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**THE IMPROVEMENT AND DEVELOPMENT OF A NEWLY-LAUNCHED
BUFFET PROGRAM FOR MOEVENPICK HOTEL HANOI**

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<p>The aim of this dissertation was to conduct a research on how to improve and develop the marketing strategies and promotional campaigns of the newly-launched buffet program of the Moevenpick Hotel Hanoi Vietnam. The objective of the thesis was to analyze and evaluate the current situation of the buffet and propose solutions and proper marketing strategies to make timely changes and attract more awareness - resulting in increased revenue, heightened satisfaction of the guests, and the consolidation of the hotel's brand.</p> <p>The theoretical part focused on a theory in marketing strategy in terms of market segmentation, target marketing and market positioning. Marketing mix tools (7Ps) followed to differentiate the buffet program and deliver its brand image into customers' perception. Finally, SWOT analysis was conducted to evaluate both internal and external factors of the buffet program.</p> <p>The empirical part was based on a qualitative method; open-ended questionnaires were designed and interpreted. The answers showed targeted customers, marketing position and customers' evaluations of some special fields for the program as well as numerous promotional tactics to communicate with the customers.</p>	
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PREFACE

Firstly I would like to dedicate this dissertation to my wonderful parents and sister for their unconditional support, their encouragement, their understanding and their love in every walk of my life.

I would like to thank to my teachers and supervisors for giving me their assistance and guidance to complete this research. I would also like to express my appreciation to my Finnish family and my best friends for their unceasing support. They have always been there for me regardless of time or distance.

Finally, I would like to dedicate this dissertation to my soul-mate; Riku Pyhäjärvi; who gave me unending love, boundless care, tremendous encouragement and spiritual support.

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1 INTRODUCTION

In an exciting city with exquisite cuisine and numerous restaurants like Hanoi, local citizens and foreigners are given various options to find a place for dinner with families and friends. However, with the continuous growing of fast food stores, street restaurants and other types of restaurants, people are bewildered to choose the ideal ones which meet their demand for quality of food, promptness of services and suitable prices. Therefore, plenty of buffet restaurants have been established and become preferred dining places with abundance of food selections, prompt services and reasonable prices. Following this trend, Moevenpick Hotel Hanoi Vietnam has just introduced a new buffet program, which is named “Gathering”, featuring authentic Vietnamese gastronomy with sumptuous selection of traditional Vietnamese dishes.

1.1 Company Profile

First of all, it is helpful to provide readers a brief introduction about Moevenpick Hotel Hanoi. Moevenpick Hotel Hanoi Vietnam belongs to Moevenpick Hotels and Resorts which is an international upscale hotel management company with Swiss roots. Conveniently located in the heart of Hanoi’s central business district, it takes one a 40-minute drive to Noi Bai International Airport and 5 minutes to the city center. Featuring a boutique style, the hotel is well designed with distinctive French architecture and embraced with cozy, comfortable and unique atmosphere. Guests are served by friendly yet professional staff who provides the most personalized services. In order to support its slogan “Passionately Swiss”, each individual in the hotel does his best to deliver the traditional Swiss passion for efficiency, reliability, punctuality and precision to the customers. It also deems significant to state the hotel’s mission which gives the whole organization an overall goal, provides a path and affects activities’ decision-making. "Giving pleasure", "pampering guests", and "preserving the authentic" are the core messages or statements that Moevenpick Hotel Hanoi would like to deliver to its customers. The hotel personnel want to surprise the customers with unique pleasures and let them know how important they are through thoughtful and caring gestures. By and large, the mission of the hotel is summarized in this sentence: “Pampering people is our passion”.

Gathering Buffet

Mangosteen restaurant, which is the only restaurant in the hotel, is an all-day-dining restaurant offering an interactive buffet-style concept serving breakfast, lunch and dinner along with a creative à la carte menu. “Gathering” buffet is initiated as a dining destination where families can be together and enjoy meals together. It is available every Friday’s and Saturday’s nights offering a wide range of Vietnamese traditional dishes at live cooking stations. Diners can sample a mouth-watering selection of traditional Vietnamese food from North to South. Moreover, a sumptuous selection of seafood and grilled items and the most delicious variety of Swiss chocolate desserts in town will also be served. Unfortunately, the program has not been successful in attracting its customers as well as spreading its core messages widely due to the scarcity of marketing communications and pressure from many well-known buffet restaurants in town.

1.2 Purpose of the thesis

Considering the above issue, the aim of this thesis was to conduct a research on how to improve and develop marketing strategies and promotional campaigns of the newly-launched buffet program. More precisely, the objective of the thesis was to look back and evaluate the current situation of “Gathering” buffet, to analyze why it had not achieved its initial goal, and hence propose solutions and proper marketing strategies to make timely changes and grab more ' attention from the guests - resulting in better revenue, higher satisfaction and stronger brand image.

In order to achieve the aims of the research, the thesis adopted selected marketing strategies and analysis as its theoretical background. The research would segment the consumer markets; chose the right targets and position/differentiate the buffet program by applying the marketing strategy theory. The marketing mix tools would also be discussed and implemented specifically, concentrating on promotion tools: advertising, sales promotion, public relations, personal selling and direct marketing to attract the right customers and strengthen the buffet’s brand name. In addition, it is worth mentioning that SWOT analysis would be selected as the final tool to identify the strength, weaknesses, opportunities and threats of the program.

Based on the result of this thesis, the buffet program would receive a lot of helpful and creative marketing-related suggestions, particularly in the field of advertising, promotion or public campaigns as well as had a deeper look on its operation internally and externally.

2 THEORETICAL BACKGROUND

As mentioned above, first of all, marketing strategy theory will be applied in terms of market segmentation, target marketing and market positioning. It is extremely important to identify and select the right target customers for the buffet program at the beginning. Secondly, differentiating the buffet program and delivering its brand image into customers' perception will be followed by planning positioning strategy with the support of marketing mix tools. Finally, conducting a SWOT analysis to evaluate both internal and external factors of the buffet program is also necessary. Further on this research will discuss more in details these theoretical frameworks.

2.1 Marketing Strategy

2.1.1 Market Segmentation

It is easily noticed that nowadays companies do not intend to appeal to all buyers in the marketplace or at least not to all buyers in the same way (Amstrong, Kotler, Harker & Brennan 2009, 192.) Indeed, buyers are too diverse, too scattered and too varied in their needs and buying practices. Through market segmentation, a company can identify the parts of the market it can serve best and most profitably. The market segmentation's concept is defined as dividing a market into different sectors or segments of consumers with precisely similar needs and product or service requirements (Minhas and Jacobs, 1996; Kotler, 1997; McDonald and Dunbar, 2010). Moreover, each individual has different needs, wants and intentions to use the product, resources, locations, buying attitudes, just to name a few. Therefore, segmenting consumer markets will help company identify and build the right relationships with the right customers, which is considered the most important step in the marketing process (Amstrong et al. 2009, 192.) The achieved outcomes also consist of enhancing the understanding of customers, more efficient resource allocation, marketing effectiveness and improved competitiveness (Beane and Ennis, 1987; Freytag and Clarke, 2001; Albert, 2003; Quinn et al. 2007). There are major variables that often used in segmenting

consumer markets; geographic, demographic, psychographic and behavioural variables; which are demonstrated as figure 1:

SEGMENTATION		
MAIN DIMENSION	VARIABLES	TYPICAL BREAKDOWNS
CUSTOMER CHARACTERISTICS		
Geographic	Region	Northeast; Midwest; South; West; etc.
	City size	Under 10,000; 10,000–24,999; 25,000–49,999; 50,000–99,999; 100,000–249,999; 250,000–499,999; 500,000–999,999; 1,000,000 or more
	Metropolitan area	Metropolitan statistical areas (MSAs); etc.
	Density	Urban; suburban; small town; rural
Demographic	Gender	Male; female
	Age	Under 6 yrs; 6–11 yrs; 12–17 yrs; 18–24 yrs; 25–34 yrs; 35–44 yrs; 45–54 yrs; 55–64 yrs; 65–74 yrs; 75 yrs plus
	Race	African-American; Asian; Hispanic; White/Caucasian; etc.
	Life stage	Infant; preschool; child; youth; collegiate; adult; senior
	Birth era	Baby boomer (1949–1964); Generation X (1965–1976); baby boomlet/Generation Y (1977–present)
	Household size	1; 2; 3–4; 5 or more
	Residence tenure	Own home; rent home
	Marital status	Never married; married; separated; divorced; widowed
Socioeconomic	Income	< \$15,000; \$15,000–\$24,999; \$25,000–\$34,999; \$35,000–\$49,999; \$50,000–\$74,999; \$75,000 +
	Education	Some high school or less; high school graduate (or GED); etc.
	Occupation	Managerial and professional specialty; technical, sales, and administrative support; service; farming, forestry, and fishing; etc.
Psychographic	Personality	Gregarious; compulsive; introverted; aggressive; ambitious; etc.
	Values (VALS)	Actualizers; fulfilleds; achievers; experiencers; believers; strivers; makers; strugglers
	Lifestyle (Claritas)	Settled in; white picket fence; and 46 other household segments
BUYING SITUATIONS		
Outlet type	In-store	Department; specialty; outlet; convenience; supermarket; superstore/mass merchandiser; catalog
	Direct	Mail order/catalog; door-to-door; direct response; Internet
Benefits sought	Product features	Situation specific; general
	Needs	Quality; service; price/value; financing; warranty; etc.
Usage	Usage rate	Light user; medium user; heavy user
	User status	Nonuser; ex-user; prospect; first-time user; regular user
Awareness and intentions	Product knowledge	Unaware; aware; informed; interested; intending to buy; purchaser; rejection
Behavior	Involvement	Minimum effort; comparison; special effort

Figure 1: Major segmentation variables for consumer markets

2.1.1.1 Geodemographic segmentation

Geographic segmentation refers to the categorization of the market into different geographical sectors (Kotler, Bowen & Makens 2006, 263). Continents (Asia), nations (Vietnam), regions (Northeast), cities (Hanoi), or a single street (Ly Thuong Kiet) are some examples for these sectors. A company has opportunities to operate in one or a few of these geographical areas – or to operate in all areas but focus on geographical differences in customer demands (Amstrong et al. 2009, 193.) Furthermore, awareness of geographic knowledge of customer needs and wants allows a company to modify or change its product offering. For instance, The Four Seasons Hotel in Washington, DC, paid attention to offer local cuisine to customers because of local products' supply from nearby farmers which were not always available from wholesale vendor. Geographical segmentation also helps reviving a ready-to-die isolated town of Sedan, Kansas. A Kansas television newscaster created a program to redevelop the town as a centre for original prairie art. 80,000 people visited Sedan in 2003 and it was just the beginning of the town's renaissance (Kotler et al. 2006, 266.)

According to Amstrong and Kotler, “demographic segmentation divides the market into groups based on variables such as age, gender, family size, family life cycle, income, occupation, education, religion, race, generation and nationality” (2005, 187). Demographic factors are considered the most popular sources for segmenting customer groups. It is noticeable that customer preferences rates usually alter closely with demographic variables. At the same time, demographic variables are easier to measure. In this sector, the author will mostly pay attention to the three main demographic variables: age and life-cycle, gender and occupation.

Age and life-cycle segmentation means offering different products for different ages and life-cycle groups due to the fact that consumer needs, wants and demands change with age. Happy Meals offer including toys for young children from McDonald's can be an example. In order to collect the whole enclosed toys set, children may return for several times. Meanwhile, salads and low-fat products have also been added to McDonald's menu to attract the health-conscious adult market. Additionally, when using age and life-cycle segmentation, stereotypes are objects that marketers must take into consideration carefully (Amstrong et al. 2009, 194.)

Gender segmentation has been taken full usage in marketing clothing, hair, cosmetics, magazines and now in the hospitality industry. Researchers at the University of Guelph discov-

ered that single women living in the city raise their spending on restaurants more than single men or married couples when their salaries increase. However, gender marketing is not as simple as it seems to be because there is no existence of a “typical” male or female. It is most effective when lifestyle and demographic information is combined (Kotler et al. 2006, 267-269.)

It is not unfamiliar to marketers of products and services to apply occupation or income segmentation into practice. Upscale hotels’ restaurants target upper-income guests (VIP, celebrities and managers) while fast food stores target lower-income segments (white collar, students or unemployed). The middle-income customer is counted the largest segment for the hospitality industry but can be challenging to attract and retain. The term “middle income” includes a wide range of incomes and lifestyles which results in complicating marketing strategy and tactics. Though, occupation and income does not always anticipate which customers will purchase a given product or service, as thus, marketers must not assume that occupation, income or any other segmentation variable have the same level of importance in all markets (Kotler et al. 2006, 269-270.)

2.1.1.2 Psychographic Segmentation

As explained by Oates et al. (1996), applying demographic segmentation solely does not provide adequate data about the customers and Bone (1991) added that it can be deceitful to use demographic variables. In addition, Kotler and Armstrong (2007) revealed that consumers in the same demographic group may have very different psychographic background which leads to the approach of psychographic segmentation. This segmentation divides buyers on the basis of social class, lifestyle or personality. For example, vegetarians, health-conscious diners or people with different eating hobbies show how lifestyle choices can influence customers’ decisions. At the same time, using AIO approach, researchers in University Teknologi Malaysia proved that there exists the strong dependency relationship between customers’ behaviors and lifestyle (Baharun et al. 2010.)

