LAB University of Applied Sciences
Faculty of Tourism and Hospitality, Lappeenranta
Degree Program in Tourism and Hospitality Management

Chu Thi Thanh Ha

Quality of Hotel St. George's Breakfast

Thesis 2020

Abstract

Chu Thi Thanh Ha
Quality of Hotel St. George's Breakfast, 42 pages, 2 appendices
LAb University of Applied Sciences
Faculty of Tourism and Hospitality, Lappeenranta
Degree Programme in Tourism and Hospitality Management
Thesis 2020
Instructors: Ms Ann-Mari Karvinen, LAB UAS
            Ms Petra Yli-Kovero, Director of Business and Hospitality Depart-
            ment, LAB UAS

Quality and customer satisfaction are well-known as the key target determining the success of a hospitality organization. The determination of the research is to evaluate breakfast's quality and value in hotel St. George and identify customers' perspectives; thus obtaining a clear view of strengths and weakness in the breakfast and acknowledge thoroughly customer satisfaction and how to enhance it.

In the theoretical part of the study, the primary object is to discover the definition and various models of service quality, which is a main driver in any service organization. The extent to which the business manages its service quality determines the level of success. In addition, customer satisfaction and its importance are also thoroughly studied.

Regarding the empirical part of the thesis, the research outcome was collected through a quantitative research method, specifically questionnaire and personal interviews with guests having experienced breakfast at St. George hotel. The survey was conducted in February 2020 and the thesis was written between December 2019 and March 2020.

Keywords: service quality, customer satisfaction, breakfast, hotels.

Table of contents

1 Introduction

Compared to other industries, hospitality industry can be seen as a distinctive one. While final products play a significant role in others, services and experiences are not only the main support enhancing products' features but also delivering the emotional and memorable appeal to customers in hospitality industry. All the products offered within the hospitality industry are not only seen as tangible or measurable, but also as facilities building up experiences resulting unforgettable memories to customers. With the important role of service quality, organizing a hospitality business without a proper and decent service quality can ruin the reputation and affect loyalty aspects of customers, thus decrease the profit of the business. Hence, this raises an important question: 'What is service quality?'

Producing a definition for 'service quality' is a challenging task, several scholars and professors around the world have tried to define it. A service is more or less an intangible nature or sequence of operations which usually occurs interfaces among customers and service provider's physical goods or facilities adapting customers' issues and requirement. (Grönroos 2007, 27.) A quality of a product can be improved easily through time; yet services are different. If only one component is missing, it is difficult to obtain full quality of a product or services. Due to unique characteristics of such intangible products, services are hard to measure and evaluate; hence, when choosing a services operation, customers tend to look carefully into its services quality.

From this point of view, the study leads to a further question: 'How can services businesses measure service quality?' and 'How can we evaluate customer satisfaction to our provided services?' The degree of customer satisfaction is the primary and most crucial way in evaluating quality. Customers are always the one who identify and determine the quality of a business's products. According to Bergman and Klefsjö, every operation possesses several external categories, in which comprise customers who actually utilize the organizations' products whereas other external ones are affected within the environment around. (Bergman & Klefsjö 2010, 315.)

With the increasing awareness of competition in hospitality industry nowadays, it is challenging for any hotels to improve the service quality yet sustain and control the cost, which determines where to put sacred sources resulting the most effective output. Among all the services offered in hotels, breakfast is known as one of the most crucial elements leading to customers' choices of staying in that hotel. Breakfast services have attracted many customers, becoming a great start for anyone from business to leisure guests.

This thesis research focuses mainly on the quality of hotel St. George's breakfast, services offered as well as analyzes customers' perceptions of the service from the view point of the author during her work here. This study has multiple research questions: "What is the perception of customers of this breakfast?", "Does the breakfast fulfil their requirements and expectations?", "What can the hotel do to enhance the quality of the breakfast?"

1.1 Justification for researching the topic

Currently, the author is working in hotel St. George as a breakfast hostess. By working in here, the author got the opportunity to clearly observe how a breakfast service works in a 5-star hotel and compare it to other hotels. The major reason for choosing this topic is to make a research on customers' opinions and viewpoints about St. George's breakfast services and identify ways to not only improve the quality of breakfast but also satisfy customers in the best way.

By analyzing the perspectives and feedbacks from customers, the hotels can benefit from the result, acknowledge its flaws and make changes based on the research. From the author's perspective, hotel St. George, as a new and developing one located in the central of Helsinki area, possesses various chances to seize customers' awareness and upgrading itself into a more competitive opponent in this industry. A minor reason adding to choosing this thesis subject is the possible development in career of the author in this hotel industry, generally and in this hotel, specifically.

1.2 Aims and delimitations of research

The ultimate aspiration of the thesis is to analyze both strength and weakness of St. George's breakfast based on customers' feedbacks, thus enhance the superiority of the breakfast service and adapt to customers' requirements thoroughly in the future. In order to achieve thesis's goal, a number of actions can be identified. The author will study literature on service quality, services quality model along with the importance of customer satisfaction. Regarding empirical part of the thesis, quantitative research will be conducted among hotel's guests and from observation of the author to analyze the data collected and recommend a better path for the hotel in near future. The research will be conducted during breakfast service of hotel St. George.

The outcome of the research will directly assist the hotel, specifically Food and Beverage manager, breakfast supervisors and the team how to maintain appropriately and improve the service quality standards during breakfast services. The thesis study delimits into research and identify customers' perception regarding breakfast services such as what they like or dislike in this breakfast, has the breakfast met their expectations or what can the hotel do to differentiate itself?

2 Service quality

This chapter briefs about the detailed literature about service quality regarding its concept consisting of characteristics accompanied by service quality models and the gap theory. Throughout decades of development in services industry, quality has always been the main driver affecting customers' buying decisions in various products, for example: goods, services or a combination of both. Companies with a creative and structured approach to quality enhancement have accomplished great market success position, reduced production costs and accomplished a shorter design and development process for new products. (Bergman & Klefsjö 2010, 19.) Delivering service quality requires consistently and stably fulfilling customers' requirements. A variety of work relating to service quality has been conducted; yet while it is vital to examine all the hypotheses and models, the emphasis here will be on those that are more relevant to the study.

2.1 Service quality concept

Quality is a word which is derived from the Latin 'qualitas', indicating 'of what'. There are many definitions of the quality concept itself. While Bergman and Klefsjö (2010) define quality as "satisfaction level ability, or in preference how to exceed, the needs and expectations of the customers", the international standard for quality management structure ISO 9000 argues as "the degree to which a set of inherent characteristics fulfils the requirements". (Bergman & Klefsjö 2010, 23.) In order to a better comprehension, we should research on older theories. Dated back in 1931, Walter Shewhard (1931) discusses quality issues a two sides concept including measurable side and subjective side. Measurable side refers to producer perspective as it is crucial to decide during product design and manufacture process whereas subjective sides indicates customers' experiences in product evaluation. (Bergman and Klefsjö 2010, 22.)

Service, on the other hand, is a world of modesty and devotion indicating the most important sector in the world's leading economies. Derived from the old Latin world 'servitium' meaning slavery, or 'servus' which is the slave who provided services. As a complicated definition itself, services ranges different meanings from personal to product service. Usually, interactions are involved in the service process. Nevertheless, there are some situations occurred where the customer act as an individual factor, not related to service provider. For instance, when the electrician uses the master key entering the apartment and fixing electricity while the tenant is absent, there is no interaction happening during the whole process. (Grönroos 2000, 46.)

Conversely, there are also several circumstances where customer cannot acknowledge interaction's presence. Take another example for better understanding, in the case of a car problem in the garage, the driver – or customer, is not present and does not speak with anybody. Nonetheless, encounter arises when the vehicle is brought in and delivered to the customer. Consequently, in services, although involved parties cannot be aware of or acknowledge, interactions are usually present and are importance factors within the process. (Grönroos 2000, 46.)

Service quality characteristics

Taking a closer look to service quality characteristics, a whole range has been suggested and discussed throughout the years in literature. According to Grönroos (2000), there are 3 basic characteristics that can be clearly defined. First of all, the most vital feature of service quality is its process nature which comprise activities or ranges of activities. In services process, various resources are exploited, whether it is direct or indirect interactions with customers in order to identify a solution to all customers' problems. (Grönroos 2000, 48.)

The second characteristics of service quality is simultaneous production and consumption. This refers to difficulties in managing quality control since nothing is reproduced or remade after the service is sold and consumed. During the delivery, only part of the service process is encountered, and hence, consumed by customer simultaneously. The majority part of process is invisible. Nevertheless, in both circumstances eventually, what matters most is customer's evaluation and mind regarding the visible part of the service process. Therefore, quality control and marketing must occur simultaneously within service production and consumption. (Grönroos 2000, 48.)

Last but not least, services involve customer's participation in some extent. Not only act as a receiver, customer also participate in as a resource producer as well. As mentioned above, in services process, keeping stock is impossible. Take aviation industry as an example: once the airplane takes off, the empty seat cannot be saved to be sold for the next flight or next day, resulting in loss. Even though services stock is impossible, keeping customers in stock is possible. For example, if a restaurant is fully booked, the restaurant manager can keep the customer waiting in the bar with welcoming drink for another available table. (Grönroos 2000, 48.)

