

## **Improvement of customer satisfaction through OTAs website: Tri Giao Hotel, Vietnam**

Truc Nguyen

Bachelor's Thesis  
Degree Programme in  
Hospitality, Tourism and  
Experience Management  
11.11.2019



<b>Author</b> Truc Nguyen	
<b>Degree programme</b> Hospitality, Tourism and Experience Management	
<b>Report/thesis title</b> Improvement of customer satisfaction through OTAs website: Tri Giao Hotel, Vietnam	<b>Number of pages and appendix pages</b> <b>56 + 16</b>
<p>This thesis aims to, first and foremost, gain a more in-depth understanding of customer rates and reviews of Tri Giao Hotel on OTA websites. The author selected six leading OTA websites to conduct the research, i.e. TripAdvisor, Booking, Expedia, Agoda, Facebook, and Google. In addition, the study compared the Tri Giao Hotel with other four hotels, which are also local brand hotel and have 4-star international standard, in a competitive set. Finally, this thesis explored satisfaction and dissatisfaction determinants of service quality can affect customer satisfaction.</p> <p>Since the main customers of Tri Giao Hotel are charters and from travel agencies, the customers from OTA have not been focused. Therefore, this research-oriented thesis selected Tri Giao Hotel as the commissioning company. This study used qualitative methods such as observation, interview with FOM, data collection on OTA websites, and content analysis. These methods are based on conceptual framework and theoretical framework, especially SERVQUAL model. After that, decisive factors that affect customers' decisions to book a hotel room online were discovered. Hence, some suggestions on how to improve customer satisfaction through the OTA website were given.</p> <p>The results revealed that the service quality of Tri Giao Hotel has a significant impact on customer satisfaction. Combining all the reviews on six main OTA websites, the hotel received 301 customer reviews and 199 written comments. The hotel review index was 90.6% and the management response was 58.8%. The service, staff, and value of the hotel makes the customer the most satisfied. However, the location of hotel and quality of the food were the main weaknesses that need to be improved. Besides, some other factors also affected customer satisfaction. Suggestions and new ideas were briefly discussed to improve customers' satisfaction to Tri Giao Hotel.</p>	
<b>Keywords:</b> Customer satisfaction; Service quality; Online travel agent; Tri Giao Hotel; Vietnam	

## Table of contents

1	Introduction .....	1
1.1	Background.....	1
1.2	Research problems .....	2
1.3	Research questions and objectives.....	3
1.4	Definitions .....	3
1.5	Structure of the thesis .....	4
2	Tri Giao Hotel.....	5
2.1	Facilities and services .....	5
2.2	Analysis and assessment.....	7
2.2.1	Internal assessment .....	7
2.2.2	External assessment .....	9
2.2.3	Customer segmentation .....	11
2.2.4	Platforms.....	11
3	Theoretical framework.....	12
3.1	Service quality.....	12
3.1.1	SERVQUAL model.....	12
3.2	Customer satisfaction.....	14
3.2.1	Customer satisfaction measurement .....	16
3.3	The relationship between service quality and customer satisfaction .....	17
3.4	Online travel agent service.....	19
3.5	Conceptual framework .....	20
4	Methodology.....	22
4.1	Research method and design .....	22
4.2	Observation.....	23
4.3	Interview .....	24
4.4	Content analysis .....	24
5	Findings .....	25
5.1	Review statistic of Tri Giao Hotel.....	25
5.2	Hotel competitive set analysis .....	26
5.2.1	Hotel competitive set quality index .....	26
5.2.2	Room rates of hotel competitors.....	28
5.3	Customer feedback.....	28
5.3.1	Customer satisfaction determinants .....	30
5.3.2	Customer dissatisfaction determinants.....	31
5.3.3	Miscellaneous factors.....	33

5.4	Manager's perspective towards customer satisfaction and service quality.....	33
5.4.1	Service quality.....	33
5.4.2	Customer satisfaction.....	33
6	Discussion.....	35
6.1	Customer satisfaction in manager and customer's perspective .....	35
6.2	Limitations of Tri Giao Hotel and suggestions for solution. ....	36
6.2.1	Location .....	36
6.2.2	Restaurant and food quality.....	37
6.2.3	Service.....	38
6.2.4	Staff .....	39
6.2.5	Facilities.....	40
6.2.6	Other factors .....	40
6.2.7	Management response.....	41
6.2.8	Marketing .....	42
6.3	Comparisons between findings and conceptual framework .....	43
7	Conclusion .....	45
7.1	Main findings.....	45
7.2	Limitation and suggestion for future research.....	47
7.3	Future trends of Tri Giao Hotel .....	47
7.3.1	Customer-centricity .....	48
7.3.2	Make sense of all 5 senses .....	49
7.3.3	Service promise .....	50
	References .....	52
	Appendices.....	57
	Appendix 1. Interview transcript.....	57
	Appendix 2. Hotel Competitive Set Average Review Rate .....	65
	Appendix 3. Hotel Comp Set Competitive Quality Index .....	65
	Appendix 4. Customer Review Geographic Categories .....	66
	Appendix 4. Hotel Competitive Set Room Rates .....	67
	Appendix 5. Service Quality Dimensions and its requirements .....	68
	Appendix 6. Customer satisfaction determinants .....	69
	Appendix 7. Customer dissatisfaction determinants .....	70
	Appendix 8. Tri Giao Hotel's first website .....	72

# **1 Introduction**

## **1.1 Background**

Nowadays, the world is so transparent that all knowledge and information can be found on the Internet. Customers can rate and review their experiences with the hotels on OTA websites. By taking this advantage, hoteliers can study more about their customers' sight to improve customer satisfaction through OTA websites. Hence, this research-oriented study was signed with Tri Giao Hotel owner to see how Tri Giao Hotel's service quality affects their customer satisfaction, based on data collected on OTA websites.

With the vigorous development of internet and technology applications since 1980s, hotel business on the Internet is gradually becoming an indispensable trend in the hospitality industry (Skift 2019). E-commerce has become a top priority for many individuals and businesses; all transactions and searches were via the Internet. Almost all hotels are partnered with Online Travel Agent (OTA) websites to do the marketing, and customers can book rooms directly on OTA channels with the discount price compared with the direct booking on the hotel's website.

No business can succeed without building customer satisfaction and customer loyalty. Equally, they need to provide a service to meet customer requirements. Nevertheless, why the satisfied customer is the essential factor? In a broad definition, the customer is someone whom we exchange values (Timm, 2001). We always exchange values with each other in daily life. For instance, when we are buying the goods from someone or somewhere, we are the customers; when we are working for a company, our company and boss are our customers. In the hotel case, the customers are the guests that exchange the money to stay in the hotel with joy and fulfilment. To this purpose, the hotels try their best to give the customers a unique experience and excellent service quality, exceed the customer's expectation and build customer loyalty.

For many years, hotels have paid a lot of attention to service quality and thought about how to improve it. They not only need to improve customer satisfaction based on the customers' feedbacks, but also solve the problems of the customers' reviews on the OTAs website. It is essential to respond to the customers' reviews and interact with them because OTA website is a convenient platform to approach and engage with the customers.

According to the background, this study attempted to gain a more in-depth understanding of customer rates and reviews on the OTA website through qualitative data. Also, the study discovers other decisive factors that affect customers' decisions to book a hotel room online. Thus, some suggestions on how to improve customer satisfaction through the OTA website will be given. Furthermore, this thesis focuses on one boutique hotel, named Tri Giao Hotel in Nha Trang, Vietnam. Vietnam is a popular tourist destination that attracts ca.15 million international tourists in 2018 (Vietnam-briefing 2019). Nha Trang is a beach city that has one of the most beautiful bays in the world, with an area of 507 square kilometres. Despite the mainland, Nha Trang city also has 19 big and small islands. Therefore, improvement of customer satisfaction of Tri Giao Hotel through the OTA website helps to 1) and build a connection between the hotel and previous customers, 2) advertise the hotel more efficiently, and 3) attract more new customers are the aims of this thesis.

## **1.2 Research problems**

The commissioning company of this thesis is Tri Giao Hotel. Tri Giao Hotel is a boutique hotel which is graded four stars and opened in July 2016 in Nha Trang city, Vietnam. Since it is a new hotel, there are not many customers' rates and reviews on the OTA websites compared to other hotels in the same area. The main customers of Tri Giao Hotel are charters and from travel agency companies, so customers from OTA websites have not been focused. Therefore, a commission agreement has been made between Tri Giao Hotel owner and the author, to conduct the thesis. This research-oriented thesis attempted to emphasize the importance of customer satisfaction by evaluating the statistics on six leading OTA websites, i.e., TripAdvisor, Booking, Expedia, Agoda, Facebook, and Google.

This thesis will help Tri Giao Hotel to gain more good rates and reviews in the future.

### **1.3 Research questions and objectives**

The following questions will address the topics discussed above:

- What is the situation of the hotel's customer satisfaction on the OTA website?

This question plays a crucial role in this thesis. Discovery of opinions and feedbacks of the customers online, e.g., the subjective that they were satisfied and not. In order to make the issue clearer, two sub-questions are listed below.

- What are the advantages, service quality, and the value of the hotel that the guest adores?

This question helps to understand if the hotel's service quality meet the guests' expectations, compared to other hotels in the competitive set.

- What are the disadvantages that still concerns the guest?

This question helps to explore other factors that are still missing in the service quality so that some suggestions will be made to improve, to make the guests' experience beyond their expectations.

### **1.4 Definitions**

Here are the brief definitions of the regular terms used in this thesis. These terms will also be discussed more thoroughly in the theoretical framework.

- Customer satisfaction: a person's feelings towards a product's performance, whether it meets his or her expectations (Kotler and Keller, 2006).
- Online service quality: The nature of the online service is defined as an activity that involves providing a product or goods on the internet to meet customer's needs, and the quality is the result of satisfaction.

- Customer Loyalty: the customers have overall satisfaction that leads to a commitment of the company and has the resistance to switching to another company (Timm, 2001)
- Online Travel Agent (OTA) Service: an online travel agent, which selling travel products and services such as hotel rooms, tours, airline tickets, and sales, purchase and payment transactions are made via online form. OTA model has been well developed in the world with big brands such as TripAdvisor, Booking, Agoda, and Expedia.
- Service quality: Zeithaml and Bitner (2003:85) described service quality as “a focused evaluation that reflects the customer’s perception of specific dimensions of service, namely reliability, responsiveness, assurance, empathy, and tangibles.”

## **1.5 Structure of the thesis**

To answer all the above-mentioned research questions, the brief information of Tri Giao Hotel and its competitive set will be described after the introduction chapter to analyse its internal and external assessment. These assessments will give the current situation of Tri Giao Hotel and its market. The theoretical framework will follow the chapter of commissioning company to study model, relationship, the importance of service quality, customer satisfaction, and customer loyalty. After that, the chapter of methods will explain how the data is collected and processed. Then, specific findings will be presented in the data collection chapter, followed by the discussion chapter. Discussion chapter analyses and compares the findings with the theoretical and conceptual framework. Finally, the conclusion chapter answers the research questions, gives suggestions to improve customer satisfaction and new hospitality trends can be applied in Tri Giao Hotel.

## 2 Tri Giao Hotel

Tri Giao Hotel is a 4-star international standard hotel in Nha Trang. It locates on Pham Van Dong Street extended with Tran Phu Street – the most beautiful coastal road in Nha Trang. It is owned by an investment company and designed in a modern, cozy, and harmonious concept. Since its first launch in 2016, it became one of the most popular hotels in Nha Trang and obtained very high score on the OTA website (above 9.0).

The decoration of wood and glass is displayed in the hotel in many ways. Wood is the primary material of the interiors in this hotel, such as rooms, restaurant, bar, and reception desk. More than 90% of the rooms have a total sea view, in which windows are covered by total glass. Hence, it makes the room feel comprehensive, and the guest feels overwhelmed by the coastal road. This unique design makes the hotel outstanding in the market.



Figure 1. Tri Giao Hotel brand (Tri Giao Hotel 2019)

Tri Giao Hotel is 5 km far from the city centre and 1.5 km to the nearest swimming beach, Hon Chong. This location is perfect for leisure guests who want to have a quiet and peaceful atmosphere, and it takes 15 min to the city centre by taxi (Booking 2019).

### 2.1 Facilities and services

The building of Tri Giao Hotel has 15 floors and 107 different rooms, which meet the diverse needs and moods of their guests, and 90% of them have magnificent views of the bay and ocean. This hotel offers such a variety of rooms ranging from Twin, Double, Triple to King, and Suites. These rooms are categorized into three different groups, i.e., Standard, Superior, and Deluxe rooms. Ten standard

rooms with 18 m<sup>2</sup> size provide bathrobe and slippers, free internet access, LED TV, safe box, minibar, bottled waters, electronic kettle, amenities, and hairdryer. There are 39 superior rooms with 25 m<sup>2</sup> size and sea view and 44 deluxe rooms from 30–36 m<sup>2</sup> with both panoramic sea view and city view. The most luxurious rooms in this hotel are the luxury suite (55 m<sup>2</sup>) and suite (40 m<sup>2</sup>), which have a panoramic sea view.

The food and beverage are excellent. The restaurant has 221 seats, including three private rooms that have capacity up to 20 guests each. For breakfast, it offers an authentic Vietnamese breakfast buffet filled with diverse dishes, including rice, soup, noodles with organic and local ingredients, fresh-squeezed juices, and fruits. Besides that, the buffet also includes Western-style breakfast such as salad and sandwiches. The restaurant serves a lunch buffet in the afternoon. In the evening, the restaurant offers its guests Asian style food with Vietnamese taste.

Moreover, there is a pool bar and a sky bar. The pool bar is located on the 4th floor, while the sky bar is located on the 15th floor with a capacity of up to 100 persons. These two bars offer their visitors a wide selection of cocktails, wines, and snacks. It is also possible to reserve the bar and the restaurant for private meetings and events.

Another critical part of this hotel is the conference and meeting department, which located on the 5th and 15th floor — the meeting rooms equipped with high-tech audio-visual devices to enable all kinds of meetings and events. The unique facility in this hotel is the business centre for the business customers. It equipped with a vast collection of modern computers, printer, scanner, photocopier, and high-speed internet access so that business guests can work there during their vacation.

Furthermore, there are some other facilities and services, for example, 24-hour front desk, 24-hour security, luggage storage, a gift shop that sales swimsuits, necessary stuff, and souvenirs for the guests, fitness centre, sauna, indoor pool,

and spa. Therefore, Tri Giao Hotel is a one-stop accommodation in Nha Trang that tourist clusters should not be missed (Tri Giao Hotel Sheet 2019).

## 2.2 Analysis and assessment

This section covers the current situation of Tri Giao Hotel concerning its competitors. A SWOT analysis was used for internal assessment to look at the current situation of Tri Giao Hotel. For external assessment, the Hotel Competitor Analysis Tool (HCAT) was chosen to compare Tri Giao Hotel with its competitive set.