2.1.1.3 Behavioural Segmentation

As reported by Reed et al. (2000), “it is imperative that contemporary retailers have a comprehensive understanding of customer trends, needs, wants and decision-making processes, all of which will have a direct impact on the success of their business.” Following by that, behavioral segmentation is addressed as splitting consumers into groups based on their knowledge, attitudes, uses or responses to a product. People can be selected in the same group due to occasions when they get the idea to buy, actually buy or use the item. Occasions segmentation can boost up the product usage by promoting the offered one heavily during special days/occasions of the year. The sale of chocolates, flowers and especially cards increase dramatically on Mother’s Day or Father’s Day. Simultaneously, buyers who seek for major benefits in the product class can be grouped using benefit segmentation. One researcher discovered that there are five major appeal factors for restaurant customers: food quality, menu variety, price, atmosphere and convenience. The customers of family service restaurants required convenience and menu while customers of atmosphere restaurant sought food quality and atmosphere. Quality is ranked number one for customers of gourmet restaurants (Kotler et al. 2006; Amstrong et al. 2009).

2.1.1.4 Requirements for effective segmentation

Requirement	Description
Measurable	Size, purchasing power and profits of a market segments should be measured.
Accessible	The market segments can be effectively reached and served.
Substantial	The market segment can be large and profitable enough to serve. It should be the largest possible group worth pursuing with a tailored marketing program.
Differentiable	The segments should be conceptually distinguishable and have different marketing mix elements and programs.
Actionable	To attract serve the segments, there should be effective program designed

Figure 2: Requirements for effective segmentation

2.1.2 Target Marketing

After identifying the market-segment opportunities, it deems significant for a company (in this case Moevenpick Hotel Hanoi) to evaluate various segments and decide how many and which ones to target (Kotler, Bowen & Makens 2006, 276.) Three factors needed to concern when evaluating different market segments are: segment size and growth, segment structured attractiveness and company objectives and resources. The biggest, fastest-growing segments are not always the ideal ones for every company. Large and competitive segments require a lot of skills and resources, which might not be suitable for small companies (Kotler 2008, 423). Furthermore, the company should consider the attractiveness of a segment by examining several major structural factors such as competitors, bargaining power and suppliers. For example, a segment is less tempting if it contains powerful suppliers who control prices, ordered goods and services. Restaurants specializing in fresh seafood sometimes find it difficult to bargain with their suppliers due to the lack of substitutes. At last, all companies must be aware of their own objectives and resources in order to enter the most appropriate segments (Kotler et al. 2006, 277.)

After evaluating different segments, the company reaches another essential step: selecting target market segments. Figure 2 reveals that companies can target very broadly, very narrowly, or somewhere in between:

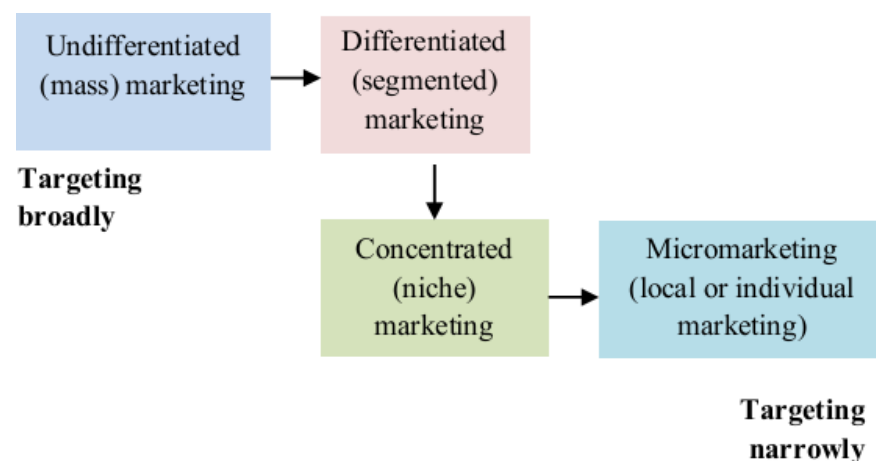


Figure 3: Target marketing strategies in different level

Undifferentiated marketing or mass marketing is quite uncommon nowadays due to ineffectiveness and troubles caused. The common in consumers' needs prevails over the difference. A product is designed to attract the majority. Nevertheless, as noted in the market segmentation paragraph, buyers are too diverse, too scattered and too varied in their needs and buying practices so this strategy is strongly unfavourable by modern marketers.

Differentiated marketing or segmented marketing means that a firm designs several differentiated products to serve each segment. Higher sales and a stronger position within each market segment are expected when companies offer a variety of products to segments. On the other hand, companies have to face with higher costs of doing business. It is more expensive to produce and develop 10 units of 10 different products than 100 units of one product. Besides, the extra cost for marketing research, forecasting, sales analysis, promotion, planning and channel management is also required to develop separate marketing plans for separate segments.

Concentrated marketing or niche marketing refers to highly tailored products when company resources are limited. Through concentrated marketing, customer needs will be researched and analysed more cautiously leading to a more effective and efficient way a company can market. Yet, Armstrong and Kotler (2005) indicated that concentrated marketing can be risky because the company counts on one or only a few segments for their whole business and will confront great loss if the segment turns sour.

Micromarketing encompasses local marketing and individual marketing. Instead of seeing a customer in every individual, micro marketers see the individual in every customer. Local marketing focuses on satisfying local customer groups – cities, neighbourhoods, and even specific stores. It also has some shortcomings. Manufacturing and marketing costs can be increased by decreasing economies of scale. The brand's image will suffer if the product and message are unstable in different localities. In the next level, micromarketing becomes individual marketing-tailoring products and marketing programmes for individual customers. Customers can choose or design products and services following their own interest and needs (Armstrong et al. 2009, 206-209.)

2.1.3 Market Positioning

Vietnamese cuisine has been achieving popularity and recognition by its richness and diversity. Consumers are bombarded every day with information about different types of food and services in numerous restaurants, especially in Hanoi, the capital of Vietnam. Thus, a newly-launched buffet program as “Gathering” can hardly gain customers’ attentions without positioning or differentiating its products to obtain competitive advantages and stand out in the marketplace. As described by Kotler, “Differentiation is the act of designing a set of meaningful differences to distinguish the company’s offering from competitor’s offerings” (1997, 282). A company can differentiate its product to provide superior value to customers through the lines of product, services, personnel, location or image (Kotler et al. 2006.)

A company can adopt physical attributes to characterize its products, for instance, features, performance, style, design, consistency and reliability. Some restaurants use natural/organic foods to differentiate themselves.

Service differentiation is usually favoured by hospitality companies and restaurants. Home delivery or reservation calls are commonly applied to provide better services to customers. Staff’s friendliness, reliability, responsiveness and competence can truly emphasize good service resulting in positive differentiation.

Hiring and retaining better people than competitors is also another way to achieve strong competitive advantages. A company’s personnel should not only be courteous, friendly and respectful but at the same time understand the customers’ needs, communicate clearly with them and respond quickly under any circumstances.

A company can gain tremendous advantages just by its location. For example, being located in the centre of a main business street gives Moevenpick Hotel Hanoi a competitive advantage over other hotels or restaurants located a block away.

Amstrong, Kotler, Harker and Brennan (2009) stated that through a company or brand image differentiation, consumers may acknowledge a difference even when competing offers look the same. If Gathering buffet means quality and service, these images must be supported by everything the hotel says and does.

Based on several potential competitive advantages above, the hotel will be suggested how many differences and which ones to promote. The more competing buffet restaurants around, the more differentiations are required to position the product/brand. Additionally, selective competitive advantages cannot be practical without positioning strategies.

The full positioning of a brand is named the brand's value proposition - "Strategy is based on a differentiated customer value proposition. Satisfying customers is the source of sustainable value creation. Strategy requires a clear articulation of targeted customer segments and the value proposition required to please them. Clarify of this value proposition is the single most important dimension of strategy." (Kaplan and Norton, 2004) There are five winning value propositions which the hotel can position the "Gathering" buffet: more for more, more for the same, the same for less, less for much less and more for less. Each value proposition will be discussed in details and analysed to select the most suitable positioning strategy for the program.



Figure 4: Possible value proposition

A company applies 'More-for-more' positioning when it offers the most premium product or service and charges a higher price to cover the higher costs. Four Season hotels and resorts claim for their upscale services, luxurious properties and high prestige. It is not difficult to find sellers offering "only the best" in every product and service, from hotels, restaurants,

food, etc. Sometimes a new competitor enters a market with an unexpectedly high-priced brand. Still, it would be threatening for “more-for-more” brands when buyers become more price-sensitive during economic crisis.

“More-for-the-same” positioning is the direct menace to more-for-more positioning by offering a brand with comparable quality but at a lower price. An ideal example is Lexus line of Toyota compared to Mercedes and BMW. Toyota declared: “Perhaps the first time in history that trading a £40,000 car for a £20,000 car could be considered trading up.” The company demonstrated side-by-side comparisons of Lexus and Mercedes cars plus provide customers with better sales and service experiences. As a result, many Mercedes owners switched to Lexus and the repurchase rate has been 60 per cent, twice the industry average.

“The-same-for-less” strategy shows what it means. The company provides the same products with lower price. For instance, Pirkka tuna doesn’t claim to offer different or better products but customers can buy tuna at deep discounts or lower price.

Ryan Air or Lidl are the best illustration for “Less-for-much-less” positioning. It is quite obvious that a product offers less will costs less. Not everyone can afford “the best” in everything they purchase. Indeed, customers of Ryan Air can travel with incredibly cheap tickets but there is no serving food, assigning seats or travel agents offered. Backpackers who just need a place to rest and put their belongings usually seek for accommodation with no pool, attached restaurant or other unnecessary extras.

Last but not least, the winning value proposition is “More-for-less”. A company provides the best product and service with the lowest price. Many companies promise to deliver this position to customers however they find it very hard to maintain such outstanding positioning. The more benefits and attributes they offer, the more money they have to invest. Then, low prices for customers are not sufficient to cover the cost which may lead companies to the path of bankruptcy.

By and large, each company must decide and develop its own winning positioning strategy, one that makes it appealing and special to its target customers (Amstrong et al. 2009, 216-217.)

2.2 Marketing Mix Theory

Choosing a position is not enough to attract and retain customers. Strong steps must be implemented to deliver and communicate the desired position to target customers. This will be realized by designing marketing mix which must support and connect closely to the company's positioning strategy (Amstrong et al. 2009, 220.)

According to Polat and Donmez (2010), companies should launch a successful mix of the right product, sold at the right price, in a right place and using the most suitable promotion to market their products or service. First devised by E. Jerome McCarthy (1960), marketing mix is a set of tools organizations apply in the whole process of bringing a product or service to a target market. The 4Ps is the best known way to describe the marketing mix featuring product, price, place and promotion. However, the thesis will attempt to analyze more tactics, providing more suggestions and solutions to develop the marketing strategies for the hotel. As thus, the extended marketing mix, namely 7Ps, which consists of the first 4Ps, plus people, process and physical evidence will be adopted. The researcher will especially focus on the promotion mix - also called marketing communications mix – to acquire the objectives of the thesis.



Figure 5: 7Ps of marketing mix

2.2.1 Product

What is a product? Product is identified as “anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need. It includes physical objects, services, places, organizations, and ideas” (Amstrong et al. 2009; Kotler et al. 2006). Besides, a form of product that contains activities, benefits or satisfaction offered for sale that are essentially intangible is recognized as services. Nowadays, companies realize that customers are really buying much more than just products and services, they are buying the experiences the companies’ offers do for them.

There are three levels of products and services: core product, actual product and augmented product. Marketers must first define the core, offer not just the product, but a solution to a problem that meet the consumers’ needs and wants when designing products. In the next level, the core benefit must be turned into an actual product by developing product and service features, design, quality, brand name and packaging. In the final level, an augmented product which is beyond the core benefit and actual product must be built by offering additional customer services and benefits such as delivery, warranty or aftersales service.