Services quality can be perceived through different perspectives. Gemmel, Looy, and Dierdonck (2013) introduce four different service quality characteristic approaches for better comprehension, which is a good summary in various ways of perceptions and provides a guide for determining struggles attached to service

quality issue. The four characteristics are: intangibility, simultaneity, perishability and heterogeneity. (Gemmel, Looy & Dierdonck 2013, 10.)

In most theories and literatures regarding comparison between goods and services, intangibility is known as frequently cited and mentioned. Throughout the production of goods, services are provided. Service is an activity that we or customers are unable to take home with. Service is inherently intangible, which is opposite to physical substance and tangibility of a product. Beyond their intangibility, service is also challenging for the mind to grasp; hence, it is psychologically intangible. Due to its difficulty, it is a challenge and sometimes impossible to evaluate before and after purchase.

Zeithaml (1981) in Gemmel et al (2013) has invented a framework to specify this issue. She distinguishes three categories including search, experience and credence qualities. Search qualities refer to when customer can identify the priorities of the product before deciding on purchase. Experience qualities attributes to flavor or wear-ability which can only be evaluated during consumption or after purchase. Credence qualities determine when it is not possible to estimate the qualities even after purchase and use. (Gemmel et al 2013, 11.) Through all the qualities, scholars have found out that experience and credence qualities are the ones that dominate and control within services process, whereas search qualities major in tangible products decision. The superiority of credence qualities owns severe implication, particularly regarding marketing of services. Due to inability to measure a service, it is vital for service provider to thoroughly describe the service offered in order for customers to pre-assess.

A second well-known attribute of service quality is simultaneity. Differentiated from products and goods, services are generated and utilized simultaneously, meaning customers participate in the production process. Take entertainment services industry as an example: While the movie is being broadcast, audience is enjoying and watching it at the same time. Hence, thoroughly high focus must be paid to the employees while offering services as there will be no second chance. Through the atmosphere, servers' attitude and behavior, customer can identify and evaluate the services representing the whole business. Especially in hospitality industry, customers always desire to be served with not only high-

quality services but also top prior service providers as well, a high-class chef or a well-known professor, for example. (Gemmel et al, 2013, 11.)

Thirdly, heterogeneity also contributes in service quality features. It is associated with the feasibility of variability in service performances implying different extent within different circumstances involving employees, customers, physical setting or time of the day which leads to uneven results. Humans indeed are not robots; hence servers cannot repeat same action every day without any errors. (Gemmel et al. 2013, 11.)

Regarding customer aspect, their states of mind strongly influenced on their behavior or perception resulting in various experiences to services rendered. In addition, surroundings and environment also affect both customers' perceptions and servers' attitudes. Whether it is a bright day or a rainy day, the effect will be varied. From this point of view, we can acknowledge that this type of characteristic forms a major problem to services industry, or specifically hospitality industry, a way to manage and maintain appropriate and high-quality services all the time. During the interaction between customers and servers, supervisors or managers can plan beforehand the quality check such as thorough training program, or consistent behavior may reduce the degree of variability. (Gemmel et al. 2013, 13.)

Last but not least, perishability. As mentioned above, services cannot be kept in stock. As Lovelock (1981) states, unused capacity in services business is like a running water tap with no switch, the flow keeps wasting until one customer presents to obtain (Gemmel et al, 2013, 15). For some service organizations, the demand and capacity is volatile and hard to predict. The reality of impossibility of storing services creates fluctuation of demand and bigger struggles for services providers.

2.2   Service quality model

This section explores the quality of services in customer experiences constructed upon the distinctive characteristics of services and services utilization. The Perceived Service Quality Model is displayed as a fundamental model of the perception of total service quality. Features and factors of good quality of service, such

as the definition of instruments for calculating perceived quality of service. Attribute-based methods including SERVQUAL and a critical incident approach for the quality assessment are presented as well.

2.2.1 The Perceived Service Quality Model

It is suggested that components that contribute to customer satisfaction and productivity enhancement are continuously purchased by researchers and managers (Seth, Deshmukh & Vrat 2005, 913). Scholars clearly state that models are able to facilitate services providers and managers in not only recognize and benefiting from the components, but also providing development guidance. Conceptual models are a simpler way of picturing scenarios in real life which assist in identifying quality flaws and improving business's products; therefore, strengthening efficiency and overall outcome. It is essential for all staffs to be familiar and transparent in service quality and advise requirements, to be established by skilled management, and to be usable for referencing in various situations. Grönroos stressed that the complexity in business cycle is intensively complicated, which is crucial for service providers to acknowledge customers' perspective in order to build framework for better and sustainable service quality (Grönroos 2007, 93).

In 1982, Grönroos presented a service-oriented methodology to quality named as "Perceived Service Quality", which is based on customer behavior approaches and the effect on post-consumption and assessment of perceptions of goods output. "Perceived Service Quality" was proposed as a conceptual framework explaining customer's perception on a service's functionality. On a similar note, as physical goods marketers are required to understand the product's assessment, service marketers as well needs to acknowledge and evaluate the quality of service characteristics perceived by customers. (Grönroos 2007, 93.)

The model possesses two main dimensions including technical (outcome dimension) and functional (process related dimension). Technical dimension represents "what" customers get through the communication and interaction with a business; hence affecting the result of their evaluation. It is what the customers is left with,

when the cycle of commodity creation and the buyer-seller interacting experiences are over. In some cases, due to its features as a technological solution to a problem, customers can comparatively and objectively determine this aspect. On the other hand, functional dimension refers to how service providers perform and how services are provided and encountered. It is widely acknowledged that apparently, functional dimension cannot be measured as precisely and objectively as technical dimension, usually the apprehension is subjective. (Grönroos 2000, 63.)
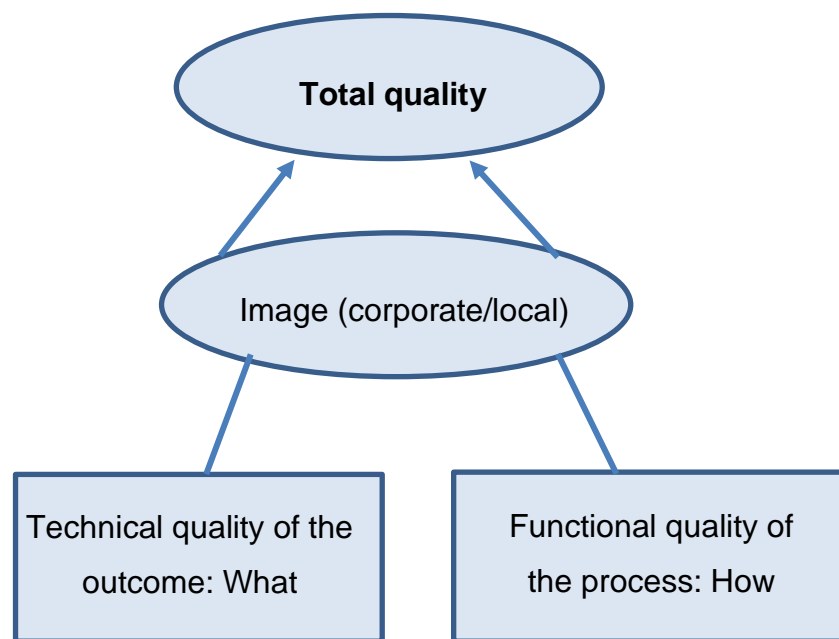

Figure 1. Two service quality dimensions (Grönroos 2000, 65)

Besides technical and functional dimension, the Perceived Service Quality process is a more complicated model whereas not only it explains the experiences of the quality dimensions but also the evaluation whether the quality is acknowledged on different levels (good, neutral, or bad) (Grönroos 2000, 65).

Figure 2 demonstrates how value experiences are associated with marketing activities in the Perceived Service Quality model. High-quality goods perception is acknowledged when experienced quality can adapt and exceed customers' expectations and requirements, which is, the expected quality. If unrealistic expectations occur, it results in low total perceived quality, regardless of high-graded