### 2.2.1 Internal assessment

Internal Assessment is the main key to give the whole picture of Tri Giao Hotel, such as discussing the hotel situation and evaluating the hotel management. In this thesis, the author chose SWOT analysis to do internal assessment of Tri Giao Hotel. SWOT is a useful tool to understand strengths, weaknesses, opportunities, and threats in a business project or organization. Westwood (2013:27) described SWOT as “Strengths and Weaknesses as they relate to our Opportunities and Threats in the marketplace”. Through SWOT analysis, the hotel will see its goals and inside versus outside. Therefore, the organization that can positively or negatively adjust the goals and strategies.

Table 1. SWOT analysis of Tri Giao Hotel

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Fantastic facilities</li> <li>• Knowledgeable staff</li> <li>• Excellent services</li> <li>• Good price</li> </ul>	<ul style="list-style-type: none"> <li>• Brand visibility</li> <li>• Location – far from city centre.</li> </ul>
Opportunities	Threats

<ul style="list-style-type: none"> <li>• Tourism in Nha Trang is constantly growing</li> <li>• Customer feedback</li> </ul>	<ul style="list-style-type: none"> <li>• New competitors with better facilities</li> <li>• Not able to adapt to new trends in the hospitality industry fast enough</li> <li>• Not enough value for money</li> </ul>
---	---

In developing a strategic plan, SWOT analysis serves the most basic, highly effective tool to help an enterprise to have an overall view of business and the elements that may influence and determine the success of your business. Strengths and weaknesses are internally-related, while opportunities and threats pay attention to the external factors. Strengths are the advantages that an enterprise has. Weaknesses are factors that suggested to be improved and, in some cases, even avoided. Opportunities are about the trends and changes in the surrounding environment and taking benefit from them, while threats are feasible obstacles the hotel could face.

Being an international 4-star standard hotel in Nha Trang with outstanding facilities is a huge strength. Combining the boundless accommodation and good price with excellent service makes the hotel much more valuable in the customer's perspective.

Tri Giao Hotel's main weakness is its location. On TripAdvisor, most of their negative feedbacks are because of the location of the hotel, it is quite far from the city centre (5 km). On booking.com, few of the negative reviews pointed out that the guests need to take a taxi to go to the city centre and vice versa, which cost more money for the customers. In addition, it is an independent hotel out of any hotel chain, which lacks of brand visibility.

Tourism in Vietnam especially in Nha Trang is constantly growing. This is a great opportunity not only for Tri Giao Hotel but also for other hotels. Receiving feedbacks from customers, no matter positive or negative, is an important approach for the hotels to solve the problems with the increasing number of the customers

and to improve their services. To the end, the hotels with better capability and services can gain more attention from the potential and previous customers.

The threat of Tri Giao Hotel is that it unable to keep up with the development in technology and other trends in the hospitality industry. The hotel has traditional infrastructure and services. Furthermore, new hotels with better services and facilities are opening which causes customer loss for Tri Giao Hotel. In addition, the lowest score of the guest reviews on Booking.com was the location of the hotel, 7.5 out of 10, which is the only one average grade below 8. This could mean that Tri Giao should come up with new solution to help the guests to save the time and money for the movements between the hotel and city centre.

### **2.2.2 External assessment**

Besides the internal assessment, external assessment is also an unreplaceable part to compare Tri Giao hotel with external environment, specifically their competitors. The author chose HCAT to analyse the hotel competitive set. The Hotel Competitor Analysis Tool (HCAT) was designed to help managers make strategic comparisons between competing hotels and their own hotels on critical success factor. It analyses the hotels on different categories (the number of category may vary depending on what criteria is considered important for analysis). The scale is from one to ten, and at the end an average of all the different categories can be calculated (Enz and Thompson, 2011).

Firstly, the most important competitors need to be identified to establish the competitive set of the hotel. For Tri Giao Hotel, the author selected BB Hotel, Dendro Hotel, DTX Hotel and V Hotel, which are all local hotel brands and have the same standards of 4-star level. The criteria to select the competing hotels is the hotel ownership, level of service, target market and price range. Next, the categories to be scored are selected. Five categories that analysed are room department, food department, beverage department, location, and other revenue units.

Table 2. HCAT analysis of Tri Giao Hotel and its competitor set

Name of hotel	Room department	Food department	Beverage department	Location	Other revenue units	Total average score
Tri Giao Hotel	9.5	9	7.9	7.5	9	8.6
BB Hotel	9	7.2	7.5	8.5	8	8
Dendro Gold Hotel	8	7	6	8.7	8	7.5
DTX Hotel	9.2	8.6	8.1	9	8.6	8.7
V Hotel	9.1	8.4	8	9.1	8.5	8.6

As can be seen in Table 2, DTX Hotel had the highest score in location and beverage categories, which led it to have the highest average score of 8.7. The main reason of the highest score is the beverage department of the DTX Hotel has a rooftop bar, which besides the pool on 21<sup>st</sup> floor and a shared lounge. The food department, however, is lacking in DTX hotel, where has only one proper restaurant and some snacks served at the bar.

V hotel and BB hotel have uniform quality, since there is not much difference between departments and other units, so the average score is 8.6 and 8, respectively.

Dendro hotel has the lowest score in every category except location. As such, it has the lowest average score of 7.5. The big issues in this hotel are the bar and restaurants, which affects both the food and beverage department. Booking.com reviews mentioned that the bar advertised on the website did not open at all, or there is no bar staff despite happy hours. The restaurant also cannot provide most of the dishes on the menu. The highest score is location since its distance to the city centre is around 1.1 km.

Tri Giao Hotel has the highest score in room department, food department and other revenue units. However, because of the location, the average score is at 2<sup>nd</sup> place, which is 8.6, same as DTX hotel but lower than V hotel. On booking.com, some customers expressed their disappointment about the hotel's location because the taxi price for a round trip to city centre is somehow expensive, and sometimes the bar did not open in low season or the bar was so silent with no people. That is why the score of location and beverage department are so low.

### **2.2.3 Customer segmentation**

As a 4-star hotel, Tri Giao is believed to be appealing to almost all travellers, especially for those who are looking for magnificence and special luxurious services within reasonable price. There are 4 types of customers. First type is the people who appreciate the peaceful atmosphere far from city centre, fascinating ocean view and stylist designs. Second type is the travellers who enjoy high-quality lodging and luxurious experience during their holidays. Third type of customers are families with children, who can choose comfortable and inexpensive hotel instead of the guest bed at their relatives' place. The last type of customers are the business travellers who appreciate special working area and the variety of meeting/conference rooms (TripAdvisor 2019).

### **2.2.4 Platforms**

Tri Giao Hotel has numerous connections with customers, which are easily accessed. These platforms include:

- Own website of Tri Giao Hotel.
- Social media channels: Facebook, Twitter, and Instagram.
- OTA channels: Booking.com, Trivago, TripAdvisor, Expedia, Agoda, etc.
- Vietnamese travel website: [nhatrangtoday.vn](http://nhatrangtoday.vn).
- Local newspapers.

### **3 Theoretical framework**

Theoretical framework supports the outcome of the thesis. These theories are taken into consideration, such as service quality, customer satisfaction, the relationship between service quality and customer satisfaction, online travel agency (OTA) and conceptual framework.

#### **3.1 Service quality**

It is believed that the term, service quality, can be traced back to 1976 and the research progress has been actively used for two decades (Rodrigues, Hussain, Aktharsha & Nair, 2013). But this practice has been existed for a long time, there are still variations in the definition of this term, each of which takes a distinctive viewpoint. For instance, service quality leads to five different aspects, which are: transcendent, product-based, user-based, manufacturing-based, and value-based services, respectively (Garvin, 1988). Another definition of service quality is that the excellent degree planned which meets customer requirements (Wyckoff, 1992). Here, service quality acts as a tool for both business and operators to identify the problems, improve the service not only access better customer's expectation but also meet their own goals and objectives (Business Dictionary 2019). As noted from the two definitions, the first one focuses on the value-based and user-based approaches of service quality. Temporarily, the second one regards service quality as a rather common business design to the customers from which both parties gain benefits. On the other hand, Service quality = Perception – Expectation (Zeithaml, Parasuraman & Berry, 1988).

##### **3.1.1 SERVQUAL model**

Peter Drucker – the inventor of modern business management famously said “If you can't measure it, you can't improve it”. In a business operation, manager must continuously set certain standards for specific business accomplishments. Moreover, practitioners are required to use quality management tools and techniques to monitor and measure the performance of service quality, whether their customers are satisfied with the service (Williams and Buswell, 2003). Particularly, for companies whose services are intangible products, the measurement of

service quality to compare with the industry level is tremendously essential in developing a general strategy for the whole company. Among all the measurement models of service quality that created by researchers, SERVQUAL, which invented by Parasuraman, Zeithaml, and Berry, is one of the most recognized and practical model. This scale is known to be exceedingly reliable and accurate in many different service industries such as restaurants, hotels, etc. This model has been refined and consists of five basic dimensions, which are reliability, tangibles, responsiveness, assurance and empathy. This helps us to measure customer expectations versus customer experience.

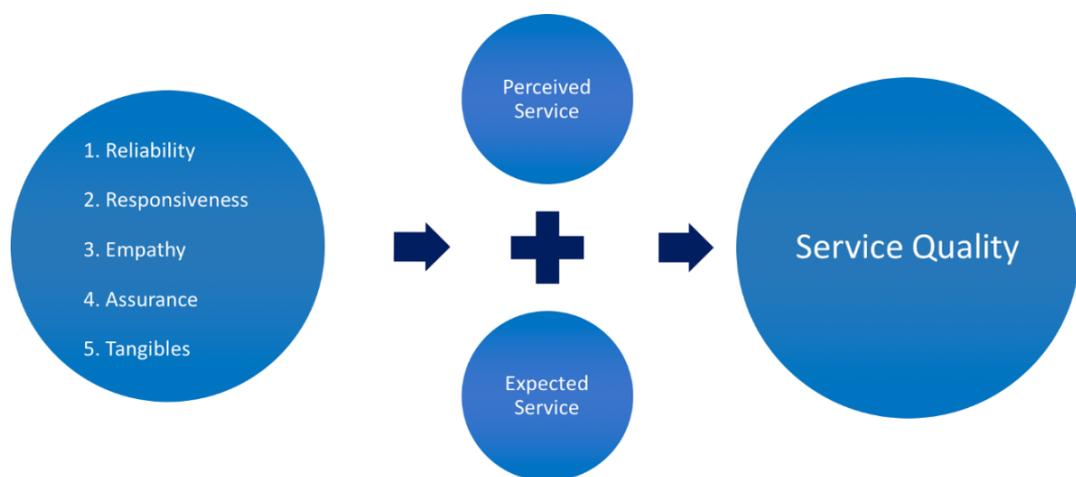


Figure 2. The SERVQUAL Model (Parasuraman, Zeithaml & Berry, 1988)

Firstly, reliability is the ability to fulfill what is promised, or what customers expect of the service through the company's communication activities. For instance, services should be performed at the specific time; company should provide enthusiastic support in case of incidents; the hotel should fulfill its commitment right the first time; the business should avoid errors during the implementation of the service.

Secondly, responsiveness indicates that the company can react quickly and flexibly when needed. To some extent, the enterprise can estimate and give solution in case of unexpected problems, or maintenance routine for customers. These activities are carried out quickly to save customers' time, and employees always try to meet the customers' requirements.

Thirdly, empathy is the caring service of a company for every customer. The company can take their employees through training program to help them to see their customers' perspectives so that they can use more empathic manner (Wagner, 1998).

Fourthly, assurance shows the ability of employees to create trust for customers through contact and approach. This depends on the knowledge, skills and expertise of the staffs. For example, the staffs show polite and warm attitude to the customers, have enough professional expertise to answer questions that are given, which gain trust from the customers.

Finally, the last dimension is tangibles. Tangibles states facilities, equipment, and staff who support service. Equipment and infrastructure of the hotel help to increase the service experience compared to other competitors. Moreover, the decoration, colours, and furniture at the service place create a sense of homogeneity and enhances the customer experience. Employees also need to wear the neat uniform, elegantly and politely welcome the guests according to the prescribed standards.

The importance of five dimensions above are ranked as follows. Reliability is the most important with 32%, responsiveness is in second place with 22%. It is followed by assurance with 19% and empathy with 16%. Finally, the least important dimension among all is the tangibles with 11% (Parasuraman, Zeithaml & Berry, 1988).

### **3.2 Customer satisfaction**

Customer satisfaction is one of the most popular term in business, with over 72 million links on the internet. It is also a very broad subject that is interpreted in many ways in business practices and in academic literatures (Güngör, 2007). Customer satisfaction is considered an important antecedent of effective positioning campaigns and marketing (Survicate 2019). Three major dimensions have been frequently used to address customer satisfaction, such as price, product quality and service quality (Zeithaml & Bitner, 2003). Service quality is analyzed

by five dimensions in SERVQUAL scale, which are reliability, responsiveness, empathy, assurance, and tangibles. (Parasuraman, Zeithaml & Berry, 1988).

Schiffman, Kanuk and Hansen (2012: 9) described customer satisfaction as “the individual’s perception of the performance of the product or service in relation to his or her expectations”. In general, fulfilling customer expectations will generate their satisfactory feeling, hence the hotel will achieve customer satisfaction when customer expectations are surpassed (Torres and Kline, 2012). It can also be understood as “satisfaction is the consumer fulfillment response. It is a judgment that a product or service feature, or product or service itself, provided or is providing a pleasurable level of consumption related fulfillment, including levels of under- or over fulfillment.” (Oliver, 1997: 11).

Another theory called Oliver’s expectancy disconfirmation is believed that customers are satisfied once their judgement of the service that they experienced is equivalent or beyond their expectations, which is stated as: Customer satisfaction (CS) = Perceptions (P) - Expectations (E) (Anderson and Fornell, 1994; Oliver, 1997). This theory has three satisfaction levels, such as negative disconfirmation, simple confirmation and positive disconfirmation (Oliver and De Sarbo, 1988).

- Negative disconfirmation appears when customers are disappointed or not happy with the service. There are many reasons why customers are dissatisfied, such as delayed shipping or product quality is not as good as advertised. In this case, the service provided is worse than expected, so most of the causes are subjective from the business and rarely due to external objective factors. As a result, customers often will not return and may even spread bad information to those around them that affect the business negatively.
- Simple confirmation appears when customer has the average level of satisfaction. Most businesses are serving customers or customer care at this level about 60%, when the service is as the same level as their expectations. Customers may feel happy after making a purchase, but there's no guarantee they'll come back. Neither the customer will tell bad things about the service nor introduce the service to the people around them. However,

customers can absolutely reach out to other services, in other words, they are not loyal customers.

