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Development of service quality to enhance customer satisfaction

Case study: Tekla Hotel and Brando Restaurant.

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ABSTRACT

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In the fast growing economy worldwide, the service sector is dominating; in Finland the biggest percentage contributed to national GDP is the service sector with 68%. This will create the opportunity to improve service quality and enhance customers' satisfaction, because customers will always come back if they are happy with the service. So therefore it is important to keep the growth of the company and find a better way to satisfy the customers. In this fast growing economy all businesses are facing competition which is common among hotels and restaurant around Ostrobothnia region. For this reason all restaurant businesses have to find own new strategies to attract customers and make their business outstanding and successful. That is why I choose this topic as my interest. This case study will help in improving the service quality in Tekla hotel and Brando restaurant and will also help grip the existing customer and get new customers.

The aim of the research work is to find out the service quality which will offer an opportunity to know the customers satisfaction. The suggestion of the customers will help solve these problems, in times of what they want and what was not supposed to be there. The theoretical framework will include defining service quality and customer satisfaction. The theory is based on finding a way to get customers satisfied through service quality. The analysis of the empirical studies will be done by using questionnaires to know the level of customer's satisfaction.

1. INTRODUCTION

This research is to find out how to develop the service quality so it will be pleasant to the customers in Tekla Hotel and Brando Restaurant Vaasa, how service quality can satisfy a customer, knowing that one satisfied guest brings in more and an unsatisfied one can easily cause damage to other guest. The most important person is the customer but the question is how to make them happy, which tend to be the most challenging task? That is why most hospitality businesses are moving from a product oriented strategy to a customer oriented strategy, for this reason it is good to maintain service quality that will make the customer come back. In this context, Tekla hotel and Brando Restaurant has flexible working style where the employee can easily adapt to their own suitable way of working, developing service quality standard will help focus on customer needs and desires through their service, by doing this they will keep their customer as long as possible and will attract new ones. According to customer expectation, companies should have more concern about the service they are going to provide and the quality of service, (Kotler and Armstrong 2008, 218).

1.1 Company Profile

Tekla hotel and Brando restaurant is a privately owned business in Vaasa, situated at Palosaari two kilometer away from the city Centre and ten kilometer from the airport. There are 38 functional rooms and other facilities like restaurant, bar, conference Room, sauna and a gym. Tekla hotel and Brando restaurant is known for its reasonable prices according to their customers which were mainly students and workers as well as tourists, the atmosphere is conducive; lunch is served every day and the ala carte attracts food lovers from everywhere including the hotel guest, students are not exempted because of the affordable student price on every purchase made. The brand new ristorante is a section where customers can have nice and quiet meal in spite what is going on around.

(www.hoteltekla.net/eng/In_english.78.html)

There is also wireless internet connection for the guest. In connection to this there is gambling machines and a comfortable place to sit and watch any kind of sport event of choice, Brando gym is a new and large facility which requires no compulsory membership, and also a whole section reserved for ladies who wish to keep fit. It is interesting to conduct this kind of research to develop the quality of service that will enhance customer satisfaction. Identifying customer satisfaction is always difficult without good service quality. The challenges provide motivation to research the topic in other unfold the connections between service quality and happy customer. (www.hoteltekla.net/eng/In_english.78.html)

Working shift:

There were two main shifts morning and evening and three staff work in each shift, one chef in the kitchen and two at the restaurant side, eight-ten employees in total. The staff at the restaurant side task is to check in guests to the hotel and they also work as waiters. About one hundred customers eat lunch there every day.

Hotel room price:

Tekla hotel offers the most affordable room prices per night as follows: Single room 68€/per/ night, Double room 78€-93€/per/ night, Two room's apartment including kitchen 120€ per/ night, Family with two children under age of 12 85€ per/night. (www.hoteltekla.net/eng/In_english.78.html)

Opening hours:

The hotel and restaurant is open from Monday: 06:30-24:00, Friday 06:30-03:00 while Saturday 10:30-03:00 and Sunday 10:30-21:00. The kitchen is open Monday-Friday 11:00-16:00 lunch and A la carte 15:00-22:00, Saturday 11:00-16:00 lunch and A la carte 11:00-22:00 while Sunday 11:00- 16:00 lunch and A la carte 11:00-20:00

(www.hoteltekla.net/eng/In_english.78.html)

1.2 Research Problem

The main point is to develop service quality that enhances customer satisfaction. And the same time find out how the company can improve according to their customer expectation.

The result of this research will be submitted to Hotel Tekla and Brando Restaurant for implementation.