assessment. As can be observed in Figure 2, the expected quality includes a number of elements under the category Marketing communication consisting of sales, image, word of mouth, public relation, and customer needs and values. Image, word of mouth and public relation factor are regulated indirectly by the business. External effects can happen; nonetheless, they are initially based on an advertising-supported previous business performance. Additionally, customer's requirements and values also effect on his/her expectations and purchasing choices. (Grönroos 2000, 65.)
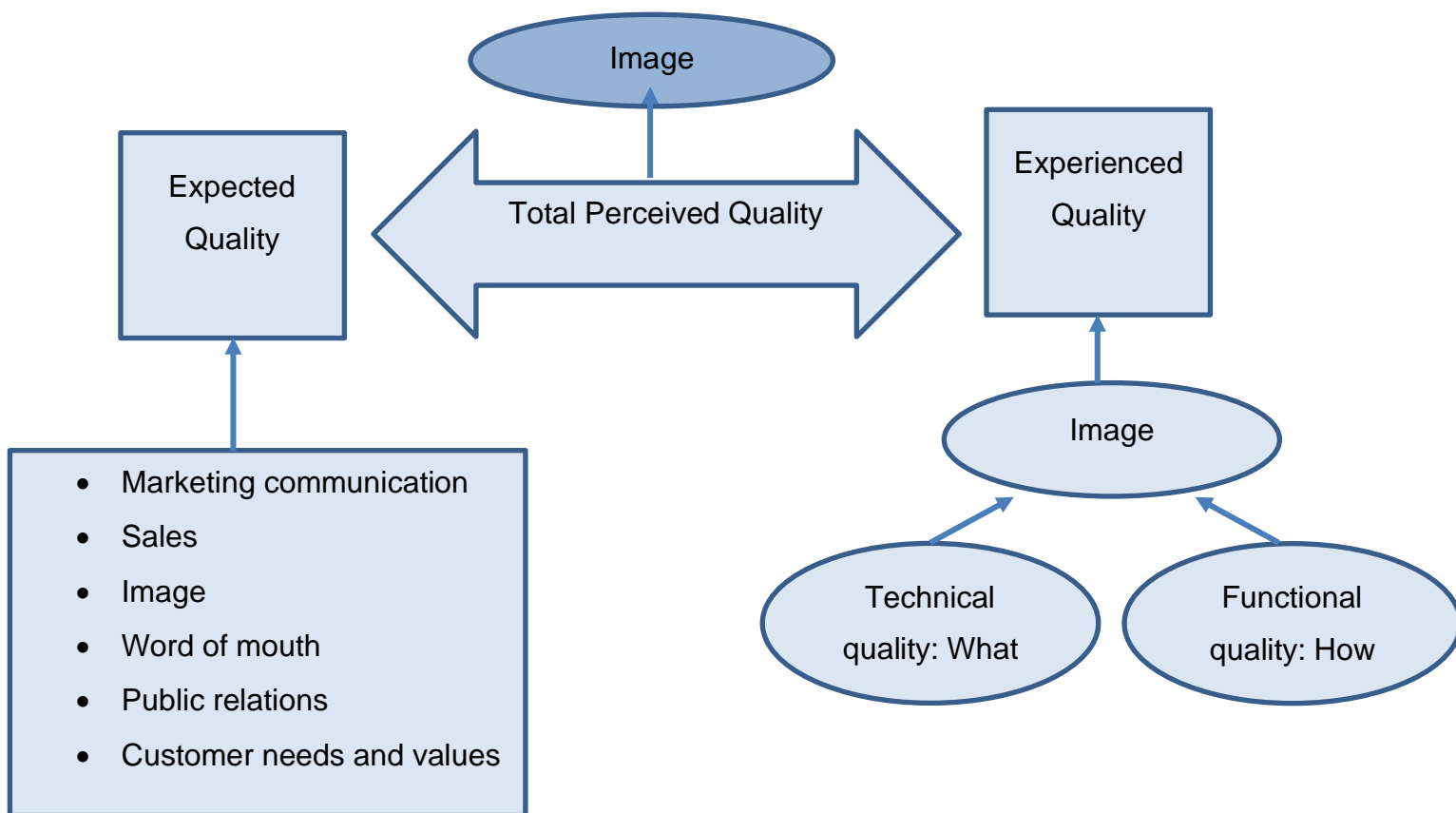

Figure 2. Total perceived quality (Grönroos 2000, 67)

2.2.2 The SERVQUAL model

SERVQUAL is the 22-point scale measuring customer's expectancy and perceptions on service quality of a business. Originally, SERVQUAL was researched and studied by Parsu Parasuraman, Valarie Zeithaml, and Len Berry during the

mid-1980s which was in accordance with the Perceived Service Quality. It is proposed that the determined measurements can be transferred within various service industries. (Wilkins, Merrilees & Herington 2007, 3.)

Originally, there were 10 determinants defined to thoroughly understand and comprehend customers' viewpoint towards the business's products and services. According to Kasper, Helsdingen, and Gabbott, the problem to identify service's components exploited by customers in assessing quality is the consistent term in a field of service quality. (Kasper, Helsdingen, and Gabbott 2006, 189.) Nevertheless, the result of later study decreased determinants in SERVQUAL model from 10 to 5 including tangibles, reliability, responsiveness, assurance, and empathy.

Tangibles: this element comprises the quality of facilities and equipment utilized by the business and performance as well as attitude of service staff.

Reliability: refers to how companies keep track of promised words, conduct and deliver customers promised and guaranteed products and services.

Responsiveness: determines to the readiness and enthusiasm of service providers in assisting and responding to customers' requests without hesitation and offering prompt services.

Assurance: consists of credibility, competence and courtesy. Refers to the effect of staff's attitude on customer's confidence and belief in a business.

Empathy: means communication and understanding. This determines how the firm can comprehend customer's difficulties and show the best personal attention and careful instructions for them to feel welcomed. (Grönroos 2000, 76.)

2.2.3 The Gap Model

In 1990, a model was discussed and created serving the questions regarding reasons and causes of customer dissatisfaction by Parasuraman et al, which is called "The Gap Model" (Bergman & Klefsjö 2010). The model describes how a

negative difference (gap) might occur amongst expected service and experienced service; consequently, resulting in different gaps related to service design and product. (Bergman and Klefsjö 2010, 341.)
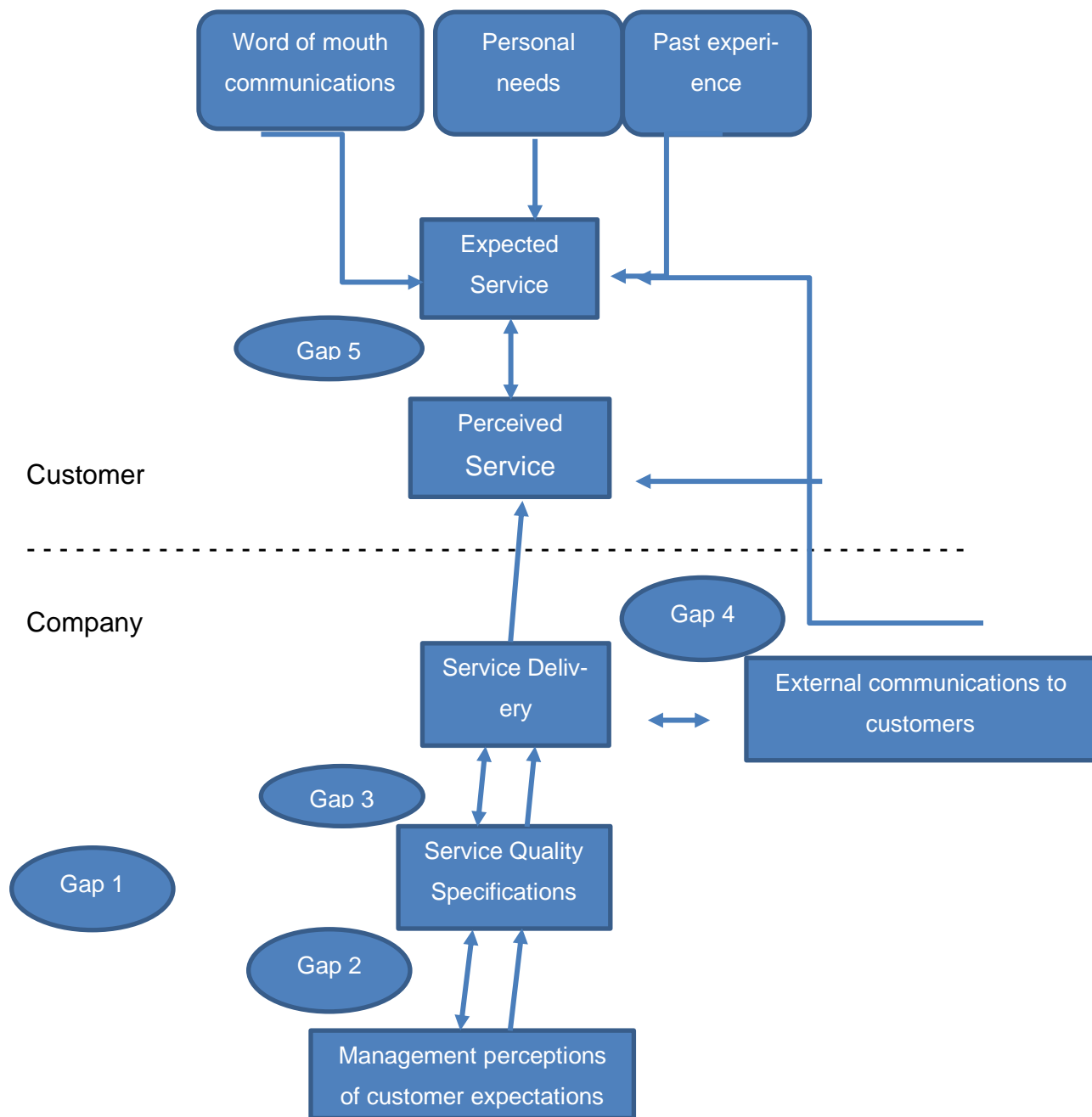

Figure 3. The Gap Model, essentially as it was presented by Parasuraman et al. (1990) (Bergman and Klefsjö 2010, 342)

The first gap illustrates the management perception gap between customers' expectations and the business's viewpoints regarding those expectations. Due to

lack of knowledge in how customers perceive high-quality definition, this gap arose consisting of the discrepancies. It is very important to thoroughly understand what customer wants and expects in offering service quality as well as in producing goods; hence resulting in better services and satisfaction. The first gap is substantially applicable to service firms rather than manufactured goods ones because of its undefined and intangibility characteristics. Moreover, there are some other reasons causing the gap including lack of marketing research, inadequate communication, and diverse levels of management. (Bergman and Klefsjö 2010, 341.)