- Positive disconfirmation appears when the customers are extremely satisfied. This is the highest level of satisfaction when the service is beyond their expectations. Customers are willing to tell the people around them the best services. Reasons for the customers to be satisfied are varied. It is tremendously essential to identify elements in product or service that makes the customer most satisfied since achieving the highest level of customer satisfaction is always the goal of the business.

Thus, it is understandable that the pleasant or possibly frustrating feeling arises from the buyers' comparison between the actual benefits of the product and their expectations. Purchasing depends on whether they compare the actual benefits of the product and their expectations before buying. The concept of product here is understood not only as a physical material object but also as a service.

### **3.2.1 Customer satisfaction measurement**

In order to retain customers as well as expand the market and increase the number of customers, a business needs a high level of customer satisfaction. Measurement of customer satisfaction is a way to understand the needs and wants of old customers. At the same time, continue to promote and bring the products of the business to new customers. Furthermore, it will also help businesses understand the shopping and consumer trends of customers in the future, enhance their position when competing with competitors in the same industry. This is also a tool to connect customers and businesses. According to Userlike, there are currently six methods for measuring customer satisfaction, which are customer satisfaction surveys, Customer Satisfaction Score (CSAT), Net Promoter Score (NPS), Customer Effort Score (CES), social media monitoring and Things Gone Wrong.

In this thesis, customer satisfaction of Tri Giao Hotel will be measured particularly in social media. Social Media Monitoring will help you to control the information on social networking sites such as Facebook, Twitter, and Google and online

travel agencies such as TripAdvisor, Booking, and Expedia. Online data analysis will evaluate the positive and negative information and sending bad information to the hotel immediately. Thus, hoteliers can solve the problem promptly. In addition, this technology can convert information from Internet conversations to capture the needs of consumers. It assists to find the channels of interaction and the most influential factors for the hotel brand. Consequently, Social Media Monitoring helps meet customers' needs accurately (Userlike 2019). One of the most popular tools to aggregate all the guest experiences in social media and online travel agency is Review Pro. It is such an effective tool to improve service quality. The tool manages internal data to ensure changes in the hotel, for example, managing online reputation, guest satisfaction, guest's message, etc. (ReviewPro 2019)



Figure 3. ReviewPro tool (ReviewPro 2019)

### 3.3 The relationship between service quality and customer satisfaction

The relationship between service quality and customer satisfaction has been the subject of ongoing discussion by researchers over the past decades. Many studies on customer satisfaction in service industries have been conducted. Some authors believe that there is a match between service quality and customer satisfaction, so these two concepts may be used interchangeably. Customer satisfaction with a single event can be considered as a function of the service in the same condition while customer satisfaction is a function of overall service quality

(Woodside, Ferry & Daly, 1989). However, there are researchers who disagree with such common belief. Parasuraman et al (1993) claimed that service quality and customer satisfaction have differences, which are fundamentally distinctive in “cause and effect” aspect. Any association with a good cause would benefit the company regardless of the level of fit. As stated before, Zeithalm and Bitner (2000) argue that customer satisfaction is affected by three dimensions such as price, product quality and service quality.

On the other hand, even though service quality and customer satisfaction are different concepts but has close relation in service studies (Parasuraman, Zeithaml & Berry, 1988). Previous studies have shown that service quality is the cause of satisfaction. The reason is that the quality of service is related to the provision of services, and the satisfaction can only be assessed after using the service (Cronin and Taylor, 1992; Spreng and Mackroy, 1996). Customer satisfaction is stated as a result, service quality is stated as a cause, while satisfaction is indicated as a predictive and expectation. Service quality is an ideal standard. Customer satisfaction is a general concept, expressing their satisfaction when consuming a service, while service quality focuses only on the specific components of the service (Zeithaml & Bitner, 2000). Although there is a link between service quality and satisfaction, there is small research focusing on testing the level of interpretation of service quality components for satisfaction, especially for each specific service sector (Lassar, Manolis and Winsor, 2000). Cronin and Taylor tested this relationship and concluded that perceiving quality of service leads to customer satisfaction. Studies have concluded that service quality is the premise of satisfaction (Cronin and Taylor, 1992; Spreng and Mackroy, 1996) and is the main factor affecting satisfaction (Ruyter, Bloemer, 1998).

In short, service quality is a factor that greatly influences customer satisfaction. If a service provider offers customers quality products that meet their needs, he or she needs to make customers satisfied in the first step. Therefore, to improve customer satisfaction, hotels must improve service quality. In other words, service quality and customer satisfaction are thoroughly connected, in which the quality of service is created first to decide how to fulfill customer satisfaction. If the quality is improved but not based on the needs of the customer, it will never

be satisfied with the service. Therefore, when using the service, if customers feel the service is of high quality, they will be satisfied with that service. Equally, if a customer perceives a service as being of low quality, dissatisfaction will appear. It is also illustrated in the Grönroos Gummesson integrated quality model, as the customer satisfaction is shown by how the customers perceive quality (Gummesson and Grönroos, 1987).

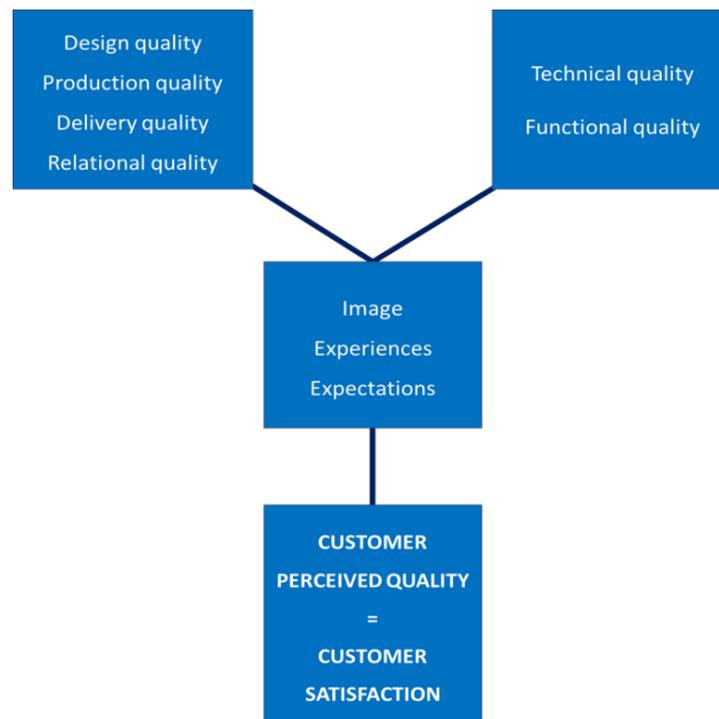


Figure 4. The Grönroos Gummesson integrated quality model (Gummesson and Grönroos, 1987)

### 3.4 Online travel agent service

Online Travel Agency (OTA) is the online travel agent, the third party which sells travel products and services such as selling hotel rooms, tours, airline tickets, etc. (Xotels 2019). In other words, it is specified as online internet for travel service providers. Travel, purchase and payment transactions are made via online form. OTA posts hotel's information on the website to help hotels to reach OTA customers and OTA will get commission on each room when customers' book through their website, usually the rate is around 15 to 20% of per booking.

In addition, OTA is also a marketing channel for hotels. Normally tourists will go to OTA websites to search for hotels around the area they want to travel or work

or search on Google. Certainly, your hotel will be one of the displayed hotel results for customers to choose and access to search information for booking services and hotel reservations. OTA models have been well developed in the world with some popular brands such as Agoda.com, Expedia.com, Booking.com.

There are some literature reviews about the service quality and customer satisfaction of OTA but they were focused on the service quality of travel agency. Service Quality Model was applied to have a deep understanding about internal factors of the service quality of travel agency (Kaynama, Black and Keesling, 2000). In 2015, Zhang et al. did a research on customer satisfaction of online travel agent service by using SERVQUAL scale to evaluate service quality. However, there is no research about how to improve customer satisfaction of a hotel through online travel agency. This paper's aim was to explore factors of service quality that affects customer satisfaction of Tri Giao Hotel, using data collected on OTA websites, hence give suggestions to develop service quality and improve customer satisfaction of the hotel. The results published on literatures cannot be applied to this paper, but it's also worthy to keep in mind such information for further discussion.

### 3.5 Conceptual framework

The following framework links the key theories that have been elaborated in the theoretical framework. It aims to provide a big picture of how service quality affects customer satisfaction, which involves online travel agency websites.

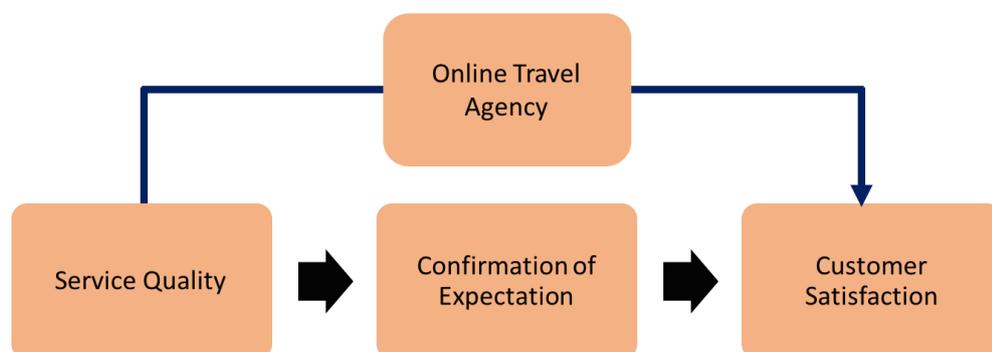


Figure 5. Conceptual framework

The first characteristic of hotel service quality has proved that the quality of hotel service depends on the honest perception of the customer. At the same time, due to the features of hotel products and services, the creation and consumption process almost coincide with the time and space. It confirms that customer plays important role in the hotel service and product. The customer is an indispensable member and participates truthfully in this process. They are the main characters in the hotel service operation as a consumer of hotel services. Consequently, Tri Giao Hotel needs to have both the look of the insider and the look of the consumer staying at the hotel. Their assessment of the quality of hotel services is considered the most accurate. From this feature, the hotel manager who wishes to accurately evaluate the quality of hotel services must always stand on customers' sight, directly approach consumers of the hotel. It is needed to comprehend precisely the requirement and desire of the guests, not just based on managers' biased perceptions to consider. Thanks to online travel agency websites, the author can easily access and analyse customer's perspective by collecting guest's rates and reviews.

## **4 Methodology**

This chapter emphasizes the process of qualitative data collection from OTAs website and why these data are beneficial for this thesis. A summary of general information of OTA websites is also given to help understand how these selected samples affect the results.

### **4.1 Research method and design**

Since customer satisfaction cannot be easily measured, this thesis collected qualitative data to gain understandings of the customer's expectation to the service quality at Tri Giao Hotel. As indicated in the research objectives, the main aim is not only to understand whether the hotel's service quality meet the guest's expectation but also to explore other factors that still missing in service quality. Another goal is to give some suggestions to improve customer satisfaction, investigate other strategies that Tri Giao can take advantage and then to improve their service quality. These objectives are moderately difficult to achieve with quantitative data since survey may be sent to the guests that are not booking the room on OTAs website, which will make the results incorrect. The author needs to discover customer's perception, so qualitative method is the most suitable option (Silverman, 1997). On the other hand, qualitative data enables to elaborate customers' opinion based on rates and reviews left on the website, which overall can explore more thoroughly into this thesis topic.

Among all qualitative data collection methods, observation and structure interview have been selected for this thesis. The observation was selected because it provides a total outlook of customer rates and reviews of Tri Giao Hotel in six main OTA websites. Thus, the results of hotel's customer satisfaction will be more substantial and in-depth. An in-depth interview of Tri Giao Hotel's front office manager is also conducted to know the manager's perspective of customer satisfaction and service quality, then compare the difference between the customers and the manager's perspectives. Therefore, the author can have a better outlook of the current situation and can give some suggestions for future improvements of Tri Giao Hotel.

## 4.2 Observation

Observational method helps the author to examine customer rates and reviews on OTA websites, which allows to have a better understanding on how the service quality is practiced at the hotel and measure the customer satisfaction. Six OTA websites, i.e. TripAdvisor, Booking, Expedia, Agoda, Facebook and Google, were taken into investigation. The rates and reviews were started from July 2016, when the hotel was established, and been collected in October 2019. The total reviews collected are 301 reviews with 199 written feedback comments. Here is the rate and review summary of Tri Giao Hotel has achieved in October 2019.

Table 3. Rate score and number of reviews of Tri Giao Hotel in October 2019 (TripAdvisor, Booking, Expedia, Agoda, Facebook & Google 2019).

Website	Rate Score	Number of customer reviews
TripAdvisor	4.5 out of 5	39
Booking	9.0 out of 10	98
Expedia	4.8 out of 5	17
Agoda	8.7 out of 10	25
Facebook	4.7 out of 5	29
Google	4.3 out of 5	93

The purpose of collecting these data is to observe the rate score, which based on the four categories such as facilities, cleanliness, service & staff, value for money, and location. After that, the author will start to observe all the reviews, and categorize them into 3 aspects which are nationalities, satisfaction determinants, and dissatisfaction determinants. The hotels' data will be additionally compared with 4 other hotels (BB hotel, Dendro hotel, DTX hotel and V hotel) in the competitive set, which is mentioned in the HCAT analysis in the Tri Giao Hotel chapter. These data collections will be further demonstrated in the findings section.

### **4.3 Interview**

An in-depth interview of the front office manager of Tri Giao Hotel is also conducted to know the manager's perspective of service quality and customer satisfaction of this hotel. In-depth interview is used to drill down on a specific topic, to get as much information as possible about the topic. In-depth interviews use semi-structured manuals based on previous exploratory interviews on the topic of the research to find out which questions are appropriate. 21 questions that the author asks the interviewee are followed by 5 dimensions of SERVQUAL model, which are reliability, tangibles, responsiveness, assurance and empathy (Parasuraman, Zeithaml & Berry, 1988).

### **4.4 Content analysis**

This content analysis process will follow the regular process of qualitative research. Firstly, all the rate and customer reviews in six main OTA websites such as TripAdvisor, Booking, Expedia, Agoda, Google and Facebook were collected. Later, the rates were categorized and calculated in an Excel file. The reviews were categorized and analyzed in different aspects based on the SERVQUAL model. After that, the interview tape which lasted approximately two hours, was first transcribed word-for-word into a new Word document as soon as the voice call ended. From the 8-page transcription interview, the answers were compared with both the customer data and theoretical framework. Detailed findings will be presented in the next chapter. Since all the data collected and analyzed by the author, it may be not as detailed as the guest experience program such as ReviewPro.