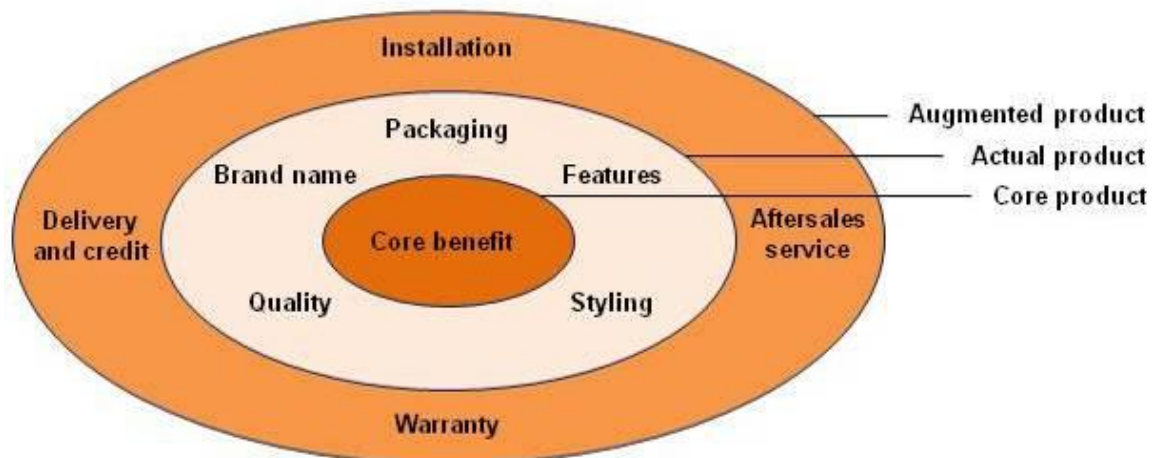


Figure 6: Three levels of product

2.2.2 Price

Price is the amount of money buyers have to pay for a product or service. More precisely, price is the sum of all values that customers trade to obtain the benefits of owning or using a product or service. Price is the only element in the marketing mix that generates revenue; all other elements represent costs. Booms and Bitner (1981) opined that price must be competitive and reap profit. Moreover, price is also quite flexible due to the fact that companies can raise or reduce the price rapidly based on the current market situation or temporary promotional campaigns. Though, marketers must handle pricing carefully or companies may face with serious problems. One common error that companies usually commit is that they decrease prices rapidly in order to get a sale rather than persuading consumers that their products offering greater value are worth higher prices. Figure 7 illustrates the major considerations in setting price:

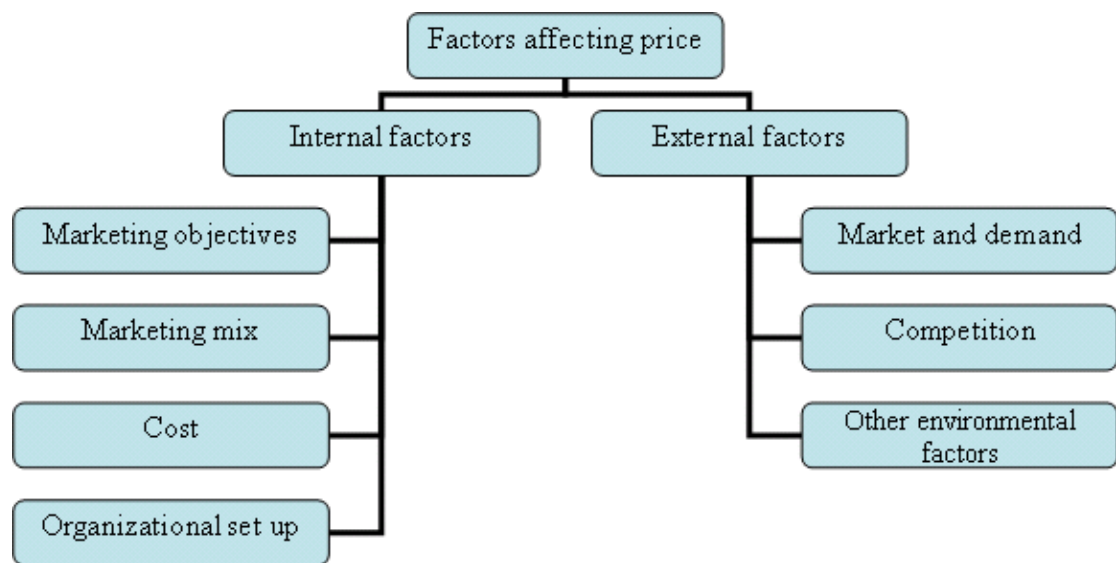


Figure 7: Factors affecting price decisions

It is also worth noting that before setting price, a company must decide on its overall marketing strategy for the product or service. If the company has selected “More-for-more” market positioning then its products should be charged a high price and vice versa. Furthermore, price is not the only marketing mix tool, hence, price decisions must be consulted with product design, distribution and promotion decisions to create an effective marketing program.

2.2.3 Place

Building profitable customer relationships is not only just designing a good product and pricing it alluringly but also making it available to target customers. According to the location of the thesis's subject – a buffet program inside a 5 star hotel – the researcher will not delve deeply about distribution channels. Nonetheless, several crucial elements will be conducted and discussed. Speaking of distribution channel, it will be a huge shortcoming without mentioning the Internet. The Internet has rapidly become a substantial channel that many companies prefer and want to take advantage of it completely. Restaurant companies can upload their information, location, menu, photos of the dishes and many other items to the Internet. Simultaneously, the Internet users access these information effortlessly and enjoy making their selections. Some marvelous advantages of the Internet are that it never closes, it is available at any time and color images are visible. The company's products, photos videos and activities can reach millions of people all over the world. Customers are also enable of printing hard copies of information provided on the site's pages.

Surprisingly, concierges, bell staff and front desk employees can be good sources for hotels or restaurants. They usually have many interactions with guests daily and their recommendations turn to be attraction to travelers. Additionally, location is realized as one of the most important aspects of distribution for hospitality organization. A hotel or restaurant which is conveniently located receiving more competitive advantages than its competitors. Not only is the location preferable at the present time but it should also continue to be ideal throughout the business life (Kotler et al. 2006, 510-532.)

2.2.4 Promotion

Good communication is the key element to build and maintain any kind of relationship. It is also the key role in marketing success which must be planned and implemented deliberately to build profitable customer relationships. The promotion mix or marketing communications mix is the combination of advertising, sales promotion, public relations, personal selling and direct-marketing tools that can be used to communicate customer value and cultivate customer relationships (Rowley, 1998). Particularly, it is extremely significant to a newly-launched program to develop and apply promotional tools dramatically in the beginning to attract customers' attention and recognition. Besides, as explained above about the aim of the thesis, the researcher will provide more details about these five major promotion tools as follow:

Advertising is addressed as any paid form of non-personal presentation and promotion of ideas, goods or services that is transmitted through the mass media (Ferrell, Hartline & Lucas 2002, 161.) When advertising reaches a large number of people, it creates awareness and attitude of consumer toward companies' offerings. In the recent time, Internet advertising can reach highly specialized markets and millions of customers as Internet has become an indispensable to life. Nevertheless, consumers are approached by many types of advertising but not always all the consumer believe the information in the advertisement (Beck and Ernest, 1999). Some other weaknesses of advertising are it is not easy to measure regarding the effect on sales; it is impersonal, costly and less persuasive than personal selling.

Marketers should select the most suitable advertising media for the company in terms of deciding on reach, frequency and impact; choosing among major media types; selecting specific media vehicles and deciding on media timing. Several advantages and disadvantages of major media types will be presented clearly in figure 8 on the following page.

Advantages and Disadvantages of Different Media		
<p>PRINT MEDIA DISPLAY <i>Posters, calendars and wall charts</i></p>	<p>Advantages</p> <ul style="list-style-type: none"> • popular • visual • longevity • public relations potential 	<p>Disadvantages</p> <ul style="list-style-type: none"> • contains limited space for information • language and literacy (audience must be able to read and understand the language)
<p>PRINT MEDIA FOR READING <i>Newsletters, pamphlets, brochures, booklets and comic books</i></p>	<p>Advantages</p> <ul style="list-style-type: none"> • control of message • can communicate a more detailed/complicated story 	<p>Disadvantages</p> <ul style="list-style-type: none"> • language and literacy • require a lot of effort to produce • become outdated quickly • might be viewed as propaganda
<p>PRINT MEDIA FOR USE WITH GROUPS <i>Flip charts and flash cards</i></p>	<p>Advantages</p> <ul style="list-style-type: none"> • educational • potential to communicate across languages and classes 	<p>Disadvantages</p> <ul style="list-style-type: none"> • limited reach • labour-intensive to use
<p>MASS MEDIA NEWSPAPERS AND MAGAZINES <i>Feature or news stories, ads or columns</i></p>	<p>Advantages</p> <ul style="list-style-type: none"> • reach large audience • powerful • permanent • can explain issues in depth 	<p>Disadvantages</p> <ul style="list-style-type: none"> • language and literacy • may reach only a limited number of people who have access (urban audience) • price (may be expensive to produce)
<p>MASS MEDIA RADIO <i>Spots, announcement and shows</i></p>	<p>Advantages</p> <ul style="list-style-type: none"> • reach large audience • accessible (especially at grassroots level) • can be participatory and elicit immediate response (i.e., call in programmes) 	<p>Disadvantages</p> <ul style="list-style-type: none"> • require production skills • message may be transient • may not be sure of audience number • can send mixed messages; i.e., station may promote different message • price
<p>MASS MEDIA TELEVISION <i>Spots, announcements, shows or soap operas</i></p>	<p>Advantages</p> <ul style="list-style-type: none"> • potential to reach large audiences • dramatic and emotive • can be participatory and elicit immediate response (i.e., call in programmes) 	<p>Disadvantages</p> <ul style="list-style-type: none"> • require production skills • message may be transient • may not be sure of audience number • may reach only a limited number of people who have access (urban audience) • can send mixed messages; i.e., station may promote different message

Figure 8: Profiles of major media types

According to American Marketing Association, “sales promotion is media and nonmedia marketing pressure applied for a predetermined, limited period of time in order to stimulate trial, increase consumer demand, or improve product quality.” Another definition comes from Brassington and Pettitt (2000): “A range of marketing techniques designed within a strategic marketing framework to add extra value to a product or service over and above the “normal” offering in order to achieve specific sales and marketing objectives. This extra value may be a short-term tactical nature or it may be part of a longer-term franchise-building program.” While advertising gives customers reasons to buy a product or service, sales promotion offers reasons to “buy it now”. Sales promotion consists of various promotion tools which can captivate consumers, influence them to purchase a product immediately and they can be used to boost repeat purchase effectively (Adcock et al. 1998.) Though, sales promotion effects are often short-lived and not as effective as advertising or personal selling in building long-term brand preferences and customer relationships. New concepts are also quickly imitated by competitors and customers wait to buy certain items, knowing that their prices will be decreased in the end (Burnett 1993, 351).

A wide assortment of consumer promotion methods includes samples, coupons, cash refunds, price packs, premiums, advertising specialities, patronage rewards, point-of purchase displays and demonstrations, and contests, sweepstakes and games. Free samples offering a trial amount of a product are one of the most widely used consumer sales promotion tools. It draws customers’ intention to buy a product (Hamm, Perry and Wynn, 1969). It is also the most effective, yet most expensive way to introduce a new product or to build new excitement for an existing one. Coupons are certificates that reduce the price of a product and encourage buyers to try new or established brands. Coupons are useful for raising sales volume, attracting repeated consumers and introducing new sizes, models or features. It is important that customers can access and recognize coupons easily. Companies often offer coupons in print advertising, direct mail, in stores, on the websites or through online coupon services. Remarkably, coupons are most preferred in the restaurant industry. Premiums which are free or at low cost tangible reward, ranging from toys to DVDs, are normally applied to appeal kids or young customers. Promotional products such as clothing with advertiser’s name on it can be very effective too. Contests and games give buyer the chance to win something which directly rouse their interest or keep them tracking with the product in order to win a prize (Ferrell et al. 2002; Armstrong et al. 2009.)

Another major promotion tool is public relation. The First Assembly of Public Relations Associations in 1978 defined public relations as “the art and social science of analysing trends, predicting their consequences, counselling organization leaders, and implementing planned programs of action which serve both the organization’s and the public interest.” More simply, public relations mean using information and the communication of that information through various media to persuade and dominate public opinion (Burnett 1993, 412).

Public relations not only do promote the company, people, and ideas but also create, improve and sustain the image of the total organization. Penetrating the public and creating a favourable image of the firm and its products is one of the main purposes of public relations. In addition, it can enhance the public’s general awareness of the company and deliver specific desired images such as high quality and value (Ferrell et al. 2002, 166.) Main tools employed in public relations are news, speeches, special events, public service activities, buzz marketing and mobile marketing. Public relations managers can create wishful news release about the company and its product or news occurs naturally. A news release provides the company’s name, address, phone number, e-mail address, Web site and other contact information. Plus, arranging special events for example news conferences, press tours, grand openings is beneficial to build up companies images. Moreover, buzz marketing or generating word-of-mouth is incredibly a powerful tool. Organizations can obtain tremendous advantages by getting consumers themselves to spread information about a product or service to others in their communities. Mobile marketing has also become a popular tool recently, especially in building one-to-one relationships with targeted customers. Notably, a company’s website can be used as a good public relations vehicle as well. Publics’ citizen can assess the site for both information and entertainment. In a nutshell, public relations is very persuasive and believable compared to ads. However, in combination with advertising, public relations can truly dramatize a company or product (Amstrong et al. 2009, 425-428.)

“The face-to-face presentation of a product or an idea to a potential customer by a representative of the company or organization” is delineated as personal selling (Burnett 1993, 536). Personal selling is quite different from the other tools due to the fact that salespeople transfer information to the customers in person and feedbacks as well as adjustment will be received immediately. Once consumers gain trust from the salesperson, the probability of positive customer attitudes toward the salesperson is increased (Swan, Bowers & Richardson, 1999). In order to build customer relationship, today most salespeople tend to be well-

educated and well-trained professionals. They listen to the customers, interpret customers' demands and apply the company's efforts to solve customer problems. Therefore, recruiting and selecting good salespeople can increase overall sales performance. The best salesperson is expected to achieve four key talents: intrinsic motivation, disciplined work style, the ability to close a sale and ability to build relationships with customers. Also, salespeople must master the process of personal selling in regard to attaining knowledge, prospecting, preparing for the sale, approaching the sales presentation, giving the sales presentation and follow-up with post sale activities. Conspicuously, losing sales consultants will cause many disadvantages for a company: the costs of recruiting and training new ones, the costs of lost sales and the interruption of customer relationships. Compensation plans in terms of straight salary, straight commission, salary bonus and salary plus commission can both help motivating salespeople and strengthening their loyalty to the company (Amstronng et al. 2009, 438-451.) Along with many pros of personal selling above, it carries some cons too. High cost is the primary disadvantage of this promotional tool. It is much more expensive to hire salespeople than advertising. Furthermore, it requires long-term commitment of the employees because experienced salespeople notice that changing jobs or switch to competitors offer them better salary and income. A final disadvantage of personal selling is that it can only reach a limited number of customers (Jim Riley, 2012).