The second gap briefs about quality specification gap which occurs between the businesses' view point of customer expectation and the service quality specification. It is commonly known as a challenge when it comes to adapting customers' requirements in a consistent way throughout the whole service process, which leads to a broad gap among several companies. Furthermore, lack of absence from the top management commitment to service quality also causes difficulties in unmatched expectations. Some other reasons for this gap are inadequate management commitment, perception of infeasibility, scarce designed production process and lack of goal setting. (Bergman and Klefsjö 2010, 342.)

The third gap is a correlation of service quality specifications and service delivery. Frequently, there are circumstances where the customers' expectations are appreciated along with appropriate specifications setting; yet the final service still has not fulfilled their requirements. Employees, who are unwillingly perform service at best is what causes the variance between service specifications and final delivered one. Although guidelines are instructed, there is still a large variability in employee's performance; thus it is vital to let the contact personnel delivering service possess a pivotal role. (Bergman and Klefsjö 2010, 343.)

The fourth gap describes marketing communication struggle which happens between service delivery methods and external communications regarding service delivery. It occurs due to the difference between what is promised and what being delivered. It is important for service companies not to overpromise or false leading the product on customers' expectations on purpose. An advertisement or a promise on a service or product must always be truthful and accurate. The reasons

causing this gap are lack of communication between departments and propensity for overpromising, which leads to the fifth gap. (Bergman and Klefsjö 2010, 343.)

The fifth gap happens between customers' expectations and perceived service, which is different from the above four gaps. This gap can be either positive or negative. To define an outstanding service quality, we always have to base on how satisfaction and extension effect on customers' expectations. Their conclusion assessment will define whether the service is worth it or not. (Bergman and Klefsjö 2010, 343.)

3 Customer satisfaction

In this chapter, the author pursues to provide readers general knowledge and theory regarding customer satisfaction and customer loyalty aspect, painting a clearer picture of how important customer satisfaction is affecting the overall reputation and success of a business.

3.1 Customer satisfaction

Compared to service quality, customer satisfaction is also a challenge for every marketer and researcher in how to define it and thoroughly understand how customer assesses services. Hence, there are various definitions arising as well. Customer satisfaction is a measurement tool of the level services adapt and surpass customer satisfaction, which is a key performance indicator within the success of a business. Consistent and reliable services are the essential factor in achieving customer satisfaction. (Ovenden, Holmes, Horne & Wilson 2008, 49.) Throughout the years, scholars have found various standpoints that both directly and indirectly influence customer satisfaction. For example, according to a survey with 239 guests in a full-service restaurant researched by Sulek and Hensley in south-eastern of United States: quality of food, restaurant atmosphere, and efficiency of seating process are the three main factors affecting customer satisfaction. (Sulek and Hensley 2004, 235).

Satisfaction can be illustrated as a progression which starts with customer expectations and ends with an experience report. Nevertheless, this is considered as a

highly subjective thing due to different angles and viewpoints in how a person estimates a service. Moreover, a diversity of internal and external factors can greatly influence customer expectations resulting in different level of satisfaction. (Zeithaml, Bitner & Gremler 2017, 187.)

3.2 Importance of customer satisfaction

According to Hill, Roche, and Allen (2007), customer satisfaction puts a major impact on a business' success and image regarding various aspects including customer lifetime value, relationship between customer and employee satisfaction, and sales and profits. While the ultimate goal of a private company is to deliver shareholders revenues, it is now commonly acknowledged to be achievable through delivering high-quality services to customers as well. Based on a fundamental theoretical principle, people nowadays are pursuing more and more pleasure and enjoyable experiences rather than negative and dissonant ones. Hence, this explains why business will profit more from keeping existing customer satisfied rather than win new ones, leading to better customer loyalty in far future. (Hill, Roche & Allen 2007, 18.)

3.2.1 Customer lifetime value

Hill et al. stated that "customer retention is more profitable than customer acquisition because the value of customers typically increased over time" based on following elements: acquisition, base profit, revenue growth, cost savings, referrals, and price premium (Hill, Roche, and Allen 2007, 19).

Acquisitions: Customer acquisition costs arise exclusively in the company within the first year.

Base profit: steady, yet not does cover attainment cost awaiting for second year or later.

Revenue growth: The more customers continue to stay and be satisfied with the company, the higher chances and percentages that they will continuously purchase the services with their product portfolio recognition increasing.

Cost savings: Long-term customers cost less due to well-acknowledged expectations and company familiarization.

Referrals: positive word-of mouth and erasing acquisition costs.

Price premium: Long-term customers will have a tendency and willingness to pay a higher and more premium price because they trust the company's services and products (Hill, Roche, and Allen 2007, 19).

Customer satisfaction is definitely one of the most important keys which can determine a business's success and drive managers to create and provide more effective and sufficient services. By administering customer satisfaction efficiently, companies can be benefited from retaining customer loyalty, addressing owns advantages and disadvantages, and decreasing possible negative feedbacks. As a result, companies must be equipped with adequate customer expectation knowledge and understand how customer perceives quality. Through acknowledging customers' viewpoints, business marketers can decide the main target group and how to improve services in order to adapt and fulfil their requirements.

Same as other relationship, a business relationship depends on wishes and trusts of both parties. Regardless of what services and product your business provides, customers always demand and pursue one ultimate same wish: to feel welcomed and valued. They do not want to realize that they are being used as a way to achieve the final goal. Communication and interactions such as "thank you", appreciating attitude and welcoming smile experiences will always ensure customers to feel happy and satisfied.

Another crucial factor affecting customer satisfaction is honesty. For example, in many circumstances, not every wish and requirement of customers are adapted at best; however, it is our job and responsibility to explain thoroughly and honestly to them and handle the situation carefully. In the service industry, lies and excuses are not accepted as it only leads to decrease in customer's trust and worse image reputation. A professional customer service should always be based on the phrase "customers are always right". Employees are responsible to take care and explain to customers even if the customer makes mistakes or misreads.

3.2.2 Relationship between customer and employee satisfaction

Throughout the years, it is widely known that there is an absolute association between employee and customer satisfaction. Satisfied employees lead to satisfied customers and vice versa and they are the driving force behind customer satisfaction. Whether the outcome is positive or negative, it all comes back to employees' interactions set of tone. (Hill, Roche & Allen 2007, 20.)

When employees are not happy, the interaction between them and customers will be low. Hence, over the time, this can result in a severe impact on the company's image and reputation. As the author already mentioned above in chapter 2.1.1 regarding heterogeneity aspect, staff's mood and behavior are not always consistent and stable; hence, managers always must make sure employees at least follow the same principles in service industry. Reliability and trust-worthy promises are major factor determining either customer satisfaction or dissatisfaction. By training staff properly, all customers will receive the same high-quality services; thus, resulting in higher customer satisfaction and success. (Hill, Roche & Allen 2007, 20.)

3.2.3 Sales and profits

Some organizations have developed completely validated models and calculated accurately the relations between employee satisfaction, customer satisfaction and financial growth of an organization. According to American Customer Satisfaction Index 2019 Report, there is a very strong connection between customer satisfaction and the business' prosperous growth. Indeed, with every 1% rise in customer satisfaction, another 7% rise will occur in operational cash flows within only three months. (American Customer Satisfaction Index 2019)

4 Kamp Collection Hotels

Kämp Collection Hotels, formerly known as Kämp Group, is a Finnish hospitality group comprising the most honorable hotels, restaurant along with luxury spas in Finland. Founded in 1887, Kämp Collection Hotels has become the most prestig-

ious and high-quality hotels at the heart of Helsinki. A total of 600 hospitality professionals is recruited building up the entire grand and magnificent business group with its turnover of 80 million euros in 2018. In Kämp Collection Hotels, there is a total of 8 different hotels, each possesses its unique architectural designs and extraordinary customer services. Starting with Hotel Kämp, the first established hotel in Kämp Collection Hotels in 1887 is widely known as the first and only grand hotel in Finland. Next up, the new upscale and luxurious one, hotel St. George which was established in May 2018, the fashionable Klaus K, model lifestyle chain GLO Hotels, the elite and affluent Hotel Haven, the elegantly modern Lilla Roberts and the extroadinary welcoming Hotel Fabian. (Kämp Collection Hotels 2018.)

In October 2019, Kämp Collection Hotels faced a change in its ownership. The new owner, Nordic Choice Hospitality group, acknowledged as one of the chief hotel organizations among Nordic countries, which is known in Finland for their portfolio of 'Clarion Hotels and the Nordic Hotels & Resorts', including a variety of independent and well-known hotel brands. Regarding social responsibilities, Kämp Collection Hotels' restaurants and hotels entities actively participate in current charity projects annually. Every hotel in the group obtains a strong identity of their own; hence, determines its own decisions in terms of social responsibilities. The business identifies that social responsibilities and green values are crucial to the organization and concerned as everyday actions. (Kämp Collection Hotels 2018.)