## 5 Findings

This chapter describes the substantial findings drawn from six main OTA websites and the discussion between the author and the front office manager of Tri Giao Hotel. Firstly, it reveals the statistics of Tri Giao Hotel and comparing the review index in the hotel competitive set which was created above. Then, this section would also present customer's feedback regarding satisfaction and dissatisfaction determinants. After that, a summary of manager's perspective towards service quality and customer satisfaction of Tri Giao Hotel is discovered.

### 5.1 Review statistic of Tri Giao Hotel

The overall review statistic aims to take a glimpse of Tri Giao Hotel's review rates of their service quality and their management response of customer feedbacks. The total customer reviews were formed in the past 3 years. The review index is 90.6% out of 100%, which means Tri Giao Hotel's service quality is good (Figure 6). The total reviews the hotel received is 301 reviews, while the management response is just above average which is 58.8% (Figure 6).



Figure 6. Tri Giao Hotel guest satisfaction statistic (TripAdvisor, Booking, Expedia, Agoda, Facebook & Google 2019).

Though Tri Giao Hotel has been opened for 3 years, results show that the review index is very positive, 90.6% (service quality has achieved grade 4.5 out of 5). As shown in Figure 7, among five main departments, service and staff is the highest-grade department with 95.8% (grade 4.8), followed by cleanliness with 94.8%

(grade 4.7). The lowest grade that the hotel has ever received is location with only 76.6% (grade 3.8). Furthermore, as observed from the figure above, the management response of customer's feedback is only above average with 58.8%. The hotel's response to guest feedback is not so active, it is suggested that the hotel should be more actively respond to the guest feedback after all.

### TRI GIAO HOTEL DEPARTMENT REVIEW INDEX



Figure 7. Tri Giao Hotel department review index (TripAdvisor, Booking, Expedia, Agoda, Facebook & Google 2019).

## 5.2 Hotel competitive set analysis

After Tri Giao Hotel's review statistics, the data is compared with that of other 4 main hotels in the same local hotel brand and 4-star international standard. To obtain the most objective results, the rate review index and the standard double room rate will be compared. The above-mentioned comparisons are presented in the table and figures below:

### 5.2.1 Hotel competitive set quality index

Here is a list with ranking, review index, reviews and competitive quality index of Tri Giao Hotel competitive set, which includes 5 hotels: Tri Giao Hotel, DTX hotel, V hotel, BB hotel and Dendro Gold hotel. The similarity between these hotels are that they are all local hotel brands and have 4-star international standard.

Table 4. Tri Giao Hotel's competitive set quality index (TripAdvisor, Booking, Expedia, Agoda, Facebook & Google 2019).

TRI GIAO HOTEL Ranking <b>2/5</b>	Competitive Set Quality Index <b>88.4%</b>	Competitive Quality Index <b>102.5%</b>
	Review Index	Reviews
DTX Hotel	91.8%	690
<b>Tri Giao Hotel</b>	<b>90.6%</b>	<b>301</b>
V Hotel	87.6%	1338
BB Hotel	85.6%	383
Dendro Gold Hotel	86.2%	2823
		Competitive Quality Index
		103.9%
		<b>102.5%</b>
		99.1%
		96.9%
		97.6%

It can be seen in Table 4 that Tri Giao Hotel is in the second place among them. Tri Giao Hotel competitive quality index is higher than the competitive set quality index of 102.5% and 88.4%, respectively, while it has the least 301 reviews since it is a new hotel. Compared with the HCAT analysis of hotel competitive set in chapter 2, DTX Hotel is still in first place and Dendro Gold hotel is in the last place with the competitive quality index of 103.9% and 97.6%, respectively.

In five specific departments of Tri Giao Hotel, service and staff and value departments have the highest competitive quality index with 106.7% and 104.9%, respectively. Location still has the lowest index with only 88.7%, which is 22.3% less than that of the location competitive set (Figure 8).

### TRI GIAO HOTEL COMPETITIVE QUALITY INDEX

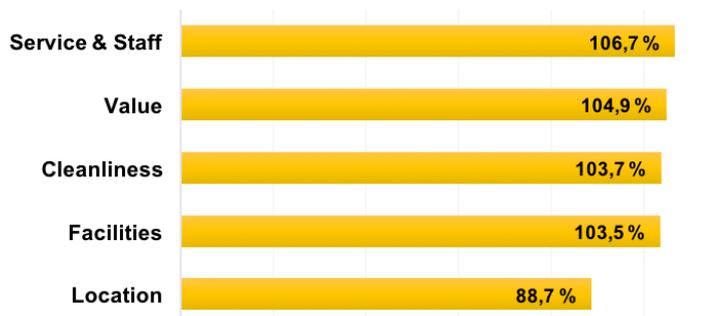


Figure 8. Tri Giao Hotel competitive quality index (TripAdvisor, Booking, Expedia, Agoda, Facebook & Google 2019).

### 5.2.2 Room rates of hotel competitors

The next part is the comparison of room rate of competitors. To track the pricing strategy of the competitors of Tri Giao Hotel, the author recorded their Double room rate on Weekdays (October 2<sup>nd</sup> and October 17<sup>th</sup>) and on Weekends (October 4<sup>th</sup> and October 18<sup>th</sup>). The observation period is 4 weeks (middle of August to middle of September) in three different channels (Booking, Expedia, Agoda).

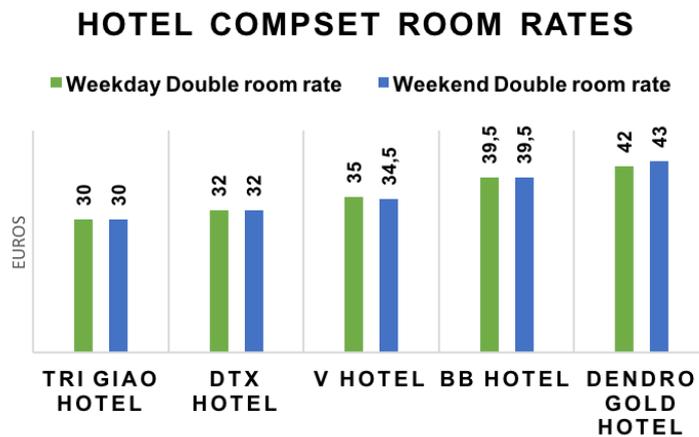


Figure 9. Room rate of hotel competitors (Booking, Expedia, Agoda 2019).

Among 5 hotels, the standard double room rate of V hotel and Dendro gold hotel has a slight difference between weekdays and weekends, while that of Tri Giao, DTX and BB hotel have the same rates in both weekdays and weekends. Tri Giao Hotel has the lowest standard room rate with 30 euros for both weekdays and weekends, while Dendro Gold hotel has the highest rate with 42 euros in weekdays and 43 euros in the weekend. Hence, Tri Giao Hotel has the best value, and the reason of this low rate is its location. This hotel located 5 km away from the city centre, so the hotel's strategy is to lower the room rate to attract customers.

### 5.3 Customer feedback

Although there are totally 301 reviews in six main OTA websites, the hotel received only 199 written comments, which is 66,1%. In the following figure, among

301 customer reviews on OTA website, two OTA websites have the most customer reviews are Booking and Google (32% and 31%, respectively). After that, TripAdvisor and Facebook are two following websites that receive 13% and 10% of customer reviews. However, Expedia and Agoda have the least customer reviews, which have only 6% and 8%.

### CUSTOMER REVIEWS ON OTA WEBSITES

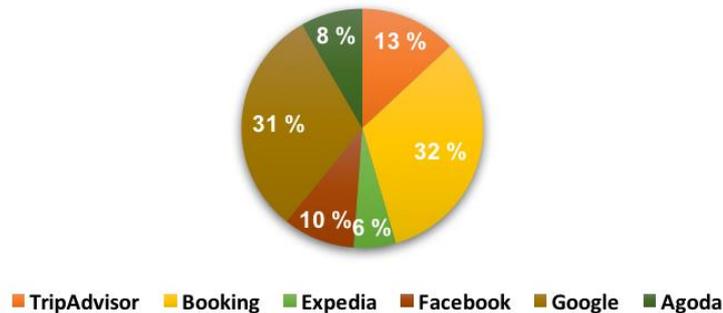


Figure 10. Total customer reviews on Online Travel Agent websites (TripAdvisor, Booking, Expedia, Agoda, Facebook & Google 2019). N=301.

When dividing the customer written feedback into geographic categories, the top four continents used by hotel industry are Americas, Europe, Mideast Africa, and Asia Pacific. As expected, Asia Pacific has most customer feedbacks of 64%, followed by Europe of 29%. Americas is moderate with only 7%. However, there is almost no feedback from Mideast Africa except one feedback from an Israel guest. After giving the general information of customer feedbacks, the following sections will specify more in-depth study into the customer satisfaction and dissatisfaction determinants based on SERVQUAL model.

### CUSTOMER WRITTEN FEEDBACKS IN GEOGRAPHIC CATEGORIES

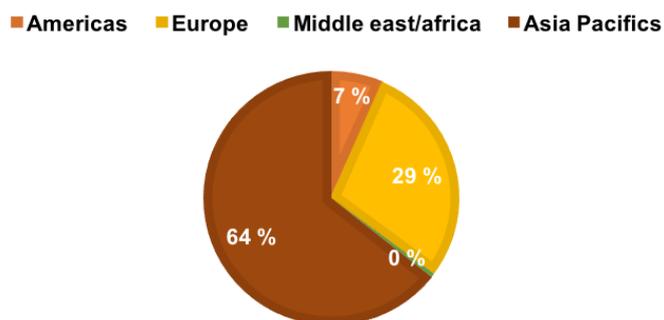


Figure 11. Customer written feedbacks in geographic categories (TripAdvisor, Booking, Expedia, Agoda, Facebook & Google 2019). N=199.

### **5.3.1 Customer satisfaction determinants**

Among five service quality dimensions, reliability is the most important factor and the most frequently mentioned in customer feedback. All managers from front office, sales, F&B and general manager are warmly welcomed to the guest and take care of the guest very well. Not only that, the staffs do go extra mile to give a good service to the guest. For the room cleanness, housekeepers normally come to clean twice a day, so new linens and bathrobes are changed every day. All other services are very good and comfortable with discount price for the guests, such as great room service, quick laundry service and nice spa service. Meanwhile, the breakfast is always included while booking the room with full selection of Asian choices with egg station. Taxis are usually on duty in front of hotel, which is convenient for the guests.

The responsiveness of the staffs while delivering service to guests are also frequently mentioned. Most of the staffs have good skills on solving customer problem, for example, helping with the medicine and room service when the guests are sick, fix smelly room immediately or have cockroaches in the toilet. The staffs always ask customers if they need help, and have great assistance, and guidance to the local and tourist spot. Furthermore, the receptionists usually free to upgrade the room and free for a short-time late check out when they ask for.

Besides two mentioned dimensions above, empathy is also important. Tri Giao Hotel opens 24 hours for the guests. When the customers come to check in, it is quick, and receptionist provides fresh juice and cool towel. They have personalized package and service such as anniversary, honeymoon and even prepare the birthday for the guests on the same day. A surprise breakfast buffet at rooftop for VIP guests who stays more than 3 days. The receptionists and the F&B employees provide vegan food requirements for vegan guests and breakfast package for early check out guests.

The assurance of the staffs brings the joy to the guest. In other words, the staffs are polite, professional, friendly and enthusiastic. When natural disaster comes such as cyclone or typhoon, they handle the situation excellently and make the guests feel safe. For security issue, there is always bodyguards outside the hotel and surveillance cameras

In tangibles, Tri Giao Hotel always receive compliments for their infrastructure and facilities. It is a very new hotel with 4-star hotel service standard. Thus, the hotel is luxurious and clean with great facilities, from indoor pool, gym, spa, karaoke, roof top bar and conference hall. The hotel's location only takes one-minute walk to the beach. Motorbike rental is next to the hotel. Some shops, restaurants and local markets are nearby within 500 m. The hotel brings a silent and peaceful atmosphere that is suitable for the guests who wants to stay a bit away from a chaos and have a relaxed vacation. Over 90% of the rooms have great view with the combination of mountain and ocean coast. Every standard room has bathrobes, slippers and other amenities. Finally, the parking in front of the hotel is free.

Overall, the hotel receives exceptionally positive feedback from the guests of all five service quality dimensions. These positive feedbacks give the employees motivations to take care of the guests better and develop skills and special feelings towards different cases.

### **5.3.2 Customer dissatisfaction determinants**

On the other hand, Tri Giao Hotel also receives some backlashes and negative feedbacks from the customers. Tangibles receive the most complains from the guests. Firstly, it is difficult to find hotel because the hotel is not located on the main street. There is garbage thrown nearby the hotel, which affects the hotel outlook. Hotel's location is quite far away, which takes 15 to 20 minutes to the downtown and the traffic is inconvenient. While the hotel is just located at the beach coast and the guests cannot swim and need to go to another beach nearby which has clearer sands. The swimming pool is indoor and located at the 4th floor, some guests complained that they cannot enjoy the sunshine. The lift and parking are quite small during the peak time. The sound insulation between the

rooms is not satisfied by some customers since they can hear some noise from the corridor at the night time. The minibar has nothing else but two bottles of water. There is no balcony in some rooms, so the smokers need to go downstairs for smoking by elevator. To the end, there are a few cases that some rooms are smelly and have cockroaches in the toilet.

Reliability of the hotel has a great influence on customer dissatisfaction. There are many feedbacks say that the food is poor and chaotic. There are Asian food at breakfast, but not enough selections of Vietnamese food and Western food. Furthermore, the breakfast is closed too early at 9:30 am. The gym is also closed early at 7 pm. In fact, there is no currency exchange at the front desk, but which was misleading advertised. The roof top bar did not open due to low season. There are two cases that the guests lost their bag and scarf but could not find them back.

The responsiveness of the staffs is not consistent in some cases. Some staffs, e.g. room service person who answering the phone call and night staff, do not speak English very well. In the food and beverage side, breakfast was too slow to refill. Moreover, some staffs are not responsive to the guest in some cases, as the guest claimed that they never heard back from managers.

Temporarily, there are some issues indicate the assurance of the staffs. The check in rule of the hotel is that the customers need to hold their passports when they check in, which make some guests feel be offended because of the miscommunication. There are some other cases such as the housekeeper still went inside when “do not disturb” sign was outside. Few staffs do not have good attitude to the customers. There is a feedback on Expedia that the guest wanted a late check out, the receptionist charged a 50% higher price than walk-in rates but did not explain why.

The empathy is the least mentioned dimension. There are only 2 cases in total. The first case is when the typhoon happened, the managers did not have time to come to ask the guests if they feel okay, so the guests feel a bit sad. The other case is a couple did not have good massage and felt hurtful.

These insights from the customers imply that the whole hotel, or at least the staffs need to stand on the customer's eyes to improve their services. It is paramount importance when it comes to customer satisfaction. Other than that, it is suggested that details regarding in the customer feedback should be taken seriously. Thus, management response to the guest feedback has a significant impact on customers' perception.