Direct marketing has been recently adopted as a vital tool for marketers. According to the Direct Marketing Association, "direct marketing is an interactive system of marketing which uses one or more advertising media to affect a measurable response and/or transaction at any location." In other words, direct marketing is concerned of establishing direct connections with targeted individual consumers. An ideal example for direct marketing is Dell. Instead of distributing the product through retailers, the company contacts buyers directly by phone or through it websites. Likewise, customers order directly from Dell and receive their computers via Dell's efficient delivery services. With direct marketing, customers can relax at home and browse mail catalogues regardless of time. For sellers, direct marketing plays an essential part in building customer relationship, tailoring products at a low cost and collecting customer database. There are many forms of direct marketing - telephone marketing, online marketing, direct-mail marketing, face-to-face marketing and others -which share the same traits. First of all, direct marketing is non-public; the message is delivered directly to a specific individual which also means that the company's activities are less visible to competitors. Secondly, it is an interactive system which occurs at any location allowing a dialogue

between the marketing team and the customer as well as acquiring accurate feedback. Finally, through direct marketing, messages can be customised and modified immediately to reach the targeted customer segmentation (Burnett 1993, 651-652; Amstrong et al. 2009, 403.)

In summary, some advantages and disadvantages of these major promotion tools will be demonstrated as below figure:

Criteria	Advertising	Sales promotion	Publicity	Personal selling
Cost per audience member	Low	Low	Very low	Very high
Confined to target markets	Poor to good	Good	Moderate	Very good
Deliver a complicated message	Poor to good	Poor	Poor to good	Very good
Interchange with audiences	None	None	Low to moderate	Very good
Credibility	Low	Low	High	Moderate to high

* Source: Dr. Robert B. Woodruff, The University of Tennessee

Figure 9: Promotion tools' strengths and weaknesses

2.2.5 People

The researcher has just discussed in details the traditional four Ps of product marketing mix. Nonetheless, nowadays many companies and organizations realize the importance of customers, customer value and customer satisfaction. In the end, the ultimate objective of marketing process is building profitable customer relationship, as thus Clemen (2008) stated that considering the four Ps as the elements of marketing strategies is obsolete. As a result, the extended marketing concepts are established including three more elements: people, physical evidence and process.

People are essential element of the new marketing mix model. People refer to founders, employees, customers' service and culture. Company can only accumulate profit by building and maintaining its relationship with customers. Besides, customers are likely to be loyal to organizations that serve them well. Hence, recruiting the right people and training them ap-

appropriately to deliver the company messages are extremely significant. Customers' behavior, sentiment and judgment about the company and its products depend greatly on the employees they interact with. Knowledgeable workers are gold assets of the company and highly appreciated because they add significant value to the total product and service offerings. In return, staff should acquire interpersonal skills, proper communication skills and competent service knowledge to develop and maintain a high quality personal service. Friendly, courteous and enthusiastic manner is also necessary.

2.2.6 Physical Evidence

It is clearly that service is intangible and inseparable however customers tend to rely on physical layouts to help them examine and evaluate the product before purchasing it. As a consequence, physical evidence is developed to replace these physical cues in a service (Marketing teacher 2000). The definition of physical evidence can be explained as appearance or performance in the environment where consumers have opportunities to make judgements on the organization. Today buyers can simply approach with variety of products and they expect a high level of presentation in modern shops. Not only do they require to easily find the direction to the store, but they also look forward to a good standard and presentation (Business case studies). Physical evidence includes the outside design of the building itself, parking place, surrounding's landscape and the environment. The interior of any service environment is important as well: interior architecture of the facility, equipment, internal environment and the ambient conditions concerning temperature, color, smell and sound, music and air conditioning (Marketing teacher 2000). At the same time, a well-designed Website's layout can entice customer's interest and raise their awareness to the company's products.

2.2.7 Process

Rao (2011, 164) described process as a functional activity that ensures service availability and quality. The interaction between service employees and customers, customers and service environment, systems and other facilities will be managed through process management. Companies can reflect its situation and acknowledge "the moment of truth" by practicing process activities such as handling customer complaints, identifying customer needs and re-

quirements, handling order, just to name a few. Improving delivery service, being aware of the weaknesses and prompt response to customers will reward the company with high rates of returned guests, strong brand positioning and increased sales.

In conclusion, managing and applying the tactical marketing mix tools logically will definitely aid the company to obtain a good result in every aspects, especially in building and maintaining customer relationship, reaping profit and running business smoothly and effectively.

2.3 SWOT analysis

After implementing marketing strategies from selecting market segmentation, target market and market positioning to analysing the marketing mix tools 7Ps, it deems crucial and necessary to review the whole program's strengths, weaknesses, opportunities and threats. The researcher is referring to SWOT analysis first introduced by Albert Humphrey (1970).

Major benefits of SWOT analysis will be represented in figure 10:

Simplicity

Specialized training and technical skills are not required. The analyst needs only a comprehensive understanding of the firm and the industry within which it operates.

Lower Costs

Expensive training and, in some cases, whole planning departments can be reduced or eliminated due to SWOT's simplicity.

Flexibility

An extensive marketing information system or intranet is not required to be used successfully. However, SWOT is capable of incorporating the output of any information system into its planning structure.

Integration

SWOT has the ability to integrate and synthesize diverse sources of information.

Collaboration

SWOT analysis fosters collaboration and open information exchange among the managers of different functional areas. This collaboration helps to uncover and eliminate potentially harmful disagreements and fills voids in the analysis before reaching the actual planning stage.

Both the internal and external environments of the firm will be demonstrated by a SWOT analysis. Internally, the framework reveals a company's strengths and weaknesses with regard to financial performance and resources, human resources, product facilities and capacity, market share, customer perceptions, product quality, product availability and organizational communication. Externally, assessing customers and competition, economic conditions, so-

cial trends, technology and government regulation will expose the company's opportunities and threats (Ferrell, Hartline & Lucas 2002, 50.)

Once the SWOT analysis is done, the result will indicate precisely what current and potential strengths the buffet program should sustain, what weaknesses it should improve, what opportunities it should grab and what threats it should overcome in order to accomplish its main objectives. The analysis will be examined from customers' perspective to gain maximum benefit.

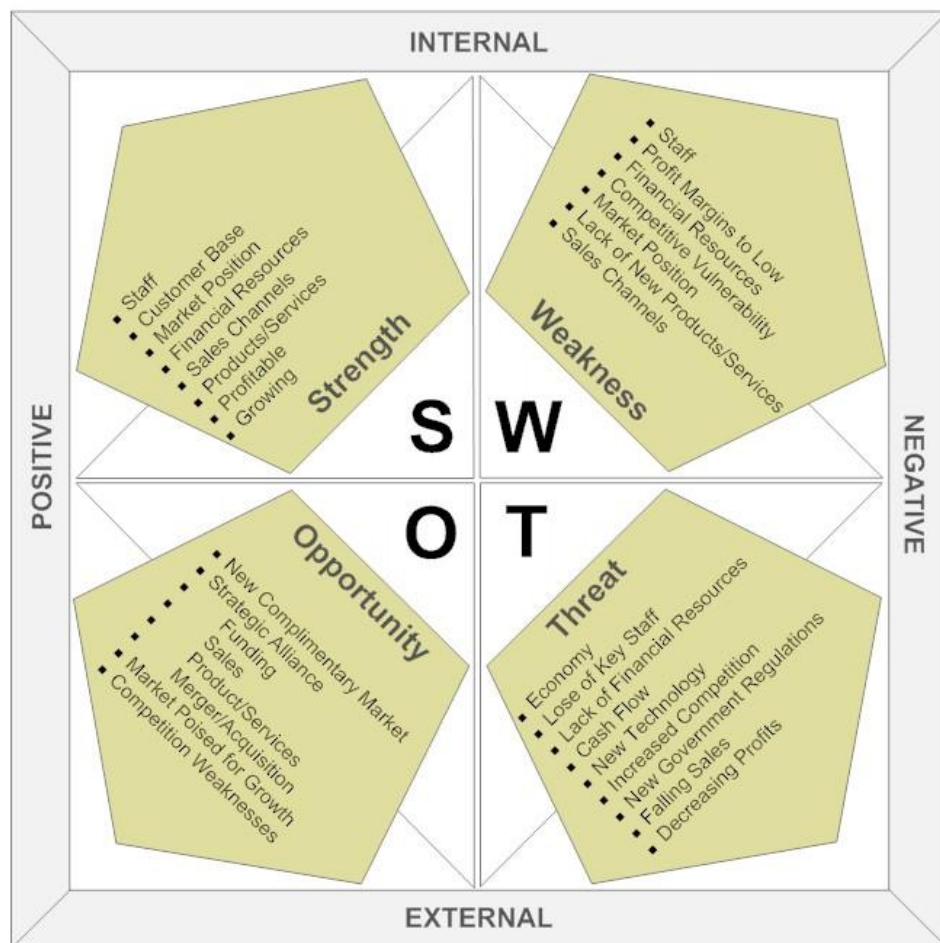


Figure 11: SWOT analysis

3 RESEARCH METHODOLOGY

3.1 Qualitative method

The researcher would like to remind readers about purpose of this thesis that is improving and developing the marketing strategies and promotion campaigns for the Gathering buffet to draw more guests' attention. Apprehending customers' experiences, opinions, feelings, behaviors and knowledge about the buffet program would be the key answer for the whole thesis. Consequently, the researcher has decided to adopt qualitative method to collect needed data.

One favourite definition of qualitative research which has been contributed by many authors is: "multi method in focus, involving an interpretive, naturalistic approach to its subject matter. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, and phenomena in terms of the meanings people bring to the. Qualitative research involves the studies use and collection of a variety of empirical materials-case study, personal experience, introspective, life story, interview, observational, historical, interactional, and visual texts – that describes routine and problematic moments and meanings in individual's lives" (Denzin and Lincoln, 1994; Patton, 2002). The purpose of qualitative research is to illustrate multiple realities, to develop profound understanding, and to capture everyday life and human perspectives. The analyst collects data mostly through face-to-face conversation with participants and examines the context to achieve the aim of the research paper. Three kinds of qualitative data are interviews, observations and documents (Taylor 2005, 103)

3.2 Collect data process

3.2.1 Questionnaires

The empirical data was gathered by means of customers' designed-questionnaires, which they would be asked to fill in after enjoying the buffet. The survey began with blank space for customers to insert their gender, age and occupation. The sample questionnaire was divided into two particular parts. The first part included 10 overview questions concerning the product (food & beverages) quality and service quality, the staff's hospitality and customer's satisfaction with Gathering buffet which are evaluated by rating categories: N/A (Not Answer), Poor, Below Average, Average, Good and Excellent. The second part of the questionnaire contained 4 specific open-ended questions seeking customers' opinions about the best dish, the best beverage, the best dessert and their own suggestions to improve the services in the coming time. During the practical training period for the Moevenpick Hotel Hanoi, the researcher already achieved 32 customer feedbacks out of 100 questionnaires distributed. However, after coming back to Finland to continue studying, the researcher met some difficulties in spreading the questionnaires and approaching the customers. Therefore, online questionnaires were designed via Google Docs – a free Web-based data storage service offered by Google allowing users to create and edit documents online. The online questionnaires were then displayed on the hotel's social media. By the end of October, the researcher collected 43 replies from customers in total, unfortunately not all the questions and multiple choices were answered.

The result analysis of the questionnaires would assist the researcher in segmenting and positioning the market as well as revealing which sections of the buffet program the hotel should pay more attention and which sections it got positive replies and needed to maintain advantageous performances.

3.2.2 Secondary Data

Besides the primary data, the researcher at the same time searched information about marketing strategies and marketing tools from academic references, text books, journals, theses and other public sources. The hotel's internal data was in use thoroughly. In addition, countless sources, data, statistics, graphics and figures were easily found from the Internet. The researcher's observation and knowledge also played an important part to the success of the thesis.

3.3 Reliability and Validity

Reliability and validity are important keys to effective research. According to Cohen, Manion and Morrison (2007), the reliability of a research is the combination of characteristics credibility, consistency, neutrality, conformability, dependability, transferability and trustworthiness while Winter (2000) explained validity as the honesty, depth, richness and scope of the data achieved, the participants approached, the extend of triangulation and the disinterestedness or objective of the researcher. The researcher would like to reflect the data collection process to evaluate the reliability and validity of this thesis. The questionnaires were designed by the researcher and the marketing department of the Moevenpick Hotel Hanoi to figure out the most suitable questions and effective survey structures. The level of the questionnaire was appropriate with 10 multiple choice questions and 4 open-ended questions. The fact that the researcher did the practical training in 5 months in the hotel allowed her to distribute the questionnaires at the hotel's restaurant and collected the answers immediately. Due to the time constraint and the hotel's policy, the face-to-face interviews had not been conducted however based on the questionnaires' results, it is observed that customers' answers were really in details and informative. The researcher also selected valid theoretical framework from text books or academic journals to support the theory background. After receiving all the answers, the researcher clarified the data and analyzed them inductively. The researcher also believes that the same observations and interpretation will be made regardless of different time, place or method.