5 St. George hotel

5.1 Overview of St. George hotel

St. George hotel is a brand new hotel of Kämp Collection Hotels, which was recently opened on 2nd May 2018. Located in the heart of Helsinki, right across the Old Church Park, the hotel stands out as a full-service luxurious hotel with holistic, complete care and a fresh touch for a healthy mind, heart and body whether in designs decorations, accommodation services or working environment. Housed in a magnificent historical building, which is the most iconic section designed by the most talented architecture Onni Tarjanne in 1890, the hotel possesses 10,000

square meters with 7 floors including 148 rooms and 5 suites. (St. George Hotel Helsinki 2018.)

Staying in the hotel, the guests can participate in a journey through historical landmarks, parks and beautiful architecture to the Hietalahti bay docks. The harbor's ambiance along with its shipyard and enormous cranes enlighten a fairytale of Helsinki. Warmly nestled between the modernity and artistry, St. George hotel is dearly embraced by the city, surrounded by small art galleries and lush landscapes. (St. George Hotel Helsinki 2018.)

Hotel St. George explores the world of hospitality, from traditional customs to cordial behavior. Even the hotel's concept contradicts the notion of luxury. St. George hotel desires to offer more, from moments of complete well-being to exclusive and elite experiences. Moreover, hotel St. George welcomes guests all over the world to be inspired and immersed into the culture of Helsinki town and share stories and ideas of luxury concept. (St. George Hotel Helsinki 2018.)

According to Laura Tarkka, the CEO of Kämp Collection Hotels, the majestic façade of Hotel St. George, the palatial cupola tower and the balconies overlooking the park are ideal in presenting the best in Helsinki to visitors, especially when the building is so deeply rooted in the history of Helsinki and Finland (St. George Journal 2018). Notably, recently in October 2019, Hotel St. George was awarded as Hotel of the Year at Finnish Travel Gala. Quoted from the Finnish Travel Gala, "An impressive launch and a concept that delivers new kinds of experiences and service elements. Quality, luxury and new ideas with a fresh touch. A classy and elegant hotel with an enjoyable art collection, suitable for even the most sophisticated tastes." To St. George's general manager, Roni Huttunen, the award is the noticeable gratitude of the hotel team's pre-launch ingenuity and passionate on-going effort. (St. George Journal 2018.)

5.2 St. George hotel's breakfast

Possessing a perfect location right at the heart of Helsinki, St. George hotel facilitates for every customer to stop by and enjoy the breakfast ready to start a great day. In St. George, breakfast is considered to be the most important meal of the day. In fact, it is so important that it appears on the cover at journal of St.

George's, with the menu displayed for everyone. During weekdays, breakfast is served from 6.30am to 10.00am, while on the weekends, it starts from 7.00am until 12.00pm. In St. George, breakfast is served as a combination of both table service and buffet service with a total price of 29 euros. When entering the breakfast, customers are introduced and explained thoroughly how the breakfast works and what are offered to them. In the breakfast, customers can serve for themselves the food from the buffet or can be assisted by staff. For additional hot dishes such as overnight oven oat meal porridge or omelets, customers can order with the chef from the hot buffet, the chef will hand them a waiting number and waiters can deliver the dish as soon as it is ready. In terms of beverages, guests can choose between freshly squeezed orange juice or homemade berries juice. Additionally, the hotel also offers a variety of other kind of juice (tomato, apple, grapefruit and peach) and hot beverages (coffee and tea) based on their preferences. With guests' special diets or allergies, St. George hotel understands thoroughly and always has additional dish prepared. For instance, if guests are both vegan and gluten intolerant, breakfast staff can prepare for them alternative nuts milk, vegan oat meal porridge, gluten free bread, etc. Hence, customers do not have to be afraid when enjoying breakfast in St. George hotel since there is no limitation here.

In hotel St. George, the breakfast is designed based on a combination of Nordic and Turkish theme carefully and with love. The breakfast is focused on finding wholesome, pure, and natural products. Knowing the food origin is a given to the hotel. In St. George, customers are served with organic eggs meticulously collected from Mäntymäki, old fashioned churned butter from an artisan cheesemaker in Mouhijärvi, and alder smoked pork from a small farm in Koria. Most of the food in breakfast is prepared in the hotel's own kitchen with passion. The chefs even make their own yogurt, called Restaurant Andrea's Turkish Yogurt, to ensure it to be extra gentle on customers' stomach. They also self-prepare roast lamb, delicious berries and fruit-based jams, muesli with a diversity of roasted nuts, and especially traditional gravlax. Regarding breads and dessert, the artisan bakers from the hotel bake oven-fresh, slow-rise sourdough bread and mouth-watering cakes every single day.

6 Research methods

This chapter identifies the research methods used to carry out this study. In order to achieve the aims of the study, quantitative research method was chosen. According to Aliaga and Gunderson (2002) in Mujis (2011, 2), quantitative research is an explanation of phenomena through the compilation of numerical data analyzed using mathematical method in particular statistics. In other words, quantitative research is a means for proving theories by examining the correlation among variables which can be evaluated, typically on instruments, so that author can analyze data with statistical procedures (Creswell & Plano Clark 2007). Among quantitative research, surveys are conducted through multiple methodologies and instruments thoroughly chosen as appropriate and connected to the study type (Afolabi & Okezie 2005).

6.1 Data collection method

Questionnaire was chosen as a core data collection method. Questionnaire is a set of questions aimed to collect data for interpreting and addressing study's issue or testing hypotheses (Afolabi & Okezie 2005). In the questionnaire, there are 4 closed questions which are easy and convenient for respondents to answer including range of age, gender, type of guest (new or frequent, and purpose of stay (business or leisure). In addition, the questionnaire also includes 5 open-ended questions allowing respondents to enable flexibility and answer freely: nationality, usual breakfast time, and 3 questions regarding opinions and perceptions of hotel breakfast. There are also 5 more questions with graphic scales from excellent to poor (ranging from excellent, good, average, fair, and poor) regarding multiple aspects of the breakfast.

In order to serve the study, only primary source is utilized, possibly through contacts, surveys, and personal interviews. Primary source comprises all the response results collected from the questionnaire survey, which were administered in February 2020 with printed 150 paper questionnaire. On the other hand, interview method was also used during the process, specifically structured interview based on well-prepared survey form. Structured interviews are usually conducted with questionnaires containing fixed questions in which its sequence

is equivalently the same for every respondent. This method is considered to be more versatile, open-ended and discursive. This creates an environment in which interviewees can articulate themselves freely as much as possible, which is at variance with the restriction of readiness to disseminate information in questionnaire method. Additionally, there is higher chance that interviewees can provide a more truthful and spontaneous response due to comfortable atmosphere.

The study was conducted in hotel St. George, aiming to evaluate breakfast quality offered in the hotel and determine customers' perspective. Hence, identifying strengths and weaknesses of the breakfast and how to make amends for better customer satisfaction. The population sample selected for the study was all breakfast guests varied in diverse ages and nationality. In order for the result to be fair and objective, the author will ensure all types of guests are included into the survey whether they are stay-in or outside guests. A hundred questionnaires were administerd.

6.2   Data analysis method

In order to succeed in conducting this study, the author must understand the basic aim of analyzing data in quantitative research. The purpose is to grasp and clarify the variance in the dependent variable under investigation along with utilized applicable analytic techniques. In addition, the key to ace is to think about the data analysis method from the beginning, carefully design questionnaire, gathering appropriate data, and distinguish between dependent and independent variables (Davies & Hughes 2014, 111.)

To analyze the data, one of the most popular research analysis tools is Statistical Package for Social Sciences (SPSS). It provides a strong set of features which can extract practical insights from the organization's information. The program assists researcher to analyze and acknowledge the data by solving a user-friendly interface in complex businesses and analyze experiments. It can also comprehend a large number of complicated variables rapidly with advanced statistical procedures to ensure high precision and consistency in decision-making for researcher.

The data was inserted into the system after collection. The data was first input into Excel then analyzed with SPSS to test out different variables on a series of data to observe how figures and performances alter under diverse circumstances. Simple graphics including bar charts, columns, or pie charts were used to describe the result of the data, which is easy for explanation and understanding. Regarding open-ended questions, the responses were listed under the frequency of upcoming and general issues among customers.

6.3   Reliability and validity of the research

A research's reliability and validity represent analysis accuracy and confidence. Validity questions researcher if they are measuring what they desire to measure. It indicates the importance of inventing the appropriate and suitable measurement tool with the precise manifest measures of latent concept (Muijs 2011, 65). On the other hand, reliability determines the stability of a concept's measure which consists of three prominent elements: stability, internal reliability and inter-observer consistency (Bryman and Bell 2007, 162).

The research result is acknowledged to be accurate and valid, yet only for a period of time. The author handed out the survey to 100 guests; however, only 88, which is (88%) guests returned the survey questionnaire fully filled, other 12 guests (12%) did not return or the survey was not completely finished. A major part of respondents is returned business guests while the rest are leisure ones. The results clearly demonstrated that most of the hotel's and outside guests were happily satisfied with the service offered.