### **5.3.3 Miscellaneous factors**

While the following factors did not mention in any service quality dimensions, they were discussed briefly in the customer perception in theoretical framework. This is a subjective opinion, personal belief, value, perception and experience. This can be found in some feedbacks, such as breakfast is crowded, many Chinese guests, or music all day in corridors of the hotel, which also causes customer dissatisfaction.

## **5.4 Manager's perspective towards customer satisfaction and service quality**

### **5.4.1 Service quality**

As a manager, training his/her employees the proficient procedures and working styles is obliged. Hence, the service quality can be given to the customers in an optimal way. For instance, the employees must get more comprehensive information about the guests during the check-in process so that they can contact the guests personally in case any problem happened and solve the problem thoroughly. After that, telling the current situation to the customers professionally when they come back and ask them if there is still any problem or if they need anything else. The gap between Front Office Manager/staffs to guests must be eliminated so that the guests do not feel distant.

### **5.4.2 Customer satisfaction**

In Tri Giao Hotel, the customer satisfaction is managed through feedbacks on both online and offline. In every hotel room, there is a small questionnaire for the guest to evaluate the service and give comments about the hotel. Customer's

review in OTAs website are also considered. The sales department will collect all the feedbacks. There are always 2 meetings every week, Monday and Thursday, each meeting will be around 45 mins to 1 hour to discuss about the weekly situation and customer's feedback. When the hotel has a bad review, it will be reported to general manager and all heads of each departments must investigate the case, check security camera and check booking number if the guest was staying at the hotel or that problem happened. If it is true and it is the hotel fault, the hotel will fix it immediately and sincerely apologized to the guests.

From manager's perspective, the customer satisfaction determinants are rooms with fantastic view and friendly staffs. On the other hand, the customer dissatisfaction is the hotel location and the quality of the food. The hotel managers know that the hotel location is their weakness so the service quality must be more developed. Moreover, hotel room rates and service prices should be affordable and competitive with other hotel competitors. TA guests are entitled to a 20% discount on all services (F&B and spa), while OTA guests get 30% off on F&B and 50% off on spa treatments. The second one is the food quality. The food is almost impossible to meet all the requirements of customers from different countries due to their diverse taste habits and food preferences. But the chefs are trying their best to adjust and improve the food quality because they can get feedbacks from not only the customers but also the hotel managers, who eat breakfast buffet every day. Moreover, the employees and managers come to ask the guests about their opinions about the food, and can make special dishes for them when they need.

## **6 Discussion**

The objective of this chapter is to respond the research questions that identified in the Introduction chapter by discussing the findings concern the theoretical framework. This chapter is also corresponding with the conceptual framework, examining how service quality leads to customer satisfaction as well as how vital the OTA channels and other customer satisfaction and dissatisfaction determinants are. Finally, a summarized comparison between the findings and the conceptual framework is presented. Some suggestions to improve the service quality of Tri Giao Hotel are given that emphasize the most substantial points.

### **6.1 Customer satisfaction in manager and customer's perspective**

Customer satisfaction is a highly important topic for Tri Giao Hotel. The theoretical framework showed two main opposite viewpoints on the way that customers respond to service quality. From both FOM and customers' perspectives, the similarities of positive disconfirmation are room with fantastic view and friendly staff, while the negative disconfirmation are location and food quality. On one hand, the customers satisfy about four main keys, such as cleanliness of the hotel, the facilities and amenities, breakfast buffet and service value. On the other hand, the customers dissatisfy mainly about minibar with only 2 bottle water, staff language and performance, breakfast selection and dirty street nearby the hotel. In this thesis, results showed a rather similar perspective between FOM and customers. Meanwhile, the only different positive disconfirmation that FOM considers is their local hotel brand. Tri Giao means a friendship that makes you happy, a person will help you when you needed and turn you to a better person, without hope receiving anything from his or her friends.

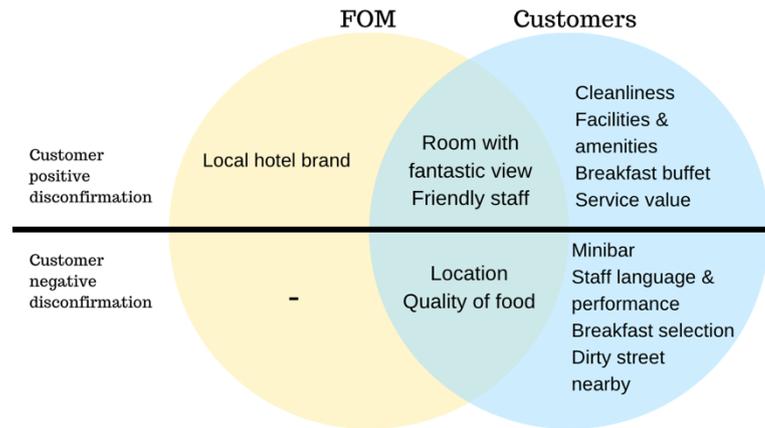


Figure 12. Comparisons of Front Office Manager and Customers towards customer satisfaction determinants.

## 6.2 Limitations of Tri Giao Hotel and suggestions for solution.

A hotel is a place that provides essential needs and additional services to customers to meet their wishes. Knowing the expectations of customers, understanding what customers want from the services, and making customers feel quality will help the hotel to become more familiar with customers. Therefore, it is necessary to consider customers' feedbacks so that can understand their expectations, needs, satisfaction and dissatisfaction and further improve the service quality. Here are some suggestions for improvement of these issues, such as location, quality of the food, service, staff, facilities, other factors, marketing, and management response of Tri Giao Hotel.

### 6.2.1 Location

The location, as brought up in Tri Giao Hotel analysis and findings, is a huge weakness of Tri Giao Hotel. There are two kind of transportations, bus and taxi, are available. The bus starts from 6 am to 6 pm every day, and costs only 0.3 euro for one way trip, while the taxi costs 5– 7 euros. Thus, some guests want free shuttle bus service because the total living cost in Tri Giao Hotel will be the same as in a hotel, which located at the city centre or near the swimming beach, if they take the taxi to downtown twice a day. Thus, Tri Giao Hotel can negotiate with the taxi company to have a cheaper price for their customers to the city centre since they already have a deal for the transportation to the airport with 20

euros. For the guests who stay with a long term, the hotel can provide free shuttle service to the airport. Meanwhile, the hotel can increase the room rates a bit but still with competitive price.

Another way is to provide the bike and motorcycle rental for the customers. Some guests suggest that the hotel should have this kind of rental service to solve the location problem. But is it necessary? The author do not think so. In FOM's opinion, the rental service does not bring any extra benefits to the hotel, but huge responsibilities and big consequences if anything happened to the guests. We do not know if the guests have legal motorcycle driving licenses, and the traffic condition in Vietnam is dramatically different to that in their countries. Instead, there is a rental store next to the hotel and the hotel guests can rent transportations from there with a discount price if the hotel can cooperate with the shop. In addition, there are a lot of rental stores at the downtown so it should not be a big issue for transportation renting for the guests.

Finally, the suggestion is to improve the sign of the hotel. Tri Giao Hotel is not located on the main street, but behind a row of houses. Hence, there should be a visible sign of "ACCESS TO TRI GIAO HOTEL" to make it easier for the guests to find.

### **6.2.2 Restaurant and food quality**

European and American customers complained quite a lot about the breakfast buffet. In their perspectives, there is not enough Vietnamese food and Western food, but a lot of Chinese and Asian breakfast. Therefore, the breakfast menu must be changed and improved, so that more choices are available for Western guests. Although the breakfast buffet has salad, fresh juice, toast, fruits and egg station, oatmeal porridge, rye bread and yogurt with organic granola and seeds are also suggested to be added into the buffet. Meanwhile, some Asian dishes that looks or taste similar can be cut down and keep a balance between Asian and Western food. Furthermore, the breakfast selection can be varied on different day, for example, fruit, juices, and salads. The F&B can update seasonal food to

the buffet. Some suggestions are adding seasonal ingredients into the buffet can make it to be more unique and special.

Additionally, there should be a sign of the hotel's restaurant and a significant menu in front of the hotel to advertise the food to the guests. This will increase the profit of food and beverage, since not every guest eats in the hotel. Tri Giao Hotel should give a name to a restaurant so that it can be remembered by the customers and do the marketing easier.

### **6.2.3 Service**

Throughout the findings, most customers are very satisfied with the services. However, there are still some suggestions to improve the service of Tri Giao Hotel. For example, the hotel should have the currency exchange service at the front desk as advertised. It will make the customers feel disappointed when the hotel cannot provide the service as they promised. In addition, the hotel should also open the roof top bar even when it is in low season. One of the employees from the restaurant can work there if there is no enough budget the roof top bar in low season, or place it at an open place for the guests to relax.

The opening and closing time of the gym, spa and breakfast buffet is another issue. The breakfast ends at 9:30 am which is too early for some customers. It is suggested that the breakfast should be closed at 10 am in weekdays and 10:30 am in weekends. The gym should be opened longer till 10 pm instead of 7 pm as usually people come back from the city around 7 pm. The hotel should update the opening and closing time of spa as well. There was a situation when a guest wanted to have a massage at 9 pm but the spa was closed at 9 pm already, while the spa was said to be opened until 10 pm.

Another suggestion is that the receptionist or the staff can always give a cup of water to the guest who is waiting at the lobby hall, even when they have checked out already. This behaviour shows the care and love to the guests. All the guests have their own preferences and details in their own way, so take care of them in small details will make them happy and appreciated.

Finally, besides fun karaoke at night that the hotel is providing now, there should be other forms of entertainments for the guests. A new idea that mentioned is it should have an event every week to introduce Vietnam tourism in the meeting hall with free coffee. It can be a short documentary about popular spots in Nha Trang, or beautiful cities in Vietnam that the guests can enjoy it in their free time. This will make one step closer for the guests to the beauty of Vietnam in general and Nha Trang – a lovely beach city specifically. Moreover, the event will add a unique customer journey to Tri Giao Hotel, and make the hotel special in its own way.

#### **6.2.4 Staff**

Although all the staffs have happy and positive attitude, there are two main keys that they still lack of are language and persuading skill. In the findings, there are many comments saying that the staffs do not speak English well, except in the reception. Although the main customers are travel agencies from China and Russia, English speaking skill is also important. It is vital to improve the staff's language skills to avoid mishearing and miscommunication.

Another concern needs to address is holding guest's passport when check in. There are two rules of check in, i.e. taking a copy of the passport and return it immediately, and the other rule is holding guest's passport and return when the guest check out. Tri Giao Hotel choose to hold the guest passport, because they want to communicate with the guest when they checking out, and ensure the hotel's security. This method would make some guests feel offended, since currently there are not many hotels obey this rule. Thus, the communication skill of the staff is very important to explain to the guest the rules and situation of this hotel.

The final suggestion is that receptionist needs to tell every guest the service that they have from laundry to exchange, spa, gym, restaurant because some guests did not get enough information in the hotel and do not know that there is such

service in the hotel. Moreover, it is necessary to tell customers at the beginning that the beach in front cannot swim and suggest them the beach nearby.

### **6.2.5 Facilities**

The most important matter that needs to be reported is not the facilities of the hotels, but the street nearby the hotel. There are many trashes have been thrown in front of and nearby the hotel, which affected the first impression of the guests when they first came to the hotel. The author knows that it is difficult to control the habit of throwing trash of the local people, but it can be possible that the road next to the hotel can be neat and tidy.

Since all hotel rooms have panoramic view of the coastal beach, so there are a few rooms have balcony. The receptionist should tell the guest if the room has balcony. Since there is no balcony, the guest needs to go out of the hotel for smoking. Thus, there is a suggestion that the hotel can have a small smoking lounge for guests to smoke.

The minibar is another important factor of the room. It is suggested that there should be more choices of minibar, not only 2 bottles of water. Some sweets and snacks can be added to the minibar.

The final thing is the hotel should add something new to the hotel every 3 years, for example, furniture or food menu so that the loyal customers can still see the difference and will not feel bored when coming back.

### **6.2.6 Other factors**

There are some European and Vietnamese guests say that there are too many Chinese guests which made them feel a bit uncomfortable. Currently, Chinese are the main customers of Tri Giao Hotel. According to FOM, the customer segmentation of Tri Giao depends on the market of Nha Trang specifically and Vietnam in general. For example, three to four years ago was the Russian market. However, now Chinese is the main customers with 75-80% of Chinese visitors.

The rest are from Russia, Europe and other countries. Normally, European tourists do not want to stay with so many Chinese customers, so when they know that Tri Giao Hotel's main customers are Chinese, some of them will choose another international brand hotel to stay. This year, since China has some political problems with the United States, their economy has some issues so the percentage of Chinese tourists has been decreased, compared to last year. In conclusion, if the guest love Tri Giao Hotel because of the hotel's value, they will choose to stay. Despite so, too many Chinese should not be a problem and we should respect them.

Other issues that need to be indicated is some reviews are not true and unreliable. During the findings, there are a few negative reviews but without feedback comments or with very bad comments, but the reason that given is not reasonable. For example, there is a negative review of Tri Giao Hotel on TripAdvisor saying that the hotel had the worst customer service ever. That guest wanted to check in at 11 am, the receptionist answered that the room is vacant but the guest should check in around 12 pm. Hence, the guest was so disappointed of FOM's attitude, saying that it was so unfriendly and unprofessional, which is not true. In hotel industry, normally the guests can check in after 3 pm. For Tri Giao Hotel, the guest can already check in at noon, which is a good thing. The guest's demand is quite unreasonable and she has not stayed at the hotel yet, despite the apologizing phone call from the hotel, she still left a bad comment. The hotel should take this as a lesson to be more vulnerable and should respond to this comment and explain the situation, so that other customers who using TripAdvisor will not be misunderstood.