The specific questions are is has follows;

1. How would the service quality be developed? From the perception of the customers.
2. What are the suggestions from the guests on what they want?
3. What will the customers want to change?

1.3 Research Limitation

The language barriers between the research and the customers is a limitation, in which the research language is English, the regular customers were middle aged and old, who find it difficult to express all their opinions in that way they prefer when using English language, for this reason the questionnaires were translated from English to Finnish which takes much of time. However combination of the hotel and restaurant were not an easy task, it could be separate topics, the study could focus on a particular section of the business, for this reason the researcher was unable to explore in a preferred way. It was also difficult to get responses from the hotel guests as much as desired, because most of them are construction worker not so interested in answering the questionnaires.

1.4 Structure of the Study

Chapter one clearly gives the information about the company profile and the purpose of the research with research limitation while chapter two explains the research methodology with reliability and validity and data collection, chapter three illustrate service quality and customers satisfaction and chapter four explains service quality,

chapter five gives general information of a company, chapter six explains gap analysis and chapter seven elaborate on customers satisfaction, chapter eight give information about the research survey while chapter nine rounded the research with conclusion and recommendation and suggestion for further studies.

2 CUSTOMERS SERVICE

2.1 Customer Service

Customer service skill is the ability to create, values are easy to develop and apply, and your success depends largely on your attitude and a willingness to try a new behavior. (Paul .R.Timm et. Al 2000 1-5). According to research Word of mouth is still the best way to attract new customer, to sustain a business, business has to generate positive word of mouth “Advertisement” with great service. People talk to one another about service experience when exceptional out of ordinary, having the best product available and failing to supplement them with positive service experience leads to fewer people will notice the difference between you and your competitors. It is very important to develop a skillful design system, both within the company and in the relationship not only with customers but with suppliers as well. Furthermore, the social dimension, the human relationship aspect is extremely important. The system producing the service will be judged from the behavior and style of the contact personnel and the physical tools and facilities on display. (Richard Normann et. Al 2000.51). Globally the service sector is a booster of every country, businesses are moving from product oriented to customer oriented in order to be successful. They discover that customer is the only reasons why there is production. Theodore Kinni explored the component of service at Disney, how they come together, to be clear about what is meant by service quality which is simply exceed your guest expectation by paying attention to every details of the delivery of your product and services as a result, the fundamental secret of quality service is wiliness to go beyond customer expectation, vowing a customer should be part of everyday service, not once in a while. (Theodore Kinni 2011, 13)

2.2 Customer always right often wrong

It is estimated that twenty to thirty percent of dissatisfied customers is due to their own errors, having unrealistic expectations and believing that the ideology of the customer is always right which make them assume that all problems were caused by the employee or the company instead of accepting their own responsibility rather it was advocated that complaints should be treated in a special way so the customers should not feel cheated. (Armstrong, Kotler.2002, 11). Cleverly companies have adapted to generous policies that empowers the employee with options of making the customer feel right, in order to do that employee need proper training in handling situation rather than blaming the customer to avoid escalating confrontation. It is important to find solutions to any problem as soon as possible when the employee notices unhappy customers. Customers usually use social media as one common tool to fight back and word of mouth. When the company is aware of this, it is necessary to focus on solutions tactically by acknowledging the customer frustration, offers could be used to resolve the problem, the tactic works because it an opportunity to rectify any problem and also show how the company care about their customer by taking them seriously, satisfied customer will always be thankful if the problem is resolved. Customers have different needs, it is important to find a way to meet each need by helping them to maintain reasonable expectations is one easy method. Tactics include find out if it is their first visit, and if it was, then is necessary to pay more attention to their need by explaining how things work in the hotel in a constructive manner, secondly adapting to a service that suit the need of the customers, the rules that suggest treat them the way you want to be treated, this have been upgraded recently to treat customers the way they want to be treated. Knowing the role of customers is never an excuse for poor performance, unhappy customer leads to poor performance from the employee, poor service delivery can come from poor policies and procedure, employer must be aware of the challenges in meeting the need of customers that make them happy. (Jeff Toister 2012, 29)

2.3 Guestology Revealed (knowing and understanding the guest)

Fundamental characteristic of guestology is basically knowing and understanding the customers we are serving. According to the quotation by Walt Disney in organization there is respect for every individual, and all have been respect for the public. Further he says that you do not build it yourself, you know what people want, and you build it for them, (Theodore kiini 2011, 32-38). Knowledge received from guests must be used to create and improve all aspect of the service, from service standard to the smallest details of the service delivery. The basically of two important factors of quality service that enhances customer satisfaction in a research study were demographic and psychographic works.