7   Research results

7.1   Respondents' backgrounds

As mentioned above, out of 100 questionnaires handed to guests, only 88 guests returned the questionnaires validly answered while others either did not return or they were uncompleted. Out of 88 guests participating into the survey, 38.6% were female and 61.4% were male. The author arranged the age ranges from 18 to 50, divided into 5 different sections which are: 18 – 25, 26 – 32, 33 – 40, 41 –

50, and 50 and above. According to collected results, the majority of participants are 33 – 40 years old accounting for 36.4%, following with 41 – 50 year old guests with 27.3%, while 50 and above represented 14.8%, 26 - 32 was 13.6% and the rest 8% belonged to guests from 18 – 25.
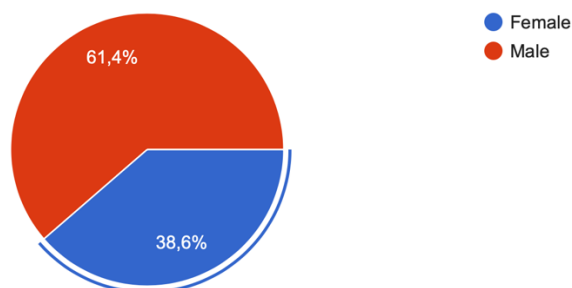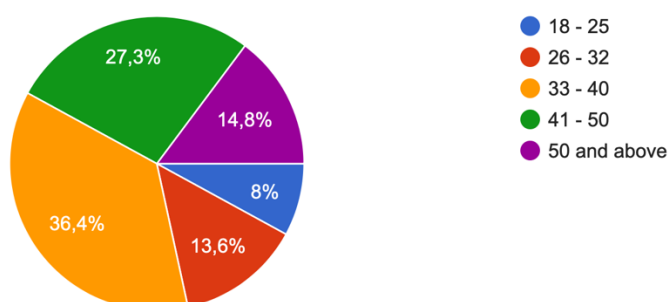

Figure 4. Respondents' gender.

Figure 5. Respondents age.

Out of 88 participants, Chinese seems to be the most visited guests in St. George's breakfast, representing 18.2%, following up is Finnish illustrating 17%, Russians 9.1%, and Korean along with Swedish share equal percentage with 8% whereas others nationalities divided comparatively such as Vietnamese, Americans, Australians and more. The detailed figure of nationalities of respondents of the questionnaire can be viewed in Appendix 2.

The fourth question in the survey is type of guest and their staying purpose. The author included this question into the survey in order to research the rate of returned guest to St. George hotel and in the breakfast service. As can be seen in Figure 6, the rate between new guests and business guests are correlatively high with 64.8% and 54.5%, respectively. The motive for this high percentage of business guests is probably because of the hotel's main target group is business travelers. In addition, the author normally handed out the questionnaires during weekdays.
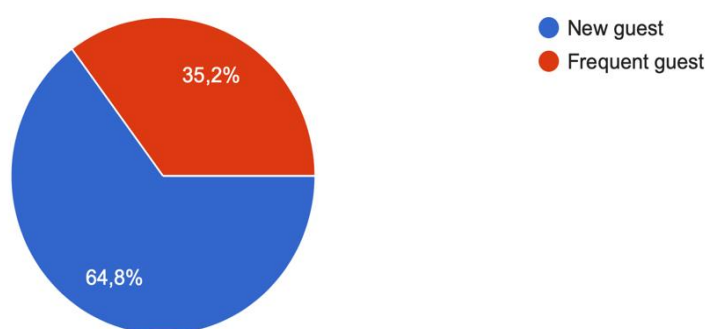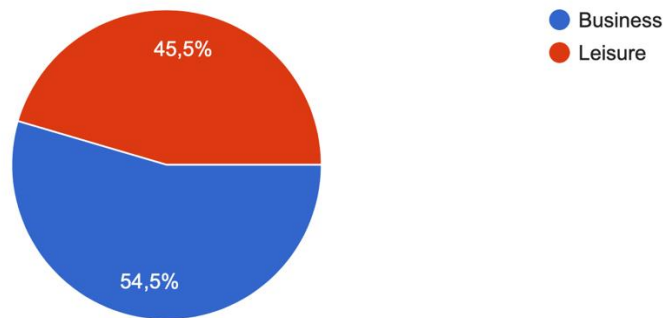
Are you a
88 câu trả lời

Figure 6. Type of guest.

Purpose of your stay
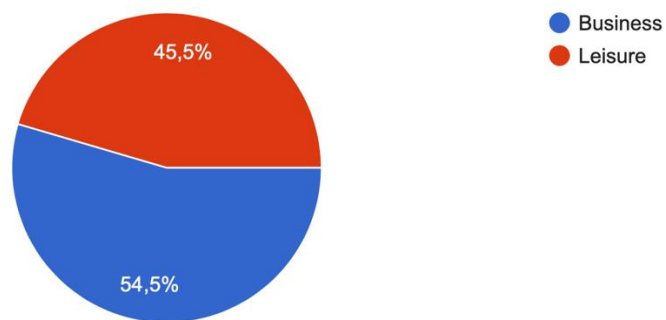88 câu trả lời

● Business
● Leisure

45,5%

54,5%

Figure 7. Purpose of staying.

Last but not least, according to the results, most guests prefer to have their breakfast around 8.00 am to 9.30 am on weekdays with 50 answers (approximately 56.8%). The second most frequent chosen time was from opening time, which is from 6.30 am until 7.30 am with 24 responses (27.3%). These time zones were normally selected by business travelers due to tight work schedule and they prefer to enjoy a quick breakfast in early morning. The rest 15.9% varies later than 10.00am. This applies to families with small kids or leisure travelers who desire to enjoy late breakfast after spa or work out.

7.2 Respondents service evaluation

In the questionnaire, the author asked 5 main questions regarding customers' opinion in services quality of the breakfast in scale range evaluation form (from 1 as poor to 5 as excellent) including: how did breakfast meet their expectations, the variety of food, the quality of food, speed and efficiency, and breakfast atmosphere.

It is apparently seen that out of 88 answers, there were 8 guests rating 3 for expectation, 49 guests scored averagely 4 and others gave 5 score for expectation. From the outcome, the author noticed that most of the guests have already set quite high expectations before actually experiencing breakfast in hotel St. George due to its reputation as a Kämp 5-star hotel.

How did the breakfast meet your expectation?
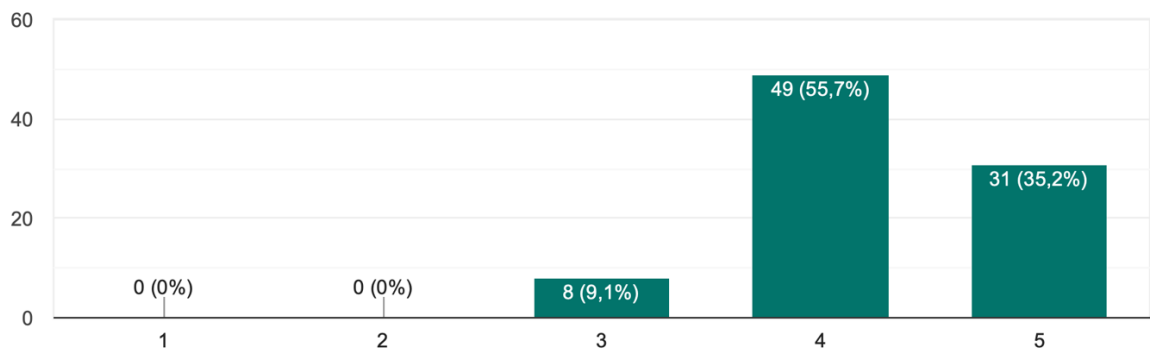88 câu trả lời

Figure 8. Respondents' expectations.

The second category that the author asked is food variety. It is explicitly noticed that 8% of guests rated breakfast food with 2 and 14.8% chose grade 3. Scales 4 and 5 share equal percentage with 38.6%. From author's own experiences, the author recognized that mostly scores 2 and 3 were coming from Asian and Central European customers, who used to have a variety amount of food in buffet service. For example, Koreans and Chinese always ask for hot dishes such as rice porridge or noodles. Another outstanding example is French constantly re-

questing croissant during breakfast, which is an astounding news for them to realize that the hotel breakfast does not offer that included in breakfast and they have to pay separately.
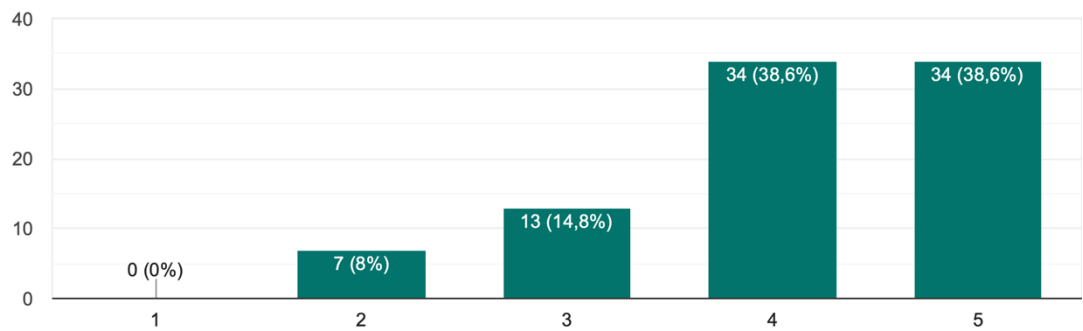