### **6.2.7 Management response**

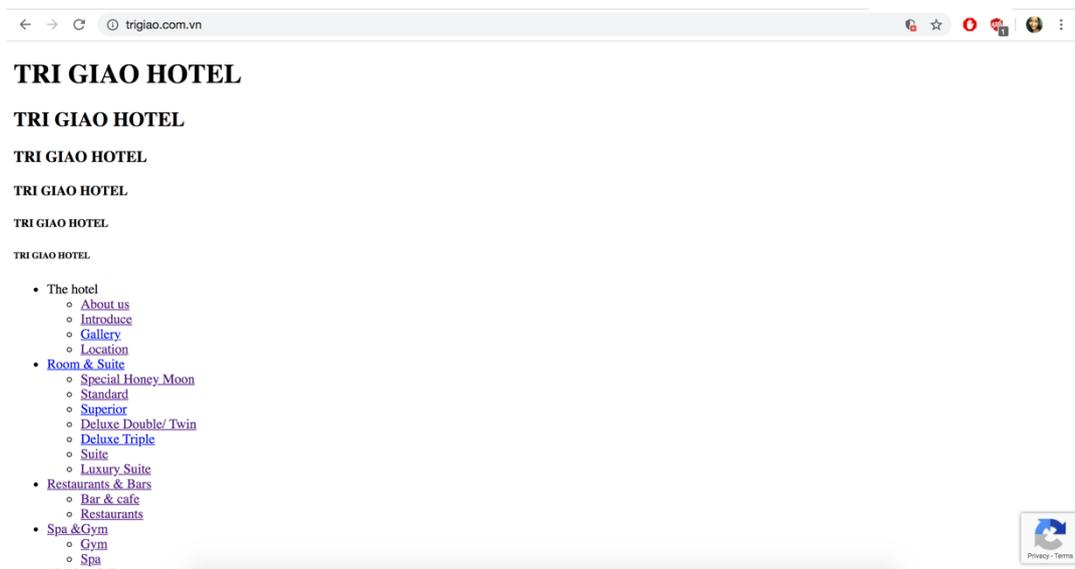
As stated before, it is implied that management response play an important role to customer satisfaction. This year there are active responses from sales executive and hotel management team on OTAs websites, but it was totally opposite in 2018. The management response of Tri Giao Hotel is just above average with 58.8%. A suggestion is that the management team should reply the feedbacks on TripAdvisor, because there is only one response on this website until now. Moreover, customer relation officer should be the main person to reply the guest,

not sales executive because the author thinks that it is not related to the sales department.

### 6.2.8 Marketing

The social media of Tri Giao Hotel including Facebook and Instagram have active and regular posts. Besides social media, hotel's official website is a tool for marketing so that can attract and connect with the customers. Tri Giao Hotel has very detailed information and beautiful photos on OTAs website, yet their own hotel website is not good at all. There are two websites of Tri Giao Hotel, which leads the author to confusion.

The first website has English language, but it does not look good at all. Meanwhile, other hotels in the competitive set have good looking websites with detailed information and booking reservation system. The marketing department should take more efforts to design the hotel's website to be more user-friendly and add more information about the hotel. Furthermore, the hotel should have in house booking reservation with a cheaper price compared to OTA websites or have promotion if book directly to the hotel. Hence, it can attract more guests to book directly, which is money-saving for the commission of OTA websites.



Picture 3: Tri Giao Hotel's first website (Trigiao.com.vn)

The second website of Tri Giao hotel is in Vietnamese and has no English version. Even though the website design looks good, the hotel does not have its

own reservation. Tri Giao Hotel's second website has only an email and telephone contact part, which guests can book by phone or through emails. Thus, the main customers can be approached through this second website are Vietnamese. Moreover, the website domain is not "trigiao.com.vn", but in "trigiaohotel.business.site", which makes the website somehow unreliable and not easy to be recognized.

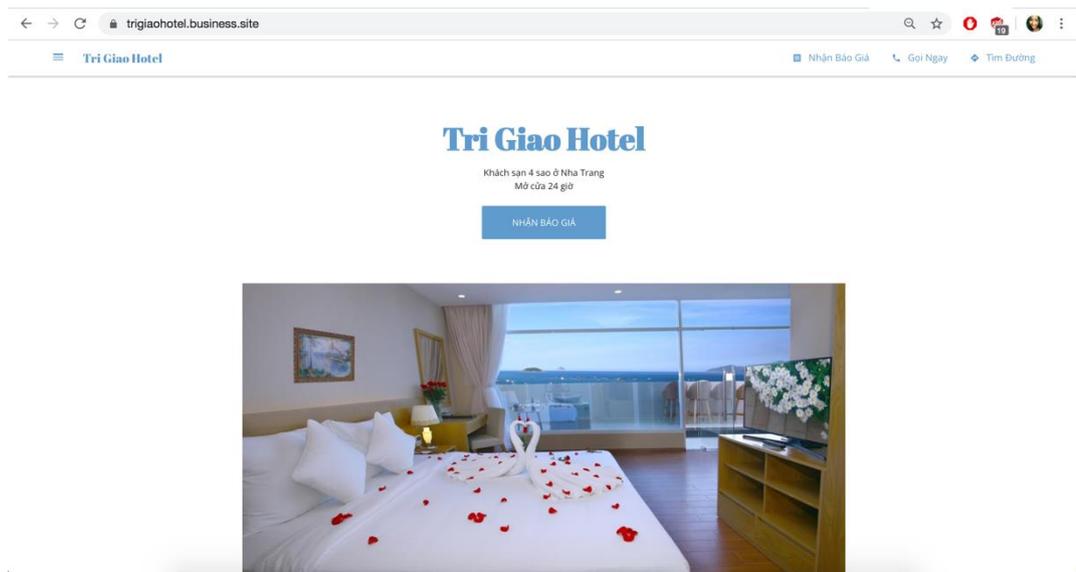


Figure 13. Tri Giao Hotel's second website (Trigiaohotel.business.site)

### 6.3 Comparisons between findings and conceptual framework

Cumulating the discussion above, it is essential to observe how the findings support the conceptual framework presented earlier in the theoretical framework (see Figure 3, page 20).

Certainly, the results validate the conceptual framework in all parts. It confirms that service quality is a very vital factor for customers to have the confirmation of expectation. Then, customer satisfaction is evaluated. Through OTA website, the customer's perspective can be shown clearly. This is a very powerful platform that customers can share their feelings honestly and comfortably. When the customers have positive disconfirmation of Tri Giao Hotel service quality, they will rate high grade and leave comments of full compliments. Such positive impres-

sion can be enhanced by service quality factors such as reliability, tangibles, responsiveness, assurance and empathy, as already mentioned in the previous chapter. Subsequently, improving service quality can increase customer satisfaction.

## **7 Conclusion**

### **7.1 Main findings**

Customer satisfaction has been a rather contentious topic in the context of hotel service quality. Researchers argued that customer satisfaction and service are similar while others claim that they are totally different phrases. Since this study used qualitative data collected through online observation and interview, there is clear evidence that customer satisfaction and service quality are different, and service quality of Tri Giao Hotel have a huge influence on their customer satisfaction. Furthermore, the results of this study have, to a certain extent, answered the stated research questions to find out how to improve customer satisfaction of Tri Giao Hotel through OTA websites.

The review index of Tri Giao Hotel is 90,6% with 301 reviews, and the management response is 58,8%. Firstly, regarding the influence of hotel's service quality on customer satisfaction, the study showed that customers are very satisfied with the hotel's service and staff, cleanliness, value, and facilities. Despite so, location is a huge disadvantage and has a moderately negative effect on customer satisfaction. Customers who enjoy quiet and peaceful atmosphere tend to overlook this issue. But the customers who like to explore night life in city centre consequently, decreased their positive disconfirmation. Quality of the food also needs significant improvement. The interview with Tri Giao Hotel's front office manager makes the research much easier to conduct, because she provides all the necessary information and knowledge in the customer satisfaction field. Overall, the manager is doing a great job of OTA's website observation, identifying main customer satisfaction and dissatisfaction and taking effort to improve it.

Secondly, the study discovered some factors or contexts that can lead customers to negative disconfirmation by analyzing all the feedbacks from six main OTA websites, which are TripAdvisor, Booking, Expedia, Agoda, Google and Facebook. There are in total 301 reviews and 199 written reviews. Main written customers' feedback is from Asia Pacific. Results showed that customers are not satisfied with some small issues regarding to location, food quality, service, staffs

and facilities. Additionally, miscellaneous factors, marketing and management response were pointed out. In the marketing aspect, Tri Giao Hotel should recreate their official website with primary domain and their own booking reservation system. The management response should be more active with both positive and negative comments. The responsible person is suggested to be customer relation officer, instead of sales executive.

Finally, all the suggestions, which related to each topic, were given so that the customer satisfaction of Tri Giao Hotel can be improved. Here are some highlight suggestions for the hotel. About the location, the main solution is cooperating with a taxi company and the rental store to give discount price for the guest. For the breakfasts' improvement, there should be more selections of Western choices, for example, yogurt, brown bread, oat porridge and granola. One of the new idea for Tri Giao Hotel's activities is creating a weekly event about Nha Trang or Vietnam tourism in the conference hall. In the event, free coffee is provided, and the hotel can present some short but interesting Vietnam tourism videos for the hotel guests. It will make the customer journey more exciting and unique.

The findings also supported the conceptual framework in term of how service quality and customer satisfaction affects each other through OTA websites. Service quality leads the customers to have confirmation of expectations, after that how they perceived service quality affects their satisfaction. OTA website is a useful tool to observe the customer's perspective more clearly and detailed.

The best part in the main findings is to discover other factors besides two main customer dissatisfaction which are location and quality of the food. It gave a whole picture of Tri Giao Hotel, better outlook and deeper understanding of customer satisfaction through six main OTA websites. Thus, Tri Giao Hotel can take these findings into consideration for future improvement and development of service quality.

## **7.2 Limitation and suggestion for future research**

It is important to address certain limitations of this research. Not only it helps to better understand the effect of the results but also collect more useful data in the future. There are two main limitations.

Firstly, the data is collected from six main OTA websites, which is limited in terms of source, and customer's personal information such as age, education level and income. All the data collected from July 2016, when Tri Giao Hotel established, to October 2019, and not every guest stayed at the hotel leave feedbacks and comments. Thus, a future research should extend and diversify the sources to gain more representative results so that the evaluation of customer satisfaction can be more accurate.

Secondly, time and location limitation narrowed down the scope of this study. There was not enough time to conduct the study more deeply into the service quality and observe the room rates of hotel competitive set, which would strengthen the findings. Furthermore, since this research was conducted in Finland, it is difficult to monitor how the actual service quality and customer satisfaction are presented in Tri Giao Hotel. Hence, future study should be taken in Vietnam so that the author can take full advantage of the local human resources. Overall, it will produce more realistic results that can be easily applied to Tri Giao Hotel.

Consequently, two future topics to develop can be a social marketing plan and new website for Tri Giao Hotel. These topics are feasible to help the hotel to attract more potential online customers.

## **7.3 Future trends of Tri Giao Hotel**

Among the various trends in hospitality industry, two of them should be focused by Tri Giao Hotel in the future. They are customer-centricity and make sense of all 5 senses. Another element that Tri Giao Hotel still missing is service promise, which will be also discussed below.

### 7.3.1 Customer-centricity

The hotel in the future will become more customer-centric and experience-driven (Skift 2019). Customer-centric is putting the customer in the centre of product and service's creation in order to deliver a great customer experience. Hoteliers need to understand the customer behaviour and to know what they need and want. After that, hoteliers can update customer journeys and devise effective marketing strategies. A good product is not enough to retain customers. However, a good product combines with a great service can hit the minds of customers and thereby, they are attracted and buy your product immediately.

Tri Giao Hotel is still product-centric and not customer-centric even though they extremely care about their customers. In order to change, firstly, the hotel should study customer insight by analysing customer data. Then, the hotel creates a customer profile as specific as possible to know their behaviour and buying cycle. Secondly, the hotel develops products and services around the needs of its guests. Thirdly, the hotel uses good customer relationship management (CRM) tool to build relationship with customers to maximize the experience. To the end, the hotel plans and creates an entirely new customer journey and strategy that is relevant to the customer-centric.



Figure 14. Customer-centricity (Super Office 2019)

Changing from product-centric to customer-centric is challenging for every hotel. Hotelier needs to completely break the traditional thinking, tighten resources and create a close connection between the parts. This process requires a long time to perform. However, the benefits that customer-centric brings as well as the rewards Tri Giao Hotel can receive will be completely worth to do it.

### **7.3.2 Make sense of all 5 senses**

Tri Giao Hotel can provide the customer sensual experiences focus on five senses, i.e., sight, taste, touch, sound, and smell. While in the hotel, the guests can feel the most on three senses, which are sight, touch, and taste when eating (Skift 2019). However, the hotel needs to improve two other senses, which are sound and smell.

The first factor is sense of sound. Tri Giao Hotel can design its own soundtracks for its public spaces, such as reception, bar, and corridors. By playing suitable music, it helps the guests to relax and enjoy every minute during their staying at Tri Giao Hotel.

The second factor is sense of smell. Combining the smell within the hotel will upgrade a whole new level to the hotel. Tri Giao Hotel can choose its signature scent and place it on reception, lift, and corridors. Hence, it can blend with the facilities to make the hotel more unique and silent atmosphere.

Besides two sense factors, biophilic design is also important to appeal all five senses (Skift 2019). Biophilia means love to life and nature. Humans have quite a profound attraction to nature. There is a natural biological need for contact and engagement with the natural world. Biophilic design combines nature and natural elements, materials, and shapes into architecture and interiors. Studies show that access to the natural environment can reduce stress, recover mental and physical resilience and increases productivity. Surprisingly, people find that looking at the pictures of nature can lift their moods up and make them feel more comfortable. Meanwhile, Tri Giao Hotel has tremendous plant pots in lobbies which brings

green and fresh atmosphere to the hotel. Therefore, developing biophilic design with panoramic view of the sea builds a whole new concept of Tri Giao Hotel, and attracts many more customers in the future.



Figure 15: Tri Giao Hotel's reception (Booking 2019)



Figure 16: An example of Biophilic design (Outline Design 2019)

### 7.3.3 Service promise

Service promise plays an important role in the hotel. It is a documented service focus that shows which kind of mission Tri Giao Hotel has. It needs to clearly target what service the customer will experience at the hotel, how and what outcome hotel guests will have. Furthermore, service promise provides clear understanding what exactly is going to be delivered to customers, what guests want to get, and how we can do our job better than competitors. Service promise allows

to measure the hotel does, puts certain frames, and makes criteria for assessment. It consists of three keys, which are customer expectations, service standards, and measurement ideas (Davidow, 1990).

Service promise should be one sentence or slogan which is short and clear. The most important part of service promise is to answer question: Why guests should choose this hotel? A few examples of successful hotel promise are: "A great stay or we pay" (Sheraton Hotels and Resorts); "If something is not meeting your expectation, please let us know. We want to make it right." (Best Western Hotels and Resorts); "Our answer is yes. Now, what is the question?" (Spa Paws Hotel). Consequently, Tri Giao Hotel should have its own short, clear, and strong service promise to deliver hotel vision and promise to the guests.

## References

Agoda. Tri Giao Hotel. URL: <https://www.agoda.com/tri-giao-hotel/hotel/nha-trang-vn.html?cid=-218>. Accessed: 10 September, 2019.

Assaf, A. G. and Magnini, V. 2012. Accounting for customer satisfaction in measuring hotel efficiency: Evidence from the US hotel industry. *International Journal of Hospitality Management* 31(3): 642-647.

Biwas, K, Nusari, M and Ghosh, A. 2019. "The influence of website service quality on customer satisfaction towards online shopping: The mediating role of confirmation of expectation". *International Journal of Management Science and Business Administration* 5(6): 7-42.