- a. Demographic is collecting data that shows where the guest comes from, who they are, and how much of money have been spent during visit, how much effect have been put to get to the hotel and restaurant. By doing this, it makes it easier to figure out the potential customers and get to know the missing ones.
- b. Psychographic is aspect that shows their opinions on wants, emotions speaking out their minds about the experiences, there is rewards in good quality or bad quality service, (Theodore kiini 2011, 32-38).

It is very essential for any company to invest in these techniques or finding the best suitable way to conduct surveys, focusing in customers complains through e-mails and feedbacks system would help improve in the service qualities. The knowledge developed from the customers is used to create service standard and adjust the existing plans, in this context Tekla hotel and Brando Restaurant should realize that customers and their expectation are changing frequently which means surveys must be made regularly to adjust service delivery.

3 SERVICE QUALITY

A fundamental element of good quality service is to create one's own oriented purpose. Believing nothing lasts forever, but when the purpose is properly established, it will change only very slowly, evolving over long period of time. Therefore the employees should work to achieve the same goal that clearly defines the expectations of the guest. The secret of common goal starts when hiring a new employee in the business, the common goal should be clearly defined with the beginner orientation, which allows the newly employed staff to know about the existing quality standard. (Theodore Kinni 2011, 13)

First impression matters most, not only to the guest but also to the employee, believing organization which does not comply with this beginner orientation program will simply get the employee who adopt to the working style of I just work here, goals and future of Tekla hotel and Brando restaurant most be clearly stated before all other documentation process, this will enable the staff to be fully aware of the constitution and ethic of the company. It is much easier to keep the existing customers then finding a new one, so therefore the employer and employees should appreciate all customers and treat them with dignity also considering the fact that one unhappy customer tells elven people and those ones tell fifty-five people which estimated sixty-five people, half of those may decide not to return and go to competitor which will cause huge losses for the company in the long run, replacing such customers could be challenging and extra cost to the company, to regain their integrity, at the other hand employee have to understand that the customers pay their salary without them there is no job. (Theodore Kinni 2011.14)

3.1 Challenges in Consistency of Quality Service

Knowing that offering an outstanding customer service can mean the difference between watching potential customers quite literally and walk out of your door, it is a big challenge to get an employee to serve at their highest level in many organizations today, therefore it is very important to investigate why an employee always

deliver bad service or get a complain frequently, it is necessary to find out the root of what is preventing an employee from delivering outstanding service and try to offer some help, could be as a result of stress from own personal life, understanding the fact that many employees have different potential to deliver good service. Here are some obstacles that can prevent the delivery of good service. examples are: difficult boss, process and procedure that do not work, difficult customers, personal attitude and emotions, however many people refer to quality service as common sense which is not so true because it may be difficult to achieve in regular basis, common sense in service is how you see it, understanding the fact that there is no one right way to serve every customer because of their differences in need and want. Consistency is fragile and important in business, to get the loyalty of customers; they need a guarantee of a service frequently. Consistencies of service have to be met in other to deliver good quality service. Currently the ethics of the employees working at Tekla hotel and Brando restaurant is flexible working method, which means employees could work in a way that suits them. For this reason there is need to develop quality strategy that will meet the wide range of customer, also invest sometime in training the employee, the need to encourage good performance and accepting that they can learn from mistakes and improve on it. For this reason it is important to create a service quality standard for the company. (Theodore Kinni 2011, 20-23)

3.1.1 Service Quality Standard

Employees and the manager intend to use this guideline in delivering quality service, Safety and security of the guest should be priority, considering the welfare of the customer which will enable them to have peace of mind while visiting Tekla hotel, this can only be achieved when they come in to a very clean and standard hotel room, well decorated restaurant, hygienic kitchen environment, well presented food, clean gym machines and well organized. Therefore adopting safety standard and enlightening the staff about it, by doing this customer with less self-esteem will feel more comfortable and happy to feel at home from away. (Paul

R.Timm 2010, 1). Courtesy is another aspect of standard quality service by simply treating other as we wish to be treated, every customer is important for the business to grow, without the customers there is no Tekla hotel and Brando Restaurant, respect for the emotions and disabilities and abilities including cultures should be the priorities of the company. Entertainment, there is DJ, Karaoke, reggae night which bring numerous international students to Brando restaurant and bar, however, all this aspect of operations is the factors that put together the service quality standard in this context, improving this part of business by making more advertisement since the location is close to the university and student apartments, could be one way to bring more money to the company. Live bands could also bring people living nearby and interested hotel guests. According to Paul R.Timm great service is about attitude. A service attitude leads to a richer quality of life, not only in the commercial sector. (Paul R.Timm 2010, 1)