4 EMPIRICAL FINDINGS

It is anticipated that this section of the thesis will be repleted with a great number of figures, followed by extensive discussion of the result's implications for the program. All the findings will provide both the researcher and readers a complete picture about marketing segmentation for the buffet program; which target marketing strategies and marketing positioning is suitable; and each element of marketing mix tools will be formulated and analyzed to help the Gathering buffet generating highest competitive advantages. Abundant promotional activities will also be suggested to support positioning strategy and raise more customers' awareness of the buffet program - resulting in increased revenues, heightened satisfaction of guests, and the consolidation of hotel's brand. In the end of this section, SWOT analysis will be conducted to evaluate both internal and external factors of the buffet program.

4.1 Result and Interpretation

In order to segment the customer market for the Gathering buffet, the researcher decided to design the questions following demographic varieties: Age, Gender and Occupation.

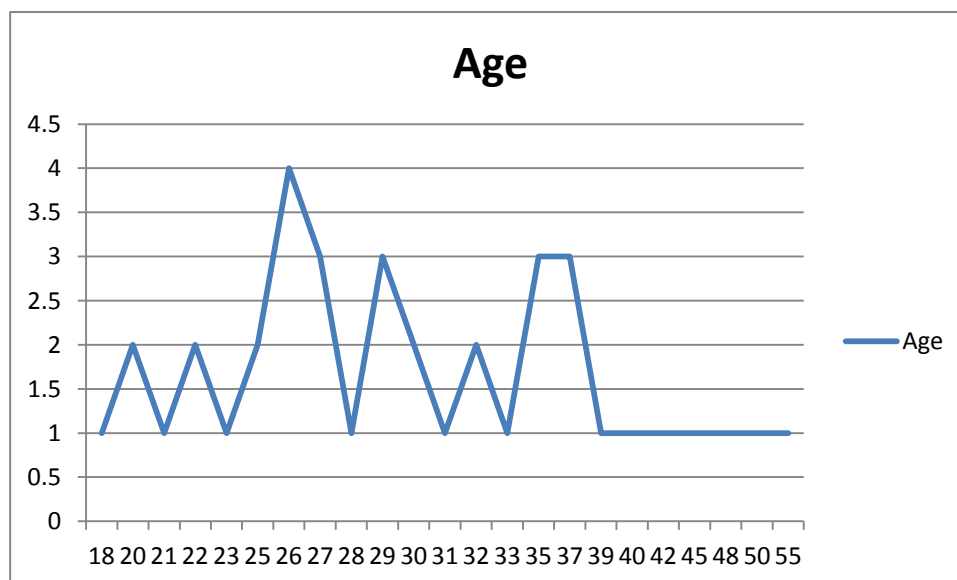


Figure 12: Age statistic of the Gathering buffet's customers

The age of the sample customers ranged from 18 years old to 55 years old and people from 26 years old to 40 years old tended to join the buffet more than the other age categories.

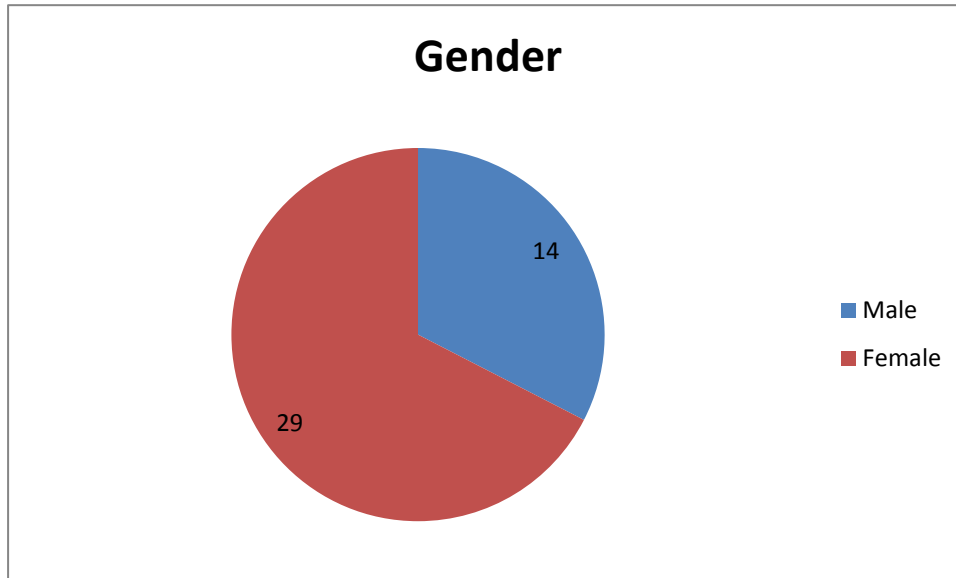


Figure 13: Gender of the Gathering buffet's customers

67% of the respondents are female and only 33% of them are male.

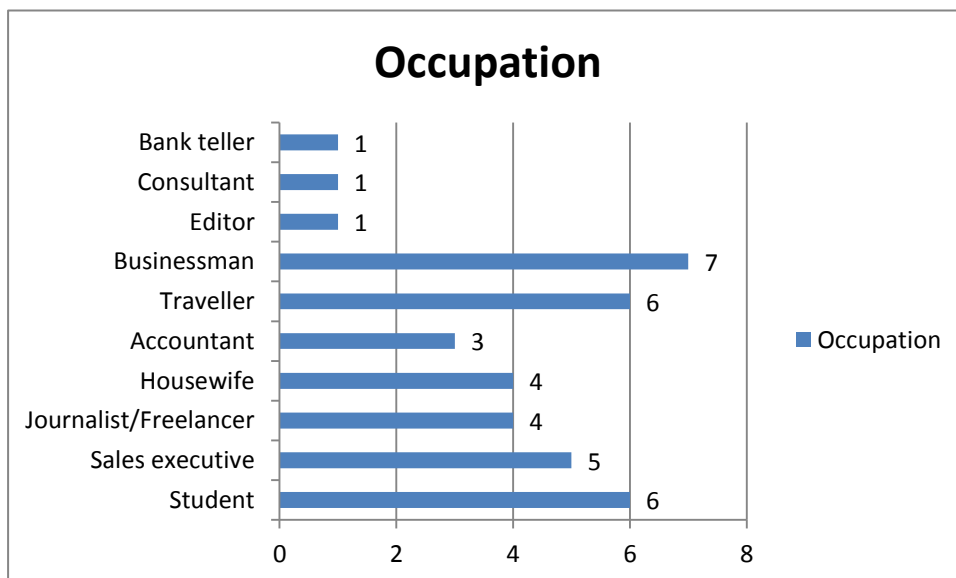


Figure 14: Occupation of the Gathering buffet's customers

Businessman and businesswomen appeared to be the most popular occupation among the respondents. As the researcher's observation, they were in-house guests of the Moevenpick Hotel Hanoi. Following are travelers and students which both ranked the second popular occupation. Sales executives, housewives, journalists, accountants, editors, consultants and bank tellers are the rest of the occupation list.

It is suggested that the Moevenpick hotel should target in-house customers because most of them are business travelers who have little time or no opportunities to check other restaurants outside the hotel. Even if they know that there is another alternative, they would still choose to dine in the hotel's restaurant based on the unfamiliarity in a foreign country. Yet, the hotel should use the buffet's food quality as a means to draw their attentions. The hotel is also located next to a busy multi-functional building opening many opportunities to attract officers such as salespeople or accountants. Families (housewives) with children are major target customers too. They may frequent a buffet that offers a wide variety of foods to please everyone's tastes.

Obviously, the Gathering buffet targets differentiated marketing due to the fact that it offers different kind of food from 3 outstanding regions, aiming at not only the capital citizens but also people from other parts of Vietnam.

A new buffet program will barely be successful if the quality of food is not guaranteed. Even though a restaurant offers ideal prices and has the best services, it may still face difficulties to continue the business if the quality of food is just at average or below average level. Consequently, "best quality" should firstly be positioned to differentiate the buffet program. In order to support the hotel's "pampering people" mission, "best service" should also be added to the positioning status. By choosing "better quality and service" to differentiate the Gathering buffet, a more-for-more position would be the most suitable value proposition that the hotel should pursue.

4.2 Marketing Mix

Considering the afore findings that the Moevenpick Hotel Hanoi should build a position on better product quality and service as well as seize on a more-for-more position, the marketing mix – product, price, place, promotion, people, physical evidence and process – must be designed to support the positioning strategy. Thus, the hotel must produce high-quality products, charge a high price, hire service-oriented employees and provide training programs. Moreover, because of the fact that Gathering buffet is a newly-launched program which is not persuasive enough to attract customers, the researcher will suggest numerous promotional tactics to spread its core message and grab customers' attention.

4.2.1 Product

Obviously, the most important factor for a buffet program is the food it offers. Plus, Gathering buffet is a new concept which hardly raises customers' awareness if the food is not visually appealing, stays hot or cold, and presents the appearance of abundance. The diners also have a high expectation for the food quality from a 5-star hotel. Therefore, the buffet's offerings must definitely be taken into serious consideration. First of all, the researcher would like to describe briefly what the Gathering buffet features. Customers can sample a mouth-watering selection of traditional Vietnamese dishes ranging from noodle soup, noodles and grilled meat, more than 10 types of spring rolls and many others from North to South. All of them are served at the hotel's live cooking stations in 3 corners representing 3 outstanding regions. Furthermore, a sumptuous selection of seafood and grilled items and the most delicious collection of Swiss chocolate desserts in town will be served along. Nonetheless, whether all these offerings meet customers' satisfaction or not will be portrayed through the questionnaires' analysis. The opinions of diners about menu variety, the quality of food, the temperature of food and the quality of beverage had been asked through the survey.

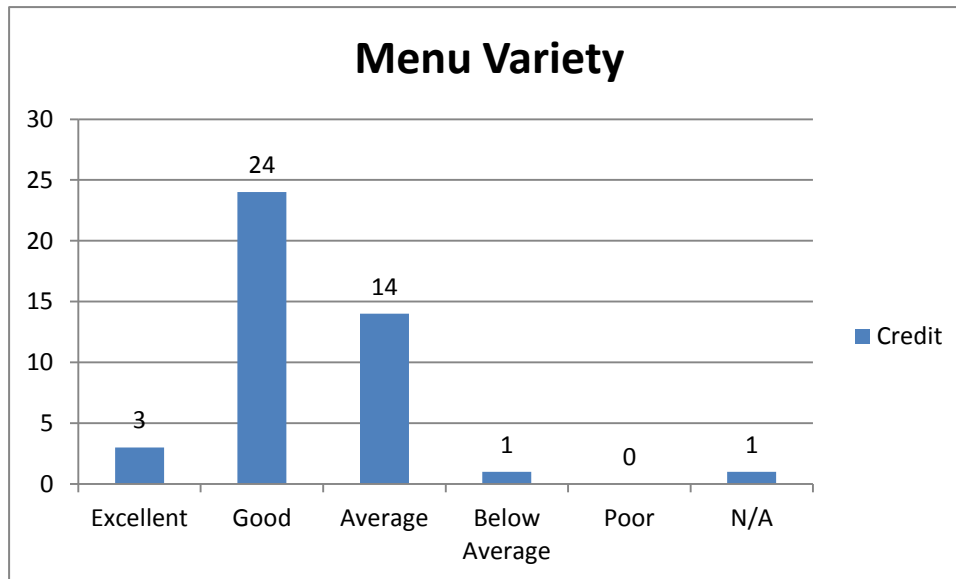


Figure 15: Customers' opinions about Gathering buffet's menu variety

We can notice clearly from the above figure that the majority of customers ranked the buffet's menu variety "Good"; 3, 14 and 1 people voted for "Excellent", "Average" and "Below Average" respectively. More than half of the respondents found the menu adequate enough but 30% of them required more food choices and even 2% did not feel it sufficient at all. It is discovered from the customers' answers of the open-ended question that they wish more dishes from the South and the Central part of Vietnam and Vietnamese traditional desserts would be provided such as:

- Vermicelli sour crab soup
- Dessert made with sugar and grilled rice
- Crab spring roll
- Steamed rolled rice pancake
- Some kinds of rice vermicelli

It is understandable that the food from the North dominated the buffet's menu as the hotel is located in Hanoi and there is lacking of specialists for the South's and the Central part's cuisine. The Hanoians are also curious and excited to try different kind of food from other parts of the country. Hence, the Moevenpick hotel should consider adding the customers' desire to the menu and offer more specialties from different regions.