Bloemer, J and De Ruyter, K. 1998. On the relationship between store image, store satisfaction and store loyalty. *European Journal of marketing*, 32(5/6), pp.499-513.

Booking. Tri Giao Hotel. URL: <https://www.booking.com/hotel/tri-giao-nha-trang.html>. Accessed: 10 September, 2019.

Business Dictionary. Service quality. URL: <http://www.businessdictionary.com/definition/service-quality.html>. Accessed: 5 October, 2019.

Cronin Jr, J and Taylor, S. 1992. Measuring service quality: a reexamination and extension. *Journal of marketing*, 56(3): 55-68.

Davidow, W and Uttal, B. 1989. *Total customer service: The ultimate weapon*. HarperCollins.

Ekström, K, Ottosson, M and Parment, A. 2017. *Consumer behaviour: Classical and contemporary perspectives*, Studentlitteratur AB.

Enz, C and Thompson, G. 2011. The Hotel Competitor Analysis Tool (H-CAT): A Strategic Positioning Tool for Managers.

Expedia. Tri Giao Hotel. URL: <https://www.expedia.com/Nha-Trang-Hotels-Tri-Giao-Hotel.h16276612.Hotel-Information>. Accessed: 10 September, 2019

Facebook. Tri Giao Hotel. URL: <https://www.facebook.com/trigiaohotel/>. Accessed: 10 September, 2019.

Google. Tri Giao Hotel. URL: <https://www.google.com/travel/hotels/entity/Trigiaohotel/>. Accessed: 10 September, 2019.

Güngör, H. 2007. Emotional Satisfaction of Customer Contacts. Amsterdam University Press.

Han, H, Kim, W and Hyun, S. 2011. Switching intention model development: Role of service performances, customer satisfaction, and switching barriers in the hotel industry. *International Journal of Hospitality Management* 30(3): 619-629.

Hospitality Net. Are you really customer centric. URL: <https://www.hospitalitynet.org/opinion/4089185.html>. Accessed: 19 November, 2019.

Hospitality Net. Sheraton's promise to the guests. URL: <https://www.hospitalitynet.org/news/4013169.html>. Accessed: 19 November, 2019

Kandampully, J. and Suhartanto, D. 2003. The role of customer satisfaction and image in gaining customer loyalty in the hotel industry. *Journal of Hospitality & Leisure Marketing* 10(1-2): 3-25.

Kaynama, S, Black, C and Keesling, G. 2003. Impact of the internet on internal service quality factors: the travel industry case. *Journal of Applied Business Research (JABR)*, 19(1).

Kotler, P and Keller, K. 2006. *Marketing Management*. Pearson/Prentice Hall.

Li, L., et al. 2017. An empirical study on the influence of economy hotel website quality on online booking intentions. *International Journal of Hospitality Management* 63: 1-10.

Lassar, W.M, Manolis, C and Winsor, R.D. 2000. Service quality perspectives and satisfaction in private banking. *Journal of services marketing*, 14(3), pp.244-271.

Mok, C, Sparks, B. and Kadampully, J. 2013. *Service quality management in hospitality, tourism, and leisure*. Routledge.

Naumann, E and Giel, K. 1995. *Customer satisfaction measurement and management: Using the voice of the customer*, Van Nostrand Reinhold.

Outline Inspired spaces. Biophilic design. URL: <https://outlinedesign.co.nz/biophilic-design/>. Accessed: 19 November, 2019.

ReviewPro. URL: <https://www.reviewpro.com>. Accessed: 7 October, 2019.

Schiffman, L, Kanuk, L and Hansen, H. 2012. *Consumer behavior: a European outlook*. Pearson.

Silverman, D. 1997. *The logics of qualitative research*. SAGE Publications Ltd, London.

Skift. History of online travel. URL: <https://skift.com/history-of-online-travel>. Accessed: 28 September, 2019.

Skift. The hotel of the future will be more customer-centric and experience-driven. URL: <https://skift.com/2016/12/28/the-hotel-of-the-future-will-be-more-customer-centric-and-experience-driven/>. Accessed: 19 November, 2019.

Skift. Luxury travel has to make sense of all 5 senses. URL: <https://skift.com/2019/11/06/luxury-travel-has-to-make-sense-of-all-five-senses/>. Accessed: 19 November, 2019.

Spa Paws Hotel. Paws promise. URL: <https://www.spapawshotel.com/about/paws-promise/>. Accessed: 19 November, 2019

Spreng, R.A. and Mackoy, R.D. 1996. An empirical examination of a model of perceived service quality and satisfaction. *Journal of retailing*, 72(2), pp.201-214.

Superoffice. How to create a customer centric strategy for your business. URL: <https://www.superoffice.com/blog/how-to-create-a-customer-centric-strategy/>. Accessed: 19 November, 2019.

Survicate. 5 reasons why customer satisfaction is important. URL: <https://survicate.com/customer-satisfaction/importance-customer-satisfaction>. Accessed: 7 October, 2019.

Timm, P. 2001. *Customer Service: Career Success through Customer Satisfaction (NetEffect Series)*, Prentice-Hall, Inc.

Torres, E and Kline, S. 2013. From customer satisfaction to customer delight: Creating a new standard of service for the hotel industry. *International Journal of Contemporary Hospitality Management* 25(5): 642-659.

Trip Advisor. Tri Giao Hotel. URL: [https://www.tripadvisor.com/Hotel\\_Review-g293928-d11434577-Reviews-Tri\\_Giao\\_Hotel-Nha\\_Trang\\_Khanh\\_Hoa\\_Province.html](https://www.tripadvisor.com/Hotel_Review-g293928-d11434577-Reviews-Tri_Giao_Hotel-Nha_Trang_Khanh_Hoa_Province.html). Accessed: 10 September, 2019.

Tri Giao Hotel. URL: <https://trigiao.com.vn>. Accessed: 20 September, 2019.

Tri Giao Hotel. URL: <https://trigiaohotel.business.site/>. Accessed: 20 September, 2019.

Userlike. 6 proven methods for measuring customer satisfaction. URL: <https://www.userlike.com/en/blog/6-proven-methods-for-measuring-your-customer-satisfaction>. Accessed: 7 October, 2019.

Vietnam briefing. Vietnam's tourism industry continues to grow in 2018. URL: <https://www.vietnam-briefing.com/news/vietnams-tourism-industry-continues-growth-2018.html>. Accessed: 28 September, 2019.

Westwood, J. 2013. How to write a marketing plan. 4th ed. Kogan Page Publishers.

Williams, C and Buswell, J. 2003. Service quality in leisure and tourism. CABI publishing.

Xhotels. OTA. URL: <https://www.xotels.com/en/glossary/ota>. Accessed: 9 October, 2019.

Zhang, M, Zhong, Z, Luo, J and Zhu, M. 2015. "Online Travel Agent Service and Customer Satisfaction Based on Correlation Analysis: A Marketing Perspective in China." *Journal of Marketing and Consumer Research* 11: 99-107.

Zhou, L, Ye, S, Pearce, P and Wu, M. 2014. "Refreshing hotel satisfaction studies by reconfiguring customer review data." *International Journal of Hospitality Management* 38: 1-10.

## **Appendices**

### **Appendix 1. Interview transcript**

#### **Transcription Interview**

*Interview date: 12 October 2019.*

Interviewer: Truc Nguyen (Author)

Interviewee: Lan Anh Truong

Hotel: Tri Giao

Department: Front Office

Position: Front office manager

This interview was conducted by voice calling through Zalo – a popular Vietnamese messaging app and finished after 1 h 45 min.

Notes: I = Interviewer, M = Manager.

The interview begins

**T: Hi! Thank you for spending your time to have an interview with me. As you know, I am currently writing a thesis about Tri Giao Hotel. My topic is 'Improvement of customer satisfaction through OTAs website'. The point of this interview is to see the manager's perspective of service quality and customer satisfaction. I have quite many questions, so it may take a while for you, is it okay?**

M: Sure, no problem. How are you doing?

**I: I am good. How about you?**

M: Yes, I am good. Thank you.

**I: Shall we start? The first question I would like to ask is how long have you been working here?**

M: I started to work here since July 2017, so approximately more than 2 years. The hotel has been opening for 3 years.

**I: May I ask when did Tri Giao Hotel establish?**

M: The hotel established at July 2016.

**I: So, while working as a front office manager, what duties and responsibilities do you have?**

M: My main work is to supervise and administrate all the actions of front office department, including daily tasks and employee's performance. In more detailed way, I need to assure the process of guest's check in, all procedures must be closely coordinated and detailed. In office hours, I am always available to solve the guest complain and observe, assist employees to do their tasks. Moreover, I am responsible to manage the employee's schedule include bell boy and receptionists, ensure the service quality for the customers. For example, preparing the service package beforehand, to know the guest's flight, to pick up the guests, the guest's luggage must be returned in the correct room quickly and efficiently. Double check employee's task is to know if the person is responsible for their job, their professional behavior and positive attitude. Furthermore, I need to control the revenue to make sure the employees charge the guest correctly through the daily report. Train the employees in a correct procedure.

**I: As you mentioned about office hours, how many days do you work normally in a week?**

M: In Vietnam, the manager must work from Monday to Saturday and only have Sunday off, from 8 am to 5 pm. If the employee wants to take a short break he or she should ask the manager beforehand.

**I: May I ask how old are you?**

M: I am 25 years old, one of the youngest manager in this hotel and in Khanh Hoa Province. A lot of people at my age are working as managers as well.

**I: Before working at Tri Giao Hotel, how many years' experience did you have in the hospitality industry?**

M: I was lucky because I had a chance to work as a receptionist when I started my freshman year at college in 2015, so totally I have a 4 years' experience. My bachelor's degree is Front Office management that teaches students to be front office managers. I studied specifically in front office department, but I still have courses about other departments as well.

**I: What is your hotel's customer segmentation?**

M: The segmentation depends on the market of Nha Trang specifically and Vietnam in general. For example, three to four years ago was the Russian market. But now it's the Chinese market with 75-80% of Chinese visitors. Both are leisure and business customers. The rest are from Russia, Europe and other countries. Normally, European tourists do not want to stay with so many Chinese customers, so when they know that the main customers of our hotel are Chinese, some people will select other international brand hotels to stay. But now since China has some political problems with the United States, their economy has some issues, so the percentage of Chinese tourists has been decreased, compared to last year. Chinese government gave their civils some expenses support for travelling, I heard that from Chinese tour guides.

**I: So, you must speak Chinese fluently?**

M: I did not know Chinese in the beginning but since I started working here, my Chinese has been developed by communicating with Chinese guests on a daily basis.

**I: How about Vietnamese customers?**

M: Vietnamese normally come to hotel in 2 season which are summer and lunar New Year. The peak season is from June to August and other holidays such as death anniversary of King Hung Vuong, and Vietnamese national day (1-2<sup>nd</sup> September), etc. According to Vietnam tourism law, the hotel can increase the room's price in these days.

**I: How many bookings your hotel has through OTAs website per year?**

M: I don't have the exact number of bookings. As a local brand, our OTA guests are about 30% of the bookings, while 70% are from charters and travel agency

guests. We want our hotel has diverse types of guests, but the TA guests tend to book local brand because it has equivalent value but cheaper price. International brand looks more fancy and luxurious even though they have the same infrastructure standards, so the percentage of TA guests and OTA guests are 50-50.

**I: What is your hotel's occupancy rate during the year?**

M: the sales department know more than me because they have the data throughout the year, while I can only see the occupancy rate for 1 week. The reason why is in the past, TA signed the commit contract for a whole year, if they don't bring guests to our hotel they will pay full charge of the rooms that we kept for them. However, now TA signs the alert contract, which means that they only pay when they bring customers, and normally they told us at short notice or last minute so that they can have cheaper price, which is smart. OTAs website such as Expedia, Agoda, Vntrip, and Travelloca require prepayment while booking.com has option that choose to pay when come to the hotel, which can be cancelled in short notice without charge. Front office will follow the schedules of the sales department and take care of walk-in guests. But the average occupancy rate was never below 50%.

**I: Do you think that it is necessary to expand or develop the markets on OTAs website?**

M: We would like to because we want our hotel's customers are diverse, but we need to make a balance and to take care of both charters guests and OTAs guests. Because OTAs are the channels that help the hotel to do the marketing and the guest's feedback helps to promote the hotel. Meanwhile, we also want to focus on charters and TA guests as well because they bring a huge profit to our hotels' revenue. Therefore, both types of customers are very important.

**I: Which factor of Tri Giao Hotel do you think the customers satisfy?**

M: Based on customer's feedback, I think customers are very satisfied with the room with fantastic view and friendly staffs.

**I: Then which factor do you think the customers dissatisfy?**

M: To be honest, in Tri Giao Hotel, the room, staffs and service are very good. But I think there are 2 factors that the customers dissatisfy which are location and the quality of the food. About the average location, we know our weakness, so that the service must be more developed and immediately fix our mistakes if it is our fault. Moreover, our room rates and service prices are very affordable. TA guests are entitled to a 20% discount on all services (F&B and spa), while OTA guests get 30% off on F&B and 50% off on spa treatments. The second one is the quality of the food. This is because each person has their own taste and style, but the food can be adjustable since managers eat breakfast buffet every day, they can eat and give feedback to the chef about the dishes taste. Moreover, the employees and managers come to ask the guests about their opinions of the food and can make special food when the guest have their personal need.

In general, before the customer booking a room, they care about 3 things: location, price and hotel segment (4 stars). 4-star hotel standards must have spa, lobby bar, sky bar and over 90 rooms. Furthermore, they expected they can get what they asked for and their expectations have been met. That's why our moto is "Pleased when coming and satisfied when leaving".

**I: How service quality is practiced and assured here at Tri Giao Hotel?**

M: Standing in the position of a manager, each head of department is obliged to train his/her employees in all proficient procedures and styles of working. Hence, the service quality can give to customers in an optimal way. For instance, in the check-in process, the employees must get all information of the guests in case if any problem happened, we can contact them personally to solve it thoroughly. After solving it, it is needed to tell the customers the current situation professionally when they come back and ask if it still has problem or if they need anything else. The gap between FOM/staffs to guests must be closed so that the guests don't feel distant.

**I: How do you gain loyalty and trust in your staffs?**

M: It is simple. I always care about employees' thinking and feeling. When they are sad but still share their difficulties with the manager, it's a precious thing that the manager should listen and appreciate, and make the employee feel happy. During the training, I must double check to see how much the staff can do and

understand. I always accompany them during the training and not criticize them when they make mistakes at first but show them the right thing to do. When their performance is not good because of their irresponsibility or carelessness, they will be reminded and criticized if they repeat the mistakes. Every week, the team goes out with each other to be closer. When the hotel has event, I will convince them to join to make them more active and attached. If they need help I am willing to be there and help them. Every day if I have some funny stories I will talk to them about it, and see them as colleagues, not employees. If they are not happy about me they can send feedback and I will change and improve myself, because manager is not always right.

