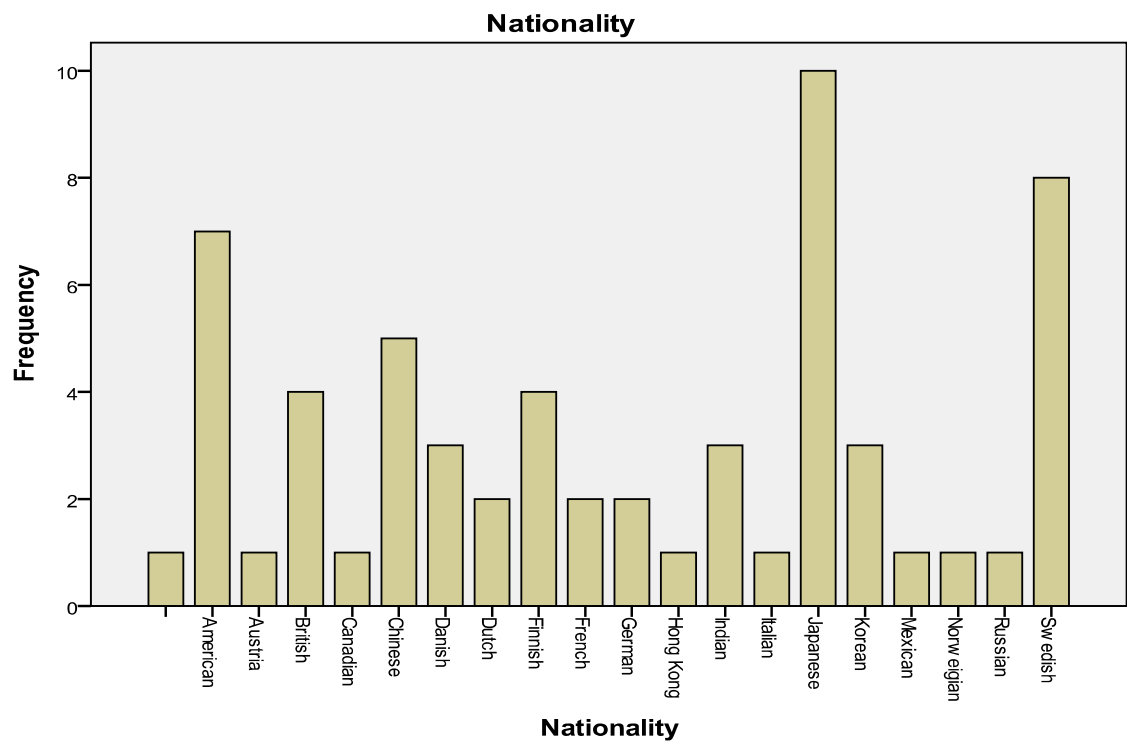
Appendix 3

Repeat and new guest * Expectation crosstabulation

	Expectation			
Guest type	3	4	5	Total
New guest	1	5	12	18
Repeat guest	4	22	17	43
Total	5	27	29	61

Repeat and new guest * Attitude of staff crosstabulation

Guest type	Attitude of staff			Total
	3	4	5	
New guest	0	7	11	18
Repeat guest	4	12	27	43
Total	4	19	38	61

Repeat and new guest * Atmosphere crosstabulation

Guest type	Atmosphere			Total
	3	4	5	
New guest	1	5	12	18
Repeat guest	4	22	17	43
Total	5	27	29	61

Repeat and new guest * quality of food crosstabulation

Guest type	Quality of food				Total
	2	3	4	5	
New guest	1	2	9	6	18
Repeat guest	4	11	16	12	43
Total	5	13	25	18	61

Gender * Expectation crosstabulation

Gender	Expectation			Total
	3	4	5	Total
Female	1	11	12	24
Male	4	16	17	37
Total	5	27	29	61

Gender * Attitude of staff crosstabulation

Gender	Attitude of staff			Total
	3	4	5	Total
Female	1	9	14	24
Male	3	10	28	37
Total	4	19	38	61

Gender * Atmosphere crosstabulation

Gender	Expectation			Total
	3	4	5	Total
Female	0	5	19	24
Male	3	13	21	37
Total	3	18	40	61

Gender * Quality of food

Gender	Expectation				Total
	2	3	4	5	
Female	1	6	10	7	24
Male	4	7	15	11	37
Total	5	13	25	18	61

Appendix 5

Age * Expectation Crosstabulation

Age	Expectation			Total
	3	4	5	
18 - 25	0	0	1	1
26 - 32	1	9	3	13
33 - 40	2	6	9	17
41 - 50	2	10	6	18
50 -	0	2	10	12
Total	5	27	29	61

Age * Attitude of Staff Crosstabulation

Age	Attitude of Staff			Total
	3	4	5	
18 - 25	0	1	0	1
26 - 32	0	7	6	13
33 - 40	2	4	11	17
41 - 50	2	5	11	18
50 -	0	2	10	12
Total	4	19	38	61

Age * Atmoshpere Crosstabulation

Age	Atmoshpere			Total
	3	4	5	
18 - 25	0	0	1	1
26 - 32	0	5	8	13
33 - 40	1	4	12	17
41 - 50	2	5	11	18
50 -	0	4	8	12
Total	3	18	40	61