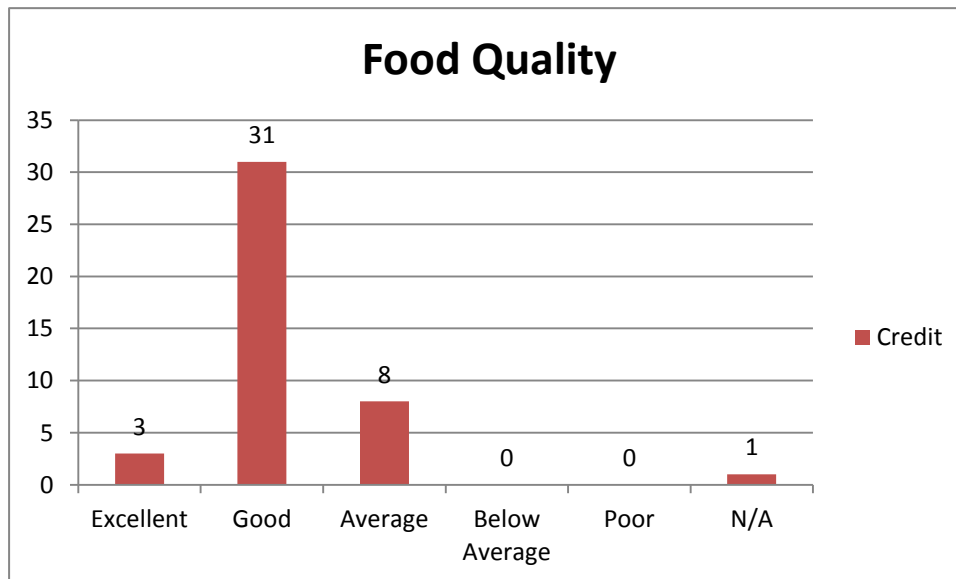


Figure 16: Customers' opinions about Gathering buffet's quality of food

Once again, "Good" is what 72% of respondents chose when they were asked about the quality of food. This is a positive sign for the Gathering buffet however in order to deliver the position "high-quality products", the hotel should pay more attention to tackle these comments of customers:

- The buffet should include the Vietnamese traditional spring roll
- Grilled pork noodle soup is too salty
- Grilled rib eye is too tough and not pleasant to taste
- Seafood is not so fresh and Oysters do not open their mouths
- Hotpot soup is a bit too salty and spicy
- Noodle soup is tasteless and Noodle meat is not so good
- Fried vegetable is greasy
- Veal with lemon is too sour
- Bread is not so crunchy
- Plain rice flan is doughy

Though, 7% of the respondents rated the food quality "Excellent" and there are plenty of best dishes listed which are suitable for customers' palate. Particularly, spring rolls with sauces were preferred by most of the diners concerning their variety with pleasant taste and

they do not cause indigestion. All kinds of salad (mango salad; grapefruit salad; seafood salad; sweet and sour grated salad, and mix salad) also stood out for their refinement and tastiness. Other best dishes judged by customers were delicious noodle and grilled meat; soft and sweet roast suckling pig; new-fangled chicken spring roll; Thai vegetable soup; noodle rolls; fried squid; veal with lemon; seafood hotpot; plain rice flan and steamed snail. Additionally, when it comes to the best dessert, customers selected passion-fruit mousse unanimously. Violet glutinous rice, mango and violet glutinous rice yoghurt, rice cake, black sweet cake, mixed sweetened porridge, orange cheesecake and doughnut matched customer preferences as well. In summary, the Moevenpick hotel should supplement more variety of spring rolls and continue the best performance of salad selection, passion-fruit mousse and others recorded above. It is observed that there is a contradiction among customers' answers; some agreed that veal with lemon, seafood hotpot and plain rice plan delectable but some complaint that they were too sour, salty and doughy. This matter seems related to each individual's own palate so it would be challenging for the hotel to satisfy all diners. The hotel may focus on improving the quality of these dishes or substitute them with better food choices.

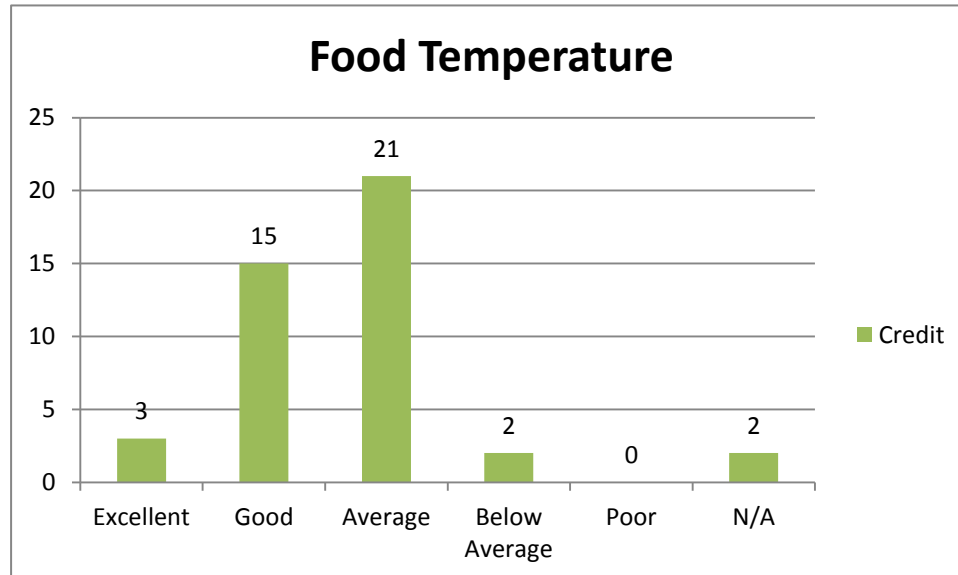


Figure 17: Customers' opinions about Gathering buffet's temperature of food

One more time there are only 3 respondents completely satisfying with the temperature of the food; 15 people voted for "Good"; 21 for "Average" and "Below Average" was marked two times. From the replies of questionnaires retrieved, fried apple cake was reckoned to be cold and doughy, fried spring roll was cold too and the temperature of noodle soup should

be hotter. Thus, the hotel should concentrate more about the temperature of the food and present or serve dishes in time to guarantee customers the best flavor.

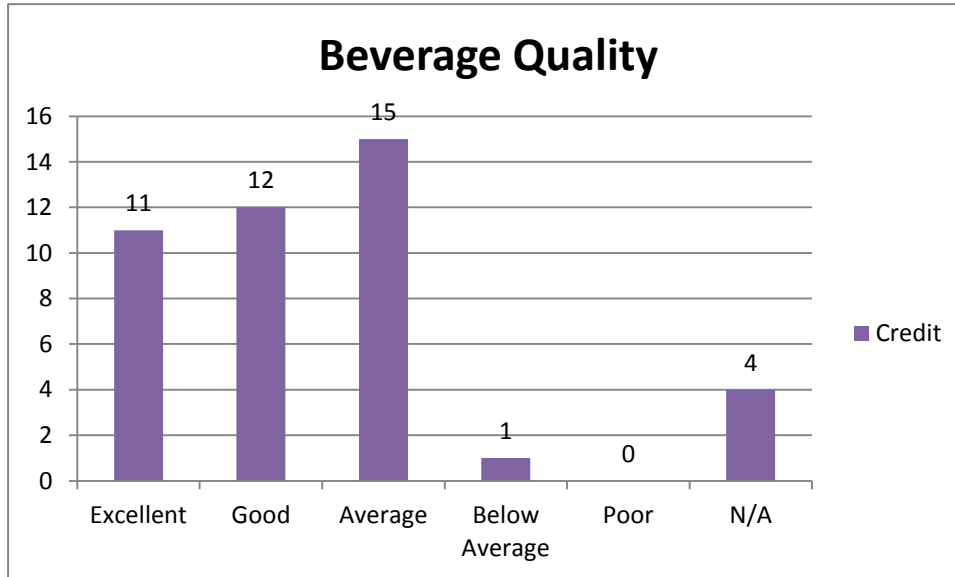


Figure 18: Customers' opinions about Gathering buffet's quality of beverage

Meanwhile, the quality of beverage achieved good response from the customers: 11 people enjoyed the excellent beverages and 12 people thought that the drinks were good. Nevertheless, 15 people assumed that the beverages were at average level and one person rated it as below average. The Moevenpick hotel is in cooperation with Son Tinh premium wine, the World-class traditional liquors from Vietnam featuring fruit liquors, herbal blends and eau-de-vie. It is also counted that 25% of the diners who picked "Excellent" regarded Son Tinh apricot wine as the best and this aids the Gathering buffet differentiate itself cause not many buffet restaurants in town offer unique Vietnamese traditional wine. Apple juice is concurrently one of the customers' favorite beverages.

In conclusion, the hotel should diversify its buffet's menu, emphasize more on improving the quality of dishes and beverages as well as measure the food temperature correctly to strengthen its "better product quality" positioning. In addition, the hotel should create a signature dish every week or introduce a simple recipe that customers can follow to do it at home to give them something to expect, especially for frequent guests who already get used to the buffet's offerings.

4.2.2 Price

Currently, the Gathering buffet is available at VND 688,000 (33\$) per person excluding beverages. Customers will receive 20% off for group of 6 adults, 30% off for groups of 10 adults or more and 50% off per children aged 3 to 12 and free for those less than 3 years old. One response from the questionnaires indicated that the price should include a drink (water or soft drink). Now, the researcher would like to compare this initial price of the buffet to its main competitors in town. The strongest threat of the Gathering buffet is Quan Ngon restaurant which is located only 2 minutes away from the Moevenpick Hotel Hanoi. It was established 7 years ago and it has been gaining a lot of frequent guests. The restaurant offers the same services and products from 3 regions with a cheaper price – only 3\$ per dish. However, according to the recent research, Quan Ngon has been losing its privilege due to the average quality of food. People report that its dish portions are small and the taste is quite poor. They start switching to another alternative regardless of its inexpensive price and tempting varieties. Many customers would prefer paying more to get a better food quality which leads to the result that dining in high-rank hotels is becoming a hot trend. They soon realize that just giving up a bit more money; they can enjoy better food and standard services, not to mention the high facilities and elegant ambience inside a hotel. Indeed, nowadays customers are really buying much more than just products and services. They are seeking the value the products can do for them which is a plus point for Gathering buffet. Other competitors are 4-star Mercure Hanoi La Gare and 5-star Hotel Meliá Hanoi; both are located in the same business street with the Moevenpick Hotel Hanoi. The Mercure Hanoi La Gare's brasserie restaurant offers Vietnamese cuisine at 20\$ per person and the Hotel Meliá Hanoi serves international buffet at 38\$ including wine. The Moevenpick hotel can hire some mystery shoppers to price and compare other competitors' offers.

The researcher perceived that the setting price of the Gathering buffet was quite competitive and reasonable. As the buffet concept is a newly-launched program, the hotel decided to apply prestige pricing to position the buffet as high quality. Moreover, customers have propensity to equate price with quality, especially when they lack of experience with the product so a high price will bring prestige to the buffet. Customers also tend to simplify price data by ignoring end figures (Kotler, Bowen & Makens 2006, 482). Under their view, VND 688,000 will be seen as VND 600,000 & a half and number 8 is round which usually creates a soothing effect.

During special occasions, promotional pricing and cross-selling the Gathering buffet with other products are also useful ways to generate more revenue. For example, during the Mid-Autumn festival, the hotel's special Moon cake box can be suggested to the buffet's dinners. The same pattern can be practiced with premium chocolate on Valentine's Day or famous Swiss ice-cream as a dessert for customers after the buffet time.

To end this section, the researcher will provide valuable information about economic factors such as GDP, inflation, recession and interest rate so the hotel can adjust the price reasonably in the near future:

"The International Monetary Fund (IMF) has estimated Vietnam's GDP growth in 2012 at 5.1 percent, 0.3 percent lower than its latest prediction in July. In its October World Economic Outlook, the IMF said Vietnam's GDP is likely to reach 5.9 percent in 2013 and 7.5 percent in 2017. Its rate of inflation will be down to 8.1 percent in 2012 and 6.2 percent in 2013, from 18.1 percent in 2011. However, the IMF said, it seems unlikely that Vietnam will be able to ease its monetary policies, unless it slows down the domestic demand through financial solutions." (IMF)

"According to a survey on Vietnam's economic outlook for 2013 done by the Leading Business Club (LBC), 46.9% of the respondents said the economic situation would remain unchanged next year, 29.7% believed it would worsen, and only 23.4% expected it would prosper." (VBN)

"The goal set for 2013 is to strengthen macro-economics, decrease inflation and see healthier growth than that of 2012. The country will ensure social security and welfare whilst speeding up the implementation of three strategic breakthroughs in combination with economic restructuring and changing growth models. Improving foreign relations, strengthening defense and security and ensuring socio-political stability are also major objectives for 2013." (VNA/VOV)

All in all, before setting any price, the hotel should always calculate the fixed and variable costs of the buffet; learn about the competitors; be aware of economic factors plus pricing strategy should coordinate with the food quality, promotion decisions to form a consistent and effective program.