**I: How is customer satisfaction measured and managed here?**

M: The customer satisfaction is managed through feedbacks on both online and offline. In every hotel room, there is a small questionnaire for the guest to evaluate the service and give comments about the hotel. Customer's review in OTAs website are also been taken care of. The sales department will collect all the feedbacks. There are always 2 meetings every week, on Monday and Thursday, each meeting will last around 45 mins to 1 h to discuss about the weekly situation and customer's feedback. When we have a bad review, it will be reported to general manager and all of head of each departments to investigate the case, check security camera and check booking number if the guest was staying at the hotel or that problem happened. If it is true and it is the hotel fault, we will fix immediately and sincerely apologized to the guests.

**I: How do your hotel handle guests complain?**

M: When we have bad comment, I need to recheck that guest on which booking, room and which day, and which issue happened, need to check to related department, if the error occurred then I will apologize and give discount to the guest. The guests are suggested to respond to the reception immediately after the issue happened and have to have an evidence so that the issue can be solved right away. We fix bad comments by asking the guests if they are satisfied or what they are not satisfied, to connect and create a close relationship between us and the guests. That's why it is important to have all the information of the guest to be able to contact when problem occurs. In my opinion, the customer shares what

they like and do not like is the most valuable and precious thing for me, while customers who do not share anything are quite dangerous, because they may remain silent and do not want to share it to us to fix but write bad reviews or spread misleading information. Normally the guest relation officer is responsible for taking care of customer's problem, always come to talk to customers and engage with them, but other departments function as a guest customer care as well, to check if it is true and fix it immediately, if it is not true, then we need to explain the situation to them that it is not what they think.

**I: What are the major challenges do you think that customer or employees mostly face in the hotel?**

M: The main challenge is the negotiation skill to persuade customers, in other words is solving problem skill. If the negotiation skill of the staff is not good, there is high chance to have a bad review quickly. To have this skill, the language is a very important factor which is 90%. When the guests tell the staffs that they need something, but the staff cannot understand, it is a very terrible thing and a mistake of front office department that makes the guest upset, they think that we do not listen to what they say. For example, Chinese customers do not want to learn English, so they only speak Chinese. This is the reason why in every shift there is at least one staff must know Chinese to fulfill their needs and communicate with them. Another challenge is the talking skill. This is a soft skill that cannot be learned from schools, only when that person is full of expertise and experience.

**I: Have you ever been a guest at your hotel? If yes, what advice would you like to give to improve the hotel more in future as a guest?**

M: No, I have never stayed here, because it is useless. Firstly, when I stay here of course my employees will treat me well. I prefer staying at other hotels to have different experience and learn from them rather than using the service in the hotel that I am working for. I only eat breakfast here because the company has policy that manager can eat breakfast buffet every day for free, because not any customers eat and give feedback when they are not satisfied about the buffet. So, when the managers eat, they can know the performance of the food on that day, and if something is not good, they can directly give feedback to the F&B department to immediately adjust or modify the food taste and preparation. But not stay

at the room, because on a daily basis housekeeper and I go to check every room  
\*laugh\*

**I: Where or what can be changed to improve service quality for future references if you wish to?**

M: The thing that I want, I know that it will never come true, which is location. Besides this, there is nothing that I want to change or improve. Tri Giao has only one weakness but also the biggest weakness. The only way to improve it is to develop the service. Because building is building, but the people are the most important factor that can affect everything, in the hotel specifically and the hotel industry in general.

**I: Wow, everything you just shared is very thorough and correct. Thank you so much for having an interview with me. I just finished all my questions and your perspective inspires me and helps me learn a lot in the Vietnamese hotel industry and Tri Giao Hotel exclusively. I wish you good health and have a nice weekend!**

M: Thank you! Good luck with your thesis. If you have more questions, you can send me emails, text or call me. I am happy to help you and willing to help you when you need. Goodbye!

## Appendix 2. Hotel Competitive Set Average Review Rate

	Tri Giao Hotel	BB Hotel	Dendro Gold Hotel	DTX Hotel	V Hotel
Location	3.8	4.2	4.4	4.7	4.5
Cleanliness	4.7	4.5	4.5	4.7	4.4
Facilities	4.5	4.3	4.6	4.4	4.3
Service & Staff	4.8	4.3	4.5	4.5	4.4
Value	4.7	4.3	4.4	4.6	4.3
<b>Total</b>	<b>4.5</b>	<b>4.3</b>	<b>4.3</b>	<b>4.6</b>	<b>4.4</b>

## Appendix 3. Hotel Comp Set Competitive Quality Index

	Tri Giao Hotel	BB Hotel	Dendro Gold Hotel	DTX Hotel	V Hotel
Location	88.7%	96.8%	102.6%	107.7%	104.2%
Cleanliness	103.7%	98.2%	98.6%	102.4%	97.1%
Facilities	102.6%	96.7%	101.2%	100.5%	97.1%
Service & Staff	106.7%	94.7%	99.8%	100.5%	98.3%
Value	104.9%	97.1%	99.1%	103.8%	95.1%
<b>Total</b>	<b>102.5%</b>	<b>96.9%</b>	<b>97.6%</b>	<b>103.9%</b>	<b>99.1%</b>

#### Appendix 4. Customer Review Geographic Categories

<b>CONTINENT</b>	<b>TOTAL CUSTOMER FEEDBACKS</b>
<b>MIDDLE EAST/ AFRICA</b>	<b>1</b>
Israel	1
<b>AMERICAS</b>	<b>13</b>
US	10
Canada	2
Brazil	1
<b>EUROPE</b>	<b>57</b>
France	5
Spain	2
UK	9
Ireland	2
Russia	24
Germany	2
Belgium	1
Sweden	2
Netherland	3
Poland	3
Czech Republic	1
Austria	2
Italy	1
<b>ASIA PACIFICS</b>	<b>128</b>
Viet Nam	85
Korea	7
Japan	4
Singapore	3
Hong Kong, China	7
Mainland, China	6
Taiwan, China	2

Thailand	2
India	3
Cambodia	1
Malaysia	1
Sri Lanka	1
Australia	6
<b>TOTAL</b>	<b>199</b>

**Appendix 4. Hotel Competitive Set Room Rates**

<b>Hotel</b>	<b>Weekday Double room rate (Average Wed 02/10 and Thu 17/10)</b>	<b>Weekend Double room rate (Average Sat 04/10 and Fri 18/10)</b>
Tri Giao	30	30
BB	32	32
Dendro gold	35	34.5
DTX	39.5	39.5
V	42	43

**Appendix 5. Service Quality Dimensions and its requirements**

<b>SERVICE QUALITY DIMENSION</b>	<b>REQUIREMENT</b>
<b>Reliability</b>	<ul style="list-style-type: none"> <li>• When excellent hotel promise to do something by a certain time, they do</li> <li>• When a customer has a problem, excellent hotel will show a sincere interest in solving it.</li> <li>• Excellent hotel will perform the service right the first time</li> <li>• Excellent hotel will provide the service at the time they promise to do so</li> <li>• Excellent hotel will insist on error free records</li> </ul>
<b>Responsive-ness</b>	<ul style="list-style-type: none"> <li>• Employees of excellent hotel will tell the customers exactly when services will be performed</li> <li>• Employees of excellent hotel will give prompt service to customers</li> <li>• Employees of excellent hotel will always be willing to help customers</li> <li>• Employees of excellent hotel will never be too busy to respond to customer' requests</li> </ul>
<b>Empathy</b>	<ul style="list-style-type: none"> <li>• Excellent hotel will give customers individual attention</li> <li>• Excellent hotel will be opened 24 hours for customers</li> <li>• Excellent hotel will have employees who give customers personal service</li> <li>• Excellent hotel will have their customers' best interest at heart</li> <li>• The employees of excellent hotel will understand the specific needs of their customers</li> </ul>
<b>Assurance</b>	<ul style="list-style-type: none"> <li>• The behavior of employees in excellent hotel will instill confidence in customers</li> <li>• Customers of excellent hotel will feel safe</li> <li>• Employees of excellent hotel will be consistently courteous with customers</li> <li>• Employees of excellent hotel will have the knowledge to answer customer's questions</li> </ul>

<b>Tangibles</b>	<ul style="list-style-type: none"> <li>• Excellent hotel companies will have modern looking equipment</li> <li>• The physical facilities at excellent hotel will be visually appealing</li> <li>• Employees at excellent hotel will be neat in their appearance</li> <li>• Materials associated with the service (pamphlets or statements) will be visually appealing at an excellent hotel</li> </ul>
------------------	--

**Appendix 6. Customer satisfaction determinants**

<b>SERVICE QUALITY DIMENSION</b>	<b>HOTEL'S PERFORMANCE LEADS TO CUSTOMER SATISFACTION</b>
<b>Reliability</b>	<ul style="list-style-type: none"> <li>• All managers from front office, sales, F&amp;B and general manager are warmly welcomed to the guest and take care the guest very well</li> <li>• The staffs do go extra mile to give a good service</li> <li>• Taxis are usually on duty in front of hotel</li> <li>• New linens, bathrobes changed every day</li> <li>• Housekeeping twice a day</li> <li>• Great room service</li> <li>• Nice and comfortable spa service</li> <li>• Quick laundry service</li> <li>• Vegan food requirement</li> <li>• Breakfast included</li> <li>• Full selection of Asian breakfast with egg station</li> <li>• Discount code for guest</li> <li>• Affordable price</li> </ul>
<b>Responsiveness</b>	<ul style="list-style-type: none"> <li>• Good skills on solving customer problem, for example, when the guests are sick, smelly room or have cockroaches in the toilet.</li> <li>• Great assistance, guidance to tourist spot</li> <li>• Always ask customers if they need help</li> <li>• Free late check out for short time when the guest asks</li> <li>• Free upgrade room for the guests</li> </ul>

<b>Empathy</b>	<ul style="list-style-type: none"> <li>• The hotel opens 24 hours for the guests</li> <li>• Customised service for example, anniversary, honeymoon, prepare birthday for guest.</li> <li>• A surprise breakfast buffet at rooftop for VIP guests (who stays more than 3 days)</li> <li>• Check in was quick and they provided juice and cool towel</li> </ul>
<b>Assurance</b>	<ul style="list-style-type: none"> <li>• Polite, professional, friendly, enthusiast staff</li> <li>• Excellent handling situation when natural disaster comes, such as cyclone, typhoon</li> <li>• There is always bodyguard outside the hotel</li> </ul>
<b>Tangibles</b>	<ul style="list-style-type: none"> <li>• New hotel</li> <li>• 4-star hotel service standard</li> <li>• Luxurious and Clean</li> <li>• Silent atmosphere, suitable for someone found a quiet place to have vacation, wants a bit away from a chaos</li> <li>• Location: 1 minute walk to the beach, rental motorbike next to the hotel, some shops restaurants and Local market nearby (500 m)</li> <li>• Great facilities: conference hall, spa, indoor pool, gym, karaoke, roof top bar</li> <li>• Room has great view with mountain and ocean</li> <li>• Every standard room has bathrobes and slippers</li> <li>• Free self-parking</li> </ul>

#### Appendix 7. Customer dissatisfaction determinants

<b>SERVICE QUALITY DIMENSION</b>	<b>HOTEL'S PERFORMANCE LEADS TO CUSTOMER DISSATISFACTION</b>
<b>Reliability</b>	<ul style="list-style-type: none"> <li>• Gym closes early at 7 pm.</li> <li>• Not good food, poor food, chaotic</li> <li>• Asian food breakfast, not enough Vietnamese food and Western food</li> <li>• No currency exchange at the front desk</li> <li>• Some guests lost their scarf/ bag and couldn't have it back</li> <li>• Breakfast ended at 9:30 am is too early</li> </ul>

	<ul style="list-style-type: none"> <li>• roof top bar was not opened since its low season</li> </ul>
<b>Responsive-ness</b>	<ul style="list-style-type: none"> <li>• Night check out night staff doesn't speak English</li> <li>• Not responsive to the guest in some case, never heard back from manager</li> <li>• The room service is very good but could be improved by having English-speaking staff answer the phone.</li> <li>• Staff English is not good, except at the reception</li> <li>• Breakfast was too slow to refill</li> </ul>
<b>Empathy</b>	<ul style="list-style-type: none"> <li>• When the typhoon happened, the managers didn't have time to come to ask the guests if they feel okay, so the guests feel a bit sad.</li> <li>• A couple did not have good massage, hurtful</li> </ul>
<b>Assurance</b>	<ul style="list-style-type: none"> <li>• Hold the passport when check in, which made some guests feel offended</li> <li>• The housekeeper go inside when the disturb was outside</li> <li>• Not consistent of the staff and service, a few staffs don't have good attitude</li> <li>• Late check out charged 50% higher than walk in rates, and the staffs did not explain</li> </ul>
<b>Tangibles</b>	<ul style="list-style-type: none"> <li>• Indoor pool so the guests cannot enjoy the sunshine</li> <li>• The room is not good sound isolation at night, some noise at the corridor</li> <li>• Some rooms were smelly and had cockroaches in toilet</li> <li>• Small lift and small parking lot</li> <li>• It is difficult to find hotel because the hotel is not located on the main street</li> <li>• Polluted, garbage throw nearby the hotel</li> <li>• There is no balcony in some rooms, to smoke the guest need to go downstairs by elevator.</li> <li>• Cannot swim in the beach in front of hotel</li> <li>• Location far away: 15 to 20 minutes' downtown and inconvenient traffic</li> <li>• Neighbourhood</li> <li>• The minibar has only 2 bottles of water</li> </ul>

## Appendix 8. Tri Giao Hotel's first website

← → × ⓘ trigiao.com.vn

# TRI GIAO HOTEL

- The hotel
  - [About us](#)
  - [Introduce](#)
  - [Gallery](#)
  - [Location](#)
- [Room & Suite](#)
  - [Special Honey Moon](#)
  - [Standard](#)
  - [Superior](#)
  - [Deluxe Double/ Twin](#)
  - [Deluxe Triple](#)
  - [Suite](#)
  - [Luxury Suite](#)
- [Restaurants & Bars](#)
  - [Bar & cafe](#)
  - [Restaurants](#)
- [Spa & Gym](#)
  - [Gym](#)
  - [Spa](#)

---

- [Meeting & Event](#)
- [Promotion](#)
- [Spa & Gym](#)
  - [Gym](#)
  - [Spa](#)
- Language
  - [English](#)
  - [Tiếng Việt](#)





Hotline: 84-258-3552-566

- The hotel
  - [About us](#)
  - [Introduce](#)
  - [Gallery](#)
  - [Location](#)
- [Room & Suite](#)
  - [Special Honey Moon](#)
  - [Standard](#)