Figure 9. Food variety

Regarding food quality, there are 2.3% scored 2 and 12.5% of guests rated 3. Twenty-five percentage evaluated 4 and more than half of the answers (approximately 60.2%) graded 5, which is incredibly great. Most of hotel guests are happily satisfied with the quality of breakfast and they also agree that the quality is worth the spent money. From the result, the hotel management team is very proud that all the hard work, which has been fought for is paying off.
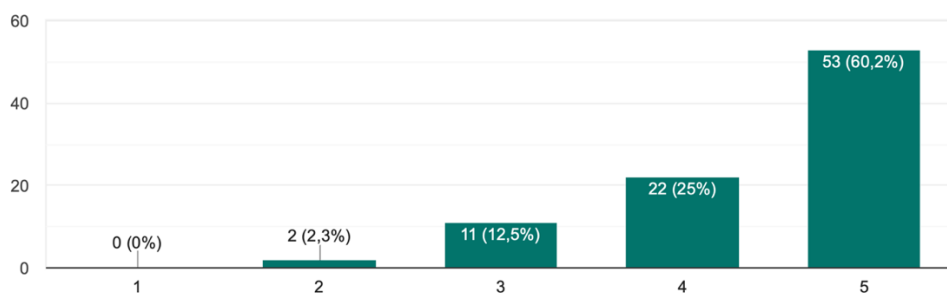

Figure 10. Food quality

In relation to speed and efficiency term, it is understandably recognized that the service team needs to improve more in service because 2.3% rated 2 and 20.5% of them voted 3. Nevertheless, 27.3% scored 4 and the rest with 5 were satisfied with the productivity of the service. The author recognized that in rush hours, customers were tended to wait quite long for their coffee and juice to be served (up to 5 minutes), hence disappointing them.
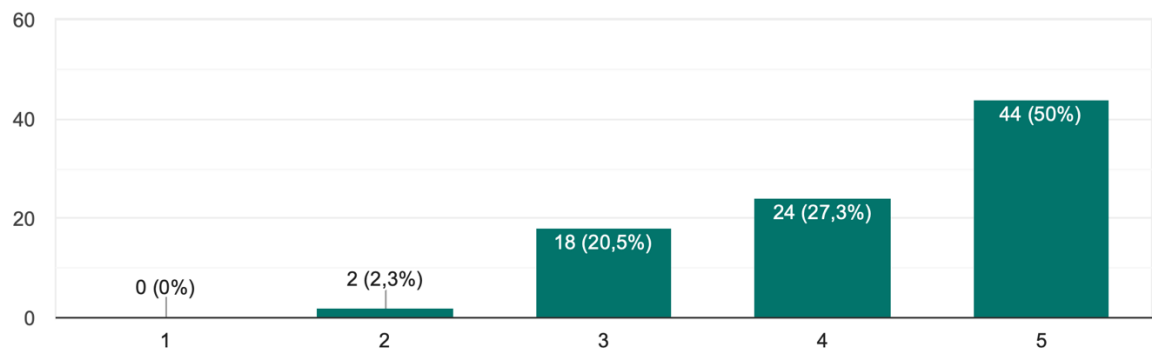

Figure 11. Speed and efficiency

Last but not least, atmosphere is considered as a contributing factor that drives customer satisfaction. The reason behind this element is that hotel St. George always pursue to maintain a peaceful and friendly environment for customers while enjoying breakfast whether they are in a hurry or they just want to relax. Only 1 graded 2 along with the feedback as too crowded in weekends and too many crying kids, which is an unavoidable factor. A few customers rated 3 (19.3%) with same reason. Nevertheless, the restaurant team is working their best to arrange quiet tables for couples or business guests and families in another area to avoid possible interruptions. Twenty-one point six percentage of guests assessed 4 and other 58% gave 5 with comments such as "best breakfast in Helsinki" or "perfect place for a date", which truly warms our hearts.
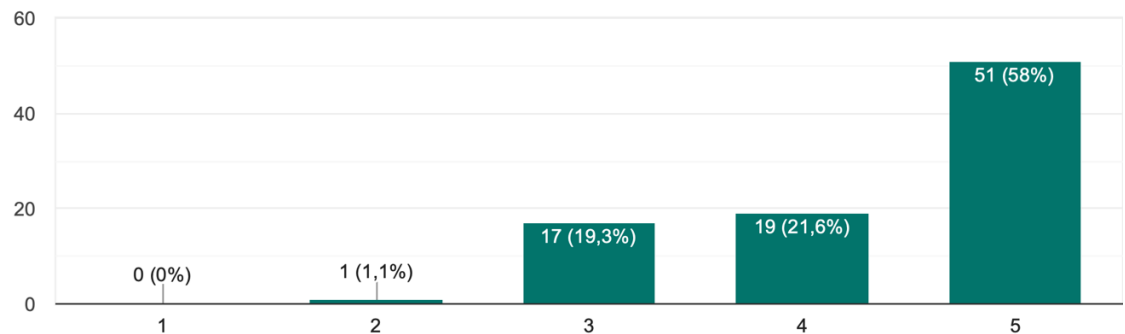
Figure 12. Breakfast atmosphere.

7.3 Open comments

The last part of the survey is open-ended questions regarding customer's aspect of breakfast service in St. George hotel, which includes three main questions: "What do you like most about hotel St. George's breakfast?", "What do you like least about hotel St. George's breakfast?", and "What can be improved in hotel St. George's breakfast?". Through these questions, author can thoroughly understand customers' views points, hence discuss with management team in how to improving services to adapt and exceed their expectations.

7.3.1 Advantages

From the survey result, the majority of guests enjoyed the breakfast experience with more than half of respondents rating 4 and 5 in every aspect from expectations to breakfast atmosphere. Collected from the survey and interview part, the author recognized that most of the guests were satisfied with the location of the hotel which is central yet peaceful enough for everyone to pass by and start their days, either business or leisure purpose. Another outstanding advantage hotel St. George possess is the availability of fresh juice and more special, the variances of mix berries juices prepared inversely every day, which draw everyone's attention and keep business guests constantly choose our hotel as accommodation destination. Furthermore, most of the guests were really interested in hot

buffet section where they can customize their own omelets with different ingredients or even some special toast on diet for them, even vegan or gluten-free options. Not only the hotel chef can adapt what they wish for, sometimes guests were overwhelmed with the spectacular look of the dish and the surprise bonus that chefs put inside the dish for them, for instance remembering business guests' routine orders or preparing pancakes for children. From the research, many of our guests were enjoying the coffee served in which the hotel uses traditional Finnish dark-roasted coffee beans and the combination of both creamy and bitter in special coffee.

Not only the product but also the service satisfies customers' expectations. There were multiple compliments about waitress' attitude such as "welcoming and thoughtful attitude", "considerate and memorizes our orders", or "assists us in every way possible". Especially, some guests truly appreciated when they ask for something not available in breakfast buffet but the service staff still put effort in and adapt their requirements even in rush hours.

7.3.2 Disadvantages

Even though the majority of guests were fully happy with the breakfast service standards, there were still many guests who rated low point in various aspects. Accumulated from the outcome, there were some complaints regarding unworthy price compared to what is being offered in breakfast. According to some guests, when they experienced breakfast, they did not get full service and sometimes they had to wait more than 10 minutes to be served, which is a disappointment. Another disadvantage in the breakfast is during rush hours, the line in the buffet table got stuck due to lack of space; hence, neither guests nor staff can get near to it, which is also inconvenient for service staff because they cannot refill the food fast enough. Many customers had noticed that there is currently lack of workers, resulting in slow service during rush hours, for example: coffee and juice takes long time to be served or no available seats.

Regarding the breakfast atmosphere, the author received some criticism from business guests about there being too many crying babies which disturb the peaceful and quiet atmosphere. On the other hand, Asians and French customers

are a little bit disappointed with the food variety in breakfast because the hotel does not serve croissants, or other hot dishes such as noodles. Nevertheless, they still give positive feedback about food quality, which is a compensation for lack of food choice.

7.3.3 Supportive comments

The last question of the survey delivered various useful comments and tips for hotel St. George's breakfast in how to enhance and improve the quality in near future. For business guests, there were many of them giving advice that the hotel should make some changes in food options, maybe once a month so that they do not get bored with everyday breakfast routine. On the other hand, Indian customers also gave supportive ideas regarding tea options that the hotel should focus on such as chai tea or fruit tea. Moreover, there were many comments that the hot food section should have more choices rather than omelets and basic eggs; for example, egg benedict, pancakes or waffles, which will be extra convenient for families with small kids. For outside guests, there were some comments about the reservation systems because they cannot reserve any tables on the weekends. The author has studied all the comments carefully and in the last chapter she will give some recommendations for the breakfast and conclusion for the research.

8 Conclusion

The research displays the customers were generally satisfied with the breakfast; however, there are some notable gaps within the service quality model that the hotel needs to pay more attention to. The noted gaps are gap 1 (consumer expectation and management perception) and gap 3 (service quality specification – service delivery gap), which directs to gap 5 (perceived service quality). As mentioned above, it is considered as an extremely challenging task for service managers to deliver a combination of exclusive and stable service simultaneously. Without this element, hospitality business will struggle in succeeding.

According to the result, the first gap between customer expectation and management perception needs to be focused on. The management team should consider

in investing more efforts and attention to service quality in breakfast, such as hiring more workers so that the service flow can run smoothly and provide a proper training for every new employee coming. The more workers breakfast possesses, the faster and smoother the service can be delivered to every customer, leading to better experiences for later guests.