4.2.3 Place

The Moevenpick Hotel Hanoi is conveniently located in the heart of Hanoi's central business district. Noi Bai International Airport is a 40-minute drive away and the city centre and old quarter 5 minutes. Next to the hotel is the Pacific Place Building which is the combination of prominent offices, luxury apartments, and cosmopolitan shops with fine dining. Needless to say, the hotel has an ideal territory which adds a strong competitive advantage. Though, a restaurant's huge location benefit can completely turn upside down if a construction work occurs or crime activities in the area increase and sometimes even crowded business streets lose their popularity, we never know. Perfect location captivates other firms too. There are nearly ten different kinds of restaurants around the Moevenpick hotel area which intensify the market's competition. In conclusion, the location must not only be preferable at one time but it should also continue to be ideal throughout the business life. Concierges, bell staff and front desk employees can be good sources for the Gathering buffet. They usually have many interactions with both in-house and outside guests daily and their recommendations turn to be attraction to travelers. Still, the Gathering buffet concept is too new that it has not been influential enough in attracting customers to the location, as thus massive marketing communication tools should be launched to raise customers' awareness of the program.

4.2.4 Promotion

As stated earlier, the ultimate goal of this research paper is how to enhance and develop the newly-launched Gathering buffet and capture more guests' attention. This objective cannot be fulfilled without communicating and persuading them to act on the hotel's offering. As a result, in this section the researcher will design promotional programs as well as propose numerous helpful and creative marketing-related suggestions that the hotel may consider to implement.

To build a consistent and believable more-for-more position, the hotel is advised to advertise the Gathering buffet emphasizing on its finest quality and service in high-quality media. Advertising through television can announce the buffet message with the combination of sight, sound and motion yet the hotel will suffer high absolute costs, high clutter and less

audience selectivity. Radio carries lower cost but the customers perceive the advertisement through audio only which is a huge disadvantage for a buffet program. At the same time, the public relation and marketing budget is limited so print media, recording media and the Internet seem more suitable. Within 5 months doing practical training in the Moevenpick Hotel Hanoi, the researcher has observed that the marketing department maintains really close relationships with a number of renowned publishers. The Gathering buffet were already presented and advertised in some major newspapers and magazines targeting foreigners, travellers, businessmen and women as table below:

Media Types	Daily Newspapers	Tourism Magazines	Entrepreneur Magazines	Women Magazines
	Vietnam News	Vietnam Heritage	Business World	Dep (Beauty)
	Viet Week	East & West Traveller	Vietnam Potentials	Tiep thi & Gia dinh (Consumer and Family)
		The Word Hanoi		Nguoi dep (Beautiful women)
		Timeout		
		Travellive		
		The Guide		

Figure 19: Gathering Buffet's major media types

All these afore newspapers and magazines are really prestigious with high circulation per issue. More than that, a lot of articles introducing the Gathering buffet appeared under online versions too. Through web search engines, customers can easily find the Gathering buffet results with many alluring titles: “East meets West at the Mangosteen”, “Dinning in style” or “Family Hour – Gathering Buffet” from different popular websites: vietnamheritage.com.vn, vietnamnews.vn, pathfinder.com.vn, womenshealthvn.com, bepgiadinh.com and vietnamgolffmagazine.net. The researcher also discovered some other high ranking websites for references: amthuc24h.vn (concerning Vietnamese cuisine), suckhoedoisong.vn (concerning healthcare) and phunuhiendai.net (concerning shopping tips, shopping experiences, recipe and beauty for women). With regard to the family orientation of the buffet, the hotel can invite a famous young family to have a photo shoot with Gathering buffet theme. Miss Friendly 2008 Duong Thuy Linh who cooperated with the Moevenpick hotel for another photo shooting before can be an ideal guest. Still being gorgeous and shining after giving birth to her first child, she and her family have been invited to many magazine cover photographing in the recent time. The new young enthusiastic family concept will give a personal touch for the whole buffet’s image. From this point, ensuring that the news, articles, listing and cover photo of the Gathering buffet will be emerged and updated on a regular basis in both offline and online channels is the first main key to the success of the promotional program.

In conjunction with advertising tool, there is a large variety of communication instruments for the hotel’s buffet to communicate with its target audiences. First of all, coupons can be available on newspapers/magazines which have mentioned this program. The hotel can also offer time-sensitive coupons for those who live far away from the destination, stimulating them to come regardless of distance. To achieve customer loyalty, regular dinners should also be given frequent-guests coupons or after a number of visiting times, wine vouchers or free meal vouchers can make them delighted. Concurrently, shaking hands with online voucher websites will assist the buffet in increasing sales.

The researcher did some studies about other competitors of the Moevenpick Hanoi and noticed that the Nikko Hotel Hanoi does not charge for the meal at all if the dining date belongs to your birthday’s month. In another word, a customer will be served one free meal if she/he uses the restaurant services during her/his month of birth with a bonus birthday

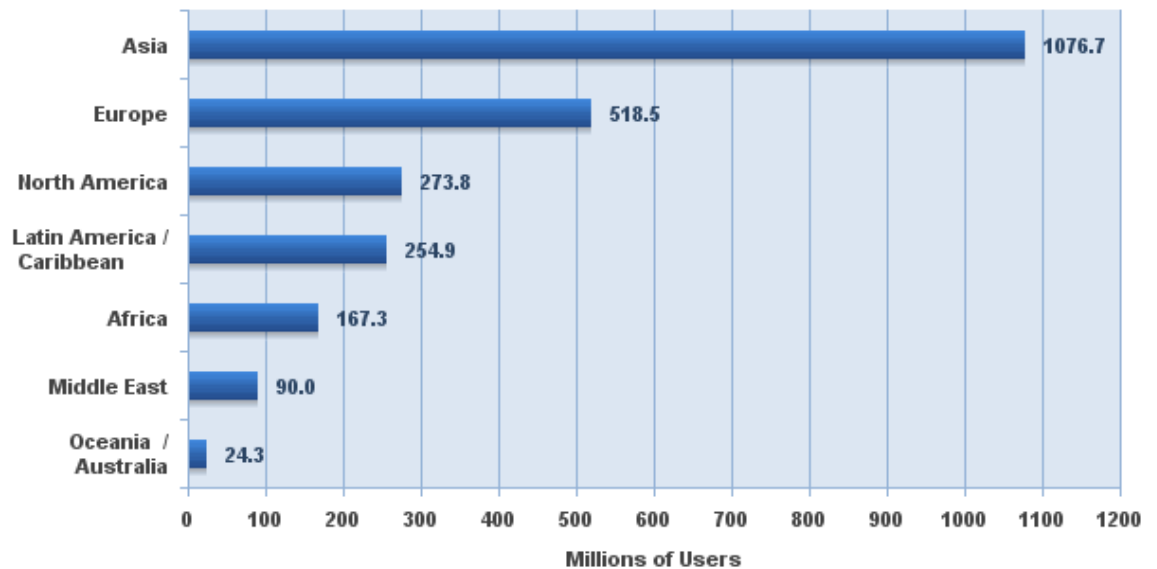
cake. Besides, the Sheraton Hanoi Hotel delivers customer value by different approach. With its Accor membership card, two members can enjoy the hotel's buffet with the price for one in some special occasions. Incidentally, it would be a favorable idea if the Moevenpick Hotel Hanoi establishes its membership cards for customers as well. On the other hand, the hotel can co-operate with other similar segmented partners such banks, business association as HSBC, BBGV, CCIFV, Cancham, Amcham, etc to offer 10% discount on one time purchase of Gathering buffet by their card membership.

Premiums such as toys or kid's products with the hotel's brand can be applied to appeal children who come with their parents. It is examined that 79% of the family decisions to dine out are influenced by children and households. Furthermore, customers may be impressed and appreciated if every child joins the buffet, the hotel will donate 50 cent to a children fund. Promotional products such as hats, T-shirts or umbrella with Moevenpick logo would be nice gifts for special guests or frequent customers.

The marketing department can import the Gathering buffet information and images into the hotel's introductory CDs which are usually distributed by salespeople during their conversations with customers. Having worked in the same office with the Moevenpick Hotel Hanoi sales team, the researcher believes that with their professional skills, valuable experiences, enthusiasm and high spirit, the Gathering buffet will gain much more attention and customers in the near future.

During this digital age, marketing through the Internet or online marketing has been blooming and revolutionizes how companies create value for customers and build their customer relationships. With the invention of the World Wide Web and Web browsers in the 1990s, the Internet was transformed and grown rapidly. It has given marketers a complete new way to reach and serve customers (Amstrong et al. 2009, 476). It is estimated that more than 2 billion people have access to the Internet and the number of Internet users is still increasing as we can see in the following statistic:

Internet Users in the World by Geographic Regions - 2012 Q2

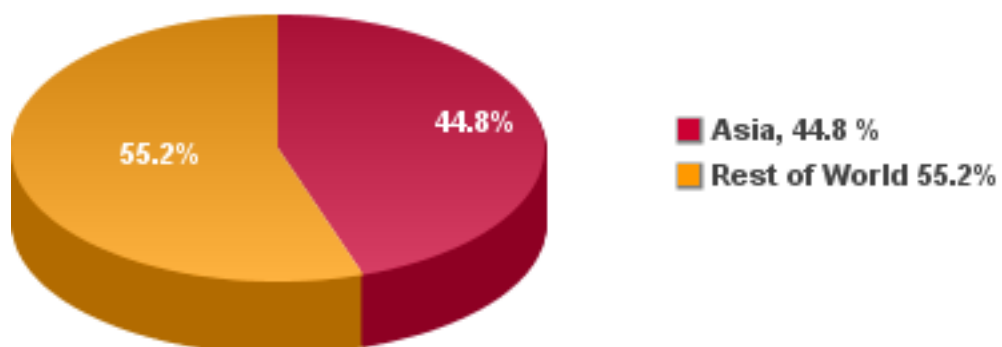


Source: Internet World Stats - www.internetworldstats.com/stats.htm
 2,405,518,376 Internet users estimated for June 30, 2012
 Copyright © 2012, Miniwatts Marketing Group

Figure 20: Internet Users in the World by Geographic Regions – 2012 Q2

Meanwhile, nearly 45% of the world's Internet users come from Asia:

Internet Users in Asia 2012 Q2



Source: www.internetworldstats.com/stats3.htm
 1,076,681,059 Internet users in Asia estimated for June 30, 2012
 Copyright © 2012, Miniwatts Marketing Group

Figure 21: Internet Users in Asia 2012 Q2

In Vietnam, more than 30 million people utilize the Internet in 2012 opening plentiful potential marketing opportunities and online services for many companies. Consequently, Moevenpick hotel will be suggested several online promotional ideas in order to disperse information, build the buffet image and communicate with customers. First let's start with social media. Social media technologies represent many different forms including Internet forums, social networks, social blogs, wikis, just to name a few. The Gathering buffet information can be seeding in famous forums or cuisine blogs. Facebook, Youtube, Twitter or other social networkings have millions of active users. People can upload and share thoughts, statuses, photos, videos and events which can be seen, commented or attended by other users.

Social Media Network	Statistics
LinkedIn	LinkedIn has over 60 million members.
Facebook	According to its own statistics, Facebook has over 400 million active users. Facebook mobile has over 100 million active users.
Youtube	Hundreds of millions of videos are reviewed every day on Youtube, where individuals are uploading hundreds of thousands of videos daily. Every minute, 20 hour of video is uploaded to Youtube.
Twitter	While Twitter does not publicly release its number of active accounts, it is estimated that at the end of 2009, Twitter had just over 75 million user accounts.
MySpace	MySpace has approximately 57 million Unique users.

Figure 22: Social Media Network Statistics

The buffet content can be posted on the official Facebook website of the hotel. In addition, providing cooking tips or food facts on the Facebook's wall is also another way to increase visiting times of the page. To attract more families, the hotel can simultaneously organize a photo competition. Each family who dines at the hotel's restaurant will be taken photograph to remember their joyful moments here. All the photos will be uploaded to Facebook with the families' consent. The family's photo having the highest votes will receive a special gift from the hotel. This contest may rouse customers' interest and keep them tracking with their photos on the hotel's Facebook. Moreover, those families are able to share the photos on their own Facebook to catch more "likes" which indirectly expanding the news about the

Gathering buffet to other people. Referring to the signature dish, the hotel chef can record a short video introducing about the ingredients and instructions how to make it. After that, the finished product can be displayed on Youtube and linked to Facebook or other social networks. Recently, Pinterest has also become quite popular among web users. Pinterest is an online pin board which lets you organize and share all the things you find on the web. The marketing department then can sign up for free and start creating different boards about the Gathering buffet's menu, recipes or food photos.

Email has been addressed as an important e-marketing tool. The hotel should select targeted customers in its database carefully and design enriched email messages about the Gathering buffet. They can be sent as news release yet the hotel must be careful not to irritate customers by sending unwanted emails.

With the explosive development of portable devices such as smartphones, nowadays people can do so many things that they only could dream in the past. Some smart-phone operating systems provide an extensive marketplace for buying and downloading third-party applications – so called “apps”. The hotel can penetrate the promising mobile users market by creating its own application however this might require special technical knowledge.

Finally, it is worth mentioning the power and effectiveness of “word-of-mouth”. There is no more excitement than satisfied customers spreading the news about your products themselves to other people. This process can start with the hotel's own staff, their families and acquaintances or other network.

In summary, whatever promotional tools the hotel chooses to promote the Gathering buffet; it should always consider the cost in any program. For instance, it is fine to offer coupons through one of the group buying sites, but remember they only pay the hotel the agreement percent of the actual value of the coupon. It could end up costing the hotel to redeem the coupons.

4.2.5 People



Figure 23: Customers' opinions about the staff's hospitality (Friendliness, Courtesy and Responsiveness)

According to the results of the survey, the hotel's staff received quite good feedbacks from the customers. 18 people were pleased with the staff's friendliness, courtesy and responsiveness. 19 people chose "Good" and only 4 people marked "Average". It seems like the hotel's staff have been doing a great job in delivering the hotel's mission statement: "Pampering people is our passion". Therefore, compensation plans and reward programs should be conducted regularly to motivate employees continuing their best performances. Best performance requires non-stop improvement, self-motivation and training process. Web-based training has been preferred many companies for its cost-saving and efficiency. There are some important requirements that the restaurant's staff should remember and practice: increase product knowledge; be professional in appearance; maintain eye contact; be polite and handle things with patience; be friendly, enthusiastic and courteous; be sensible and quick; never get irritated during working hours; always greet the guests with a smile and thank them for choosing the restaurant.

4.2.6 Physical Evidence

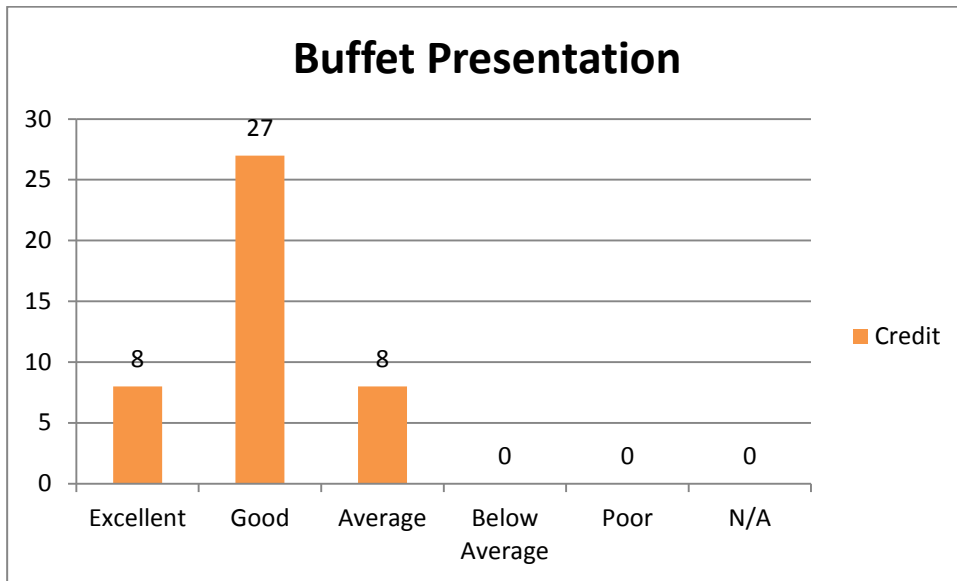


Figure 24: Customers’ opinions about Gathering buffet’s presentation

More than 60% of customers agreed that the presentation of the buffet was “Good”. 8 is the number of people voted for “Excellent” and “Average” categories. Though, it is noted that the food presentation should be decorated again to save the area and provide more dishes.

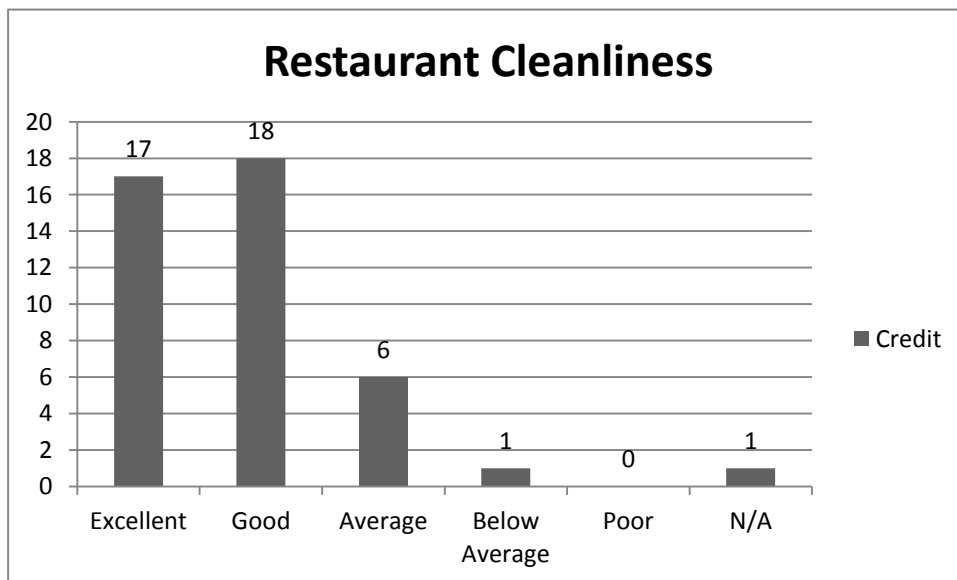


Figure 25: Customers’ opinions about restaurant’s cleanliness

The two best categories share nearly the same number of respondents with 17 people for “Excellent” and 18 people for “Good”. Unfortunately, 6 people ranked the restaurant’s cleanliness as “Average” and one person found it “Below Average”. All the facilities, tables, floors and especially guests’ areas should be checked carefully before serving time.

Overall, the Mangosteen restaurant is covered with purple theme and there are black and white photos about Vietnam in the ancient time on the wall. Kids’ corner is also available and relaxing music is played during whole day. Diners commented that the volume should be smaller and traditional music would create better atmosphere during the meal. The hotel should retain its charm and beautiful ambience plus acquire customers’ opinions for better performance.

4.2.7 Process

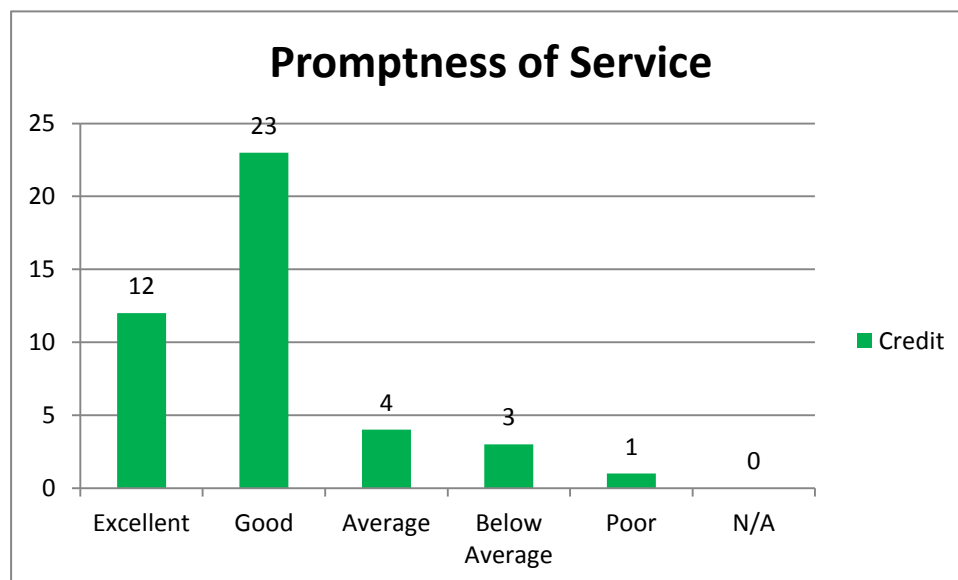


Figure 26: Customers’ opinions about the promptness of service

Even though the customers really satisfied with the hotel staff’s hospitality, there are some minus points in the promptness of service. 12 people marked “Excellent”, 23 people chose “Good”, 4 people voted for “Average”, 3 people selected “Below Average” and one person picked “Poor”. Customers’ feedbacks could be affected because they were served by different waiters or waitresses. Supervision may be required to ensure that the hotel’s staff do the right things in the right ways and enhance their efficiency.



Figure 27: Customers' opinions about the quality of service

One more time “Good” category was ranked the highest with 19 selections and followed by “Excellent” with 12 and “Average” with 8. There might be some different evaluations about the promptness of service but the quality of service is good in general.



Figure 28: Customer Satisfaction about the Gathering buffet

It is clearly observed from the chart that most of the customer satisfied with the Gathering buffet. However, the hotel should never stop improving its product (food & beverages) quality, service quality, staff's skills and the atmosphere as well as apply suitable promotional tools to make the Gathering buffet successful.

4.3 SWOT Analysis

Strengths:

- * Brand: Stemming from prestigious Swiss brand and a five star hotel could ensure the best quality in terms of services. The hotel is also equipped with high quality facilities and nice ambience with delicate music
- * Product: a variety of Vietnamese dishes. Unique decoration with 3 corners featuring 3 outstanding regions. In cooperation with Son Tinh wine – offering a wide range of traditional wine
- * Customer-oriented approach: parents can peacefully enjoy the buffet without worrying about their children. Kids' corner where having a lot of children games and activities to play is available

Weaknesses:

- * The Gathering buffet is a very new concept that lacks of publicity
- * Compare with other competitors, it also lacks of varieties and creativities of dishes
- * PR & Marketing budget is limited to promote this concept
- * Mainly in-house guests

Opportunities:

- * Eating out tendency: 91% eating out from 2-3 times/week
- * Capacity of payment: 22% from VND 1,800,000 – VND 8,000,000
- * Improving lifestyle: high income people occupies 10% , Hanoi's gross domestic product is 4,73% (higher than same quarter last year) (GSO)
- * Traditional value is considered by having time together between family members
- * Development of Internet

Threats:

- * Economic downturn affects people's payment: CPI of 3rd quarter 2012 is 7% (higher 0,3% than 2nd quarter 2012)
- * Direct competitor: a very near restaurant offering the same services & products (Quan Ngon) and it is located only several walk away. Its price is cheaper and varieties are more appealing.
- * Psychological thinking: customers are afraid of going to a 5-star hotel to experience Vietnamese dishes.

5 EVALUATION AND DISCUSSION

The success of this research depends greatly on customers' honesty, recall and willingness to answer the given questionnaires as well as the hotel's revenue in order to cover the cost for staff's training, advertising, sale promotions or sponsor for public events. In addition, the combination of the right leadership, the right attitude, the right strategies and the right skills of the Moevenpick Hotel Hanoi community will also contribute to the success of not only Gathering buffet but other activities and programs of the hotel as well.

The result of the research provided a broader understanding of the market and customers segmentation as well as the right positioning for the buffet program. Moreover, the results also revealed the need of improvement in marketing strategies, as thus proper analysis and promotional tools had already been suggested.

The limitation of this thesis is that the sample size was relatively small which made the finding less accurate.

For the future study, it is recommended that the questionnaires should be conducted frequently during the whole year for the best result and competitor analysis is also required for better understanding of the market.

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LIST OF APPENDICES

CUSTOMER SURVEY

We are grateful for your time together with the Gathering Buffet at Mangosteens restaurant. With the objective of continuously improving the best quality and services, we would love to hear your feedback. We greatly value your comments which help us improve your experience in the coming time.

Occupation:

Age :

Gender :

I. Overview

1. What is your opinion about the menu variety?	<input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Average <input type="radio"/> Below average <input type="radio"/> Poor <input type="radio"/> N/A
2. What is your opinion about the promptness of service?	<input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Average <input type="radio"/> Below average <input type="radio"/> Poor <input type="radio"/> N/A
3. What is your opinion about the quality of service?	<input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Average <input type="radio"/> Below average <input type="radio"/> Poor <input type="radio"/> N/A
4. What is your opinion about the quality of food?	<input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Average <input type="radio"/> Below average <input type="radio"/> Poor <input type="radio"/> N/A
5. What is your opinion about the temperature of food?	<input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Average <input type="radio"/> Below average <input type="radio"/> Poor <input type="radio"/> N/A
6. What is your opinion about the quality of beverage?	<input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Average <input type="radio"/> Below average <input type="radio"/> Poor <input type="radio"/> N/A

<p>7. What is your opinion about the presentation of food/buffet?</p>	<p><input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Average <input type="radio"/> Below average <input type="radio"/> Poor <input type="radio"/> N/A</p>
<p>8. How would you rate our staff's hospitality? (Friendliness, Courtesy, Responsiveness)</p>	<p><input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Average <input type="radio"/> Below average <input type="radio"/> Poor <input type="radio"/> N/A</p>
<p>9. How would you rate our restaurant's cleanliness?</p>	<p><input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Average <input type="radio"/> Below average <input type="radio"/> Poor <input type="radio"/> N/A</p>
<p>10. How satisfied are you with our Sum Vay Buffet?</p>	<p><input type="radio"/> Excellent <input type="radio"/> Good <input type="radio"/> Average <input type="radio"/> Below average <input type="radio"/> Poor <input type="radio"/> N/A</p>

II. Specifics

<p>11. Which dish is the best to your palate at the Sum Vây Buffet? Please let us know why?</p>	<p>..... </p>
<p>12. Which beverage is your favorite one for the desert at Sum Vây Buffet?</p>	<p>..... </p>
<p>13. Which dessert is your favorite one at Sum Vây Buffet?</p>	<p>..... </p>
<p>14. Please provide us more suggestions for improving our services in the coming time.</p>	<p>..... </p>

** N/A: No answer

We very much appreciate your comments and

We are looking forward to welcoming to our hotel soon!

This is appendix 1.

This is appendix 2.