The second observed gap is gap 3 about service quality specification and service delivery gap. The differences in everyday served omelets or bacons had an impact on service quality expectations and the aspects of customers, remarkably repeating guests. Customers would rather have a consistent way of preparing hot dishes every day, following standards of a 5-star hotel. This can also be reflected as a reliability gap when customers visit hotel St. George with a high expectation of being a hotel from Kämp Collection Hotels; thus, leading to a slight disappointment in the experiences.

8.1 Recommendations

The research examined the service quality gaps featured in hotel St. George's breakfast; therefore, it will not be fully accomplished without certain advices and recommendations in possible approach in addressing service quality deficits and advancing the experience; thus decreasing and closing notable deficits and ensuring better experiences for customers in near future.

First of all, regarding the price worthiness issue, the author believes that compared to other 5-star hotels, the price of 29 euros is considerably quite fair enough since the hotel offers unlimited fresh juice and special coffee. Nevertheless, in order to let customers feel more value when joining breakfast service, the management team should provide more sufficient and adequate staff so that every staff can take care of their own customers more thoroughly; hence reducing slow service.

Another change the author believes that the hotel should apply is to offer wider food variations. Repeat guests will feel no value and get bored when they have to eat the same breakfast every day. Instead, the hotel can prepare additional dishes to enlighten the menu, for instance: pancakes and waffles during the weekends, themed food and seasonal fruit, or more choices for vegan and gluten-

intolerant customers. Regarding seasonal fruit, the management team has been putting efforts in these past few months with different bakery sweets, depending on the occasion. During last Christmas, breakfast chefs made multiple ginger cookies and traditional Finnish Christmas tart, which surprised all of our guests and made them immerse themselves into the Finnish culture as a warm welcome. In addition, on previous Runeberg Day, each customer was offered a special home-made Runeberg tart during breakfast and explained the true reason behind the tart. The reactions were positive and customers, especially repeated guest, also suggested that the hotel should do more this kind of food.

On the subject of breakfast atmosphere, the author would like to suggest the hotel to separate the zone in breakfast area, dividing into two different areas: one side for business guests and other for leisure and family ones. By dividing the area, there will be chance that business guests would have a more quiet and peaceful surrounding in case they are having a small meeting or working. Additionally, currently, breakfast staff also advise customers to have an early breakfast to avoid rush hours; therefore, receiving the best quality service as possible and serene atmosphere.

Last but not least, vis-à-vis reservation system in the hotel, after discussing with breakfast supervisor, the breakfast team agreed to close the reservation system during rush hours (from 8.30 – 10.30) for a while on weekends so that hotel guests have better opportunities in receiving high-quality service. As a conclusion for applying this method, hotel guests are predicted to be more satisfied.

8.2 Summary

The result of the thesis has successfully answered and solved the research questions. Before experiencing any kind of services, customers will always have expectation as a foundation for experience satisfaction; hence, compare to their first initial expectations after consumed. The result illustrates and provides hotel St. George's management team a clear vision of customers' perceptions in order to minimize the weaknesses and reduce service gaps.

It is observed that because of the absence of clear and measurable quality parameters, service quality problems appear. In other words, the author has made

an adequate, suitable and straightforward questionnaire survey form to conduct the study and figure out different negative angles that breakfast service is now facing. The majority of guests enjoyed the breakfast service; nevertheless, there are still many problems that need adjusting. The gaps noted in the research challenges management team to raise higher awareness towards customers' point of views and deliver a more high-quality standard as a 5-star hotel.

Conclusively, hotel St. George's breakfast should be accustomed more flexibly to adapt customers' requirements and exceed their expectation well in the future, specifically food quality along with staff's speed and efficiency. With the growing expansion and improvement of hotel St. George, the service quality will soon be changed for the better.

Figures

Figure 1. Two service quality dimensions, p.12. (Grönroos 2000, 65)

Figure 2. Total perceived quality, p. 13. (Grönroos 2000, 67)

Figure 3. The Gap Model, essentially as it was presented by Parasuraman et al. (1990) (Bergman and Klefsjö, 2010, 342).

Figure 4. Respondents' gender, p. 27.

Figure 5. Respondents' age, p. 27.

Figure 6. Type of guest, p. 28.

Figure 7. Purpose of staying, p. 29.

Figure 8. Respondents' expectations, p. 30.

Figure 9. Food variety, p. 30.

Figure 10. Food quality, p. 31.

Figure 11. Speed and efficiency, p. 32

Figure 12. Breakfast atmosphere, p. 33

List of References

Afolabi, G.K, Okezie, G.W. 2005. Project writing and supervision. Goldfield Printers. Ibadan.

American Customer Satisfaction Index. Benchmarks by Company 2019. https://www.theacsi.org/index.php?option=com_content&view=article&id=149&catid=&Itemid=214&i=Hotels. Accessed on 22 Jan 2020.

Bergman, B., and Klefsjö, B. 2010. Quality from Customer Needs to Customer Satisfaction, 3rd edition, Studentlitteratur.

Bryman, A., Bell, E. 2007. Business Research Methods. 4th edition. Oxford University Press.

Creswell, J.W., Clark, V.L.P. 2007. Designing and conducting mixed methods research, 3rd edition. SAGE Publications.

Davies, M., and Hughes, N. 2014. Doing A Successful Research Project: Using Quantitative or Qualitative Methods. 2nd edition. Springer Nature Limited.

Gemmel, P., Looy, B.V., and Dierdonck, R.V. 2013. Service Management: An Integrated Approach. 3rd edition. Pearson Education Limited.

Grönroos, C. 2000. Service Management and Marketing: A customer Relationship Management Approach, 2nd edition. John Wiley & Sons Ltd.

Grönroos, C. 2007. Service Management and Marketing: Customer Management in Service Competition. John Wiley & Sons Ltd.

Hill, N., Roche, G., Allen, R. 2007. Customer Satisfaction: The Customer Experience Through the Customer's Eyes. Cogent Publishing Ltd.

Kämp Collection Hotels 2018. About Kämp Collection Hotels. https://www.kampcollectionhotels.com/en/about. Accessed on 19 November 2019.

Kasper, H., Helsdingen, P. V., Gabbott, M. 2006. Services Marketing Management – A Strategic Perspective. 2nd edition. John Wiley & Sons Ltd.

Muijs, D. 2011. Doing Quantitative Research in Education with SPSS. 2nd edition. SAGE Publications.

Ovenden, F., Holmes, S., Horne, S., Wilson, P. 2008. Hospitality. Pearson Education Limited.

Seth, N., Deshmukh, S.G., and Vrat, P. 2005. Service Quality Models: A review, International Journal of Quality and Reliability Management, Vol. 22, No. 9, p. 913 - 949. Emerald Group Publishing Limited

St. George Hotel Helsinki 2018. Welcome to Hotel St. George. https://www.stgeorgehelsinki.com/hotel/story. Accessed on 19 November 2019.

St. George Journal 2018. From national awakening to Nordic design: Hotel St. George echoes Helsinki's history. https://www.stgeorgehelsinki.com/journal/from-national-awakening-to-nordic-design-hotel-st-george-echoes-helsinkis-history. Accessed on 19 November 2019.

Sulek, J.M. & Hensley, R.L. 2004. The Relative Importance of Food, Atmosphere and Fairness of Wait: The Case of a Full-service Restaurant. SAGE Publications.

Wilkins, H., Merrilees, B. & Herington, C. 2007. Towards understanding of total service quality in hotels. International Journal of Hospitality Management, Vol. 26, Issues 4. p. 840 – 853. Elsevier Ltd.

Zeithaml, V., Bitner, M. & Gremler, D. 2017. Services Marketing: Integrating Customer Focus Across the Firm. New York: McGraw-Hill.

St GΞORGΞ

Questionnaire for Hotel St. George breakfast quality

Kindly take your time and answer these few questions about Hotel St. George breakfast quality. Thank you for your time ☺

Please tick the option suits you best!

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

Gender   Male ☐   Female ☐

Nationality _____

Are you a   ☐ new guest   ☐ frequent guest

Purpose of hotel stay   ☐ business   ☐ leisure

What time did you have your breakfast time? _____

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

☺ ☺ 😐 🙁 😠

1. How did the breakfast meet your expectation?

☺ ☺ 😐 🙁 😠

2. The variety of food

☺ ☺ 😐 🙁 😠

3. Quality of food

☺ ☺ 😐 🙁 😠

4. Speed and efficiency

☺ ☺ 😐 🙁 😠

5. Breakfast atmosphere

☺ ☺ 😐 🙁 😠

In this section, please feel free to leave comments:

1. What do you like most about St. George hotel breakfast?

    _____

2. What don't you like most about St. George hotel breakfast?

    _____

3. What can be improved in St. George hotel breakfast?

    _____

List of country	Frequency	Percentage
American	6	6.8%
Arabian	1	1.1%
Australian	1	1.1%
Chinese	16	18.2%
English	5	5.7%
Finnish	15	17.0%
French	5	5.7%
German	5	5.7%
Hong Kong	1	1.1%
Japanese	5	5.7%
Korean	7	8.0%
Norwegian	2	2.3%
Russian	8	9.1%
Swedish	7	8.0%
Vietnam	4	4.5%
Total	88	100%

Nationality
88 câu trả lời