3.1.2 Disconnection and obstacle of service quality

It is obvious that many employees compete with each other thinking they deliver better service than other but in reality is not, because when running a background checking it easy to find out the service is not been delivered at the best according to the structure and standard of the company. In this case it could be difficult for employer and employee to understand the room for improvement and development, decision making may contribute to the instability of the service, therefore corporation among works and employer to figure out what effort could possibly affect the business in profitable way. Meanwhile when a company does not realize there is a problem, why to make any changes or when they know there is a problem and too afraid to confront it, means naturally there is an obstacle in delivery outstanding services because of negligence, (Jeff Toister 2012, 29).

3.1.3 Perceived service quality

All these different dimensions that have been mentioned earlier been to calculate the level of total perceive quality, however the perception of a quality service is more complicated, it has to be checked in different dimensions in order the evaluate

perceived quality service. Quality service experience focuses on traditionally on Marketing activities, a perceived quality service is good when the expectations of the customers have been met and exceeded. (Grönroos 2007, 76).

Marketing communication is how the company sells itself to the customers in a win-win situation, the customer gets the expected service and the company makes the expected profit. Word of mouth usually tells about the image of the company, dealing with the public is the most challenging task and probably difficult to control as a result of previous performance. Clarifications of the need and value of the customers has an impact on the expectation of the customer, image plays a crucial role in perceived service quality for this reason customer service should be guaranteed and trustable, high level of promise mean high level of expectation which may lead to disappointment, it is very important to avoid the risk of high promises in service or promotions. Example like advertising a product in an elaborate way to attract the customers in which in real the product level is lower than what has been advertised. Preferably keeping the promise lower and exceed the customer expectations will increase the loyalty and continuity, (Grönroos 2007, 77).

3.1.4 Factors of Technical and Functional quality

Service quality contains two different methods, functional quality is the process and technical quality tells about the end result, technical quality is often evaluated when the customer perceives it and functional quality service is often received and consumed before evaluation. A combination of both methods usually adds value to the customers, because what the customers receive and how they receive it, is based on the evaluation when the transactions end. For example when the technical quality is being handled in a good way, meaning the customer will be satisfied with the handling, where by the functional quality process is bad or time consuming, this may change the customer perception in an unusual way, which may possibly mean that he will underestimate the technical quality that was good because of the bad functional quality. However, the technical and functional quality plays an important role

in service business, customers may however decide to overlook the functional quality, if the technical quality is well packaged, because that was the first thing he perceived. The technical idea was to developing a good quality service at Tekla hotel and Brando restaurant as part of the technical quality that customer perceived. (Grönroos 2007, 73-76).

3.1.5 Total quality management (TQM)

Many companies have recently developed the approach which is use to improve their product, service and processes in the firm, however total quality service is the fundamental requirement of any successful company which values the customer satisfaction, adapting to this concept will enable the company to stay in the competitive market and profitable, quality management should be based on customers want, therefore ignoring the customers need and want will be unprofitable for any company, to overcome the problem of alternative use of return on quality approach (Armstrong, Kotler.2015,11). It is the responsibility of the company to find out a strategy that will benefit them through the use of total quality management, it is important to produce the right product and services to the right customers, (Armstrong, Kotler.2015, 11).

3.1.6 Technical and Functional qualities

An outcome of a service process is an impact of service experience, how the customer is treated or how the service has been delivered to them is clearly a tool of evaluations. It usually not the whole truth, but just a part of quality of service called technical quality process. Functional quality is however the functional dimension that cannot be used as a factor of evaluation like the technical dimension, Customers usually evaluate how the service was received and the experience they got during the whole process, (Grönroos 2007, 73-74)

4 IMAGE OF THE COMPANY

Company image is the most important aspect in service business; it may affect the views and perceptions of the whole service quality, good service provider can influence the image of the company, mistake maybe forgiven when customer notice the positivity. A Regular mistake will destroy the image, negative image has an impact on the company, and even image can be filtered. Bad image does not have a significant role in this research, it was noted that the role of image is important in exploring the service quality. (Grönroos 2007, 74) customers can also be influence by excitement, trustworthiness, reliability, fun, consistency; image is invented in customers through many means which become the perception of quality service, value, and satisfaction. (Valarie, Zeithaml, Bitner 1996, 114-115).

4.1 Earlier Developed Servqual Instrument

According to Leonard Berry and his colleagues who made research on how service quality is perceived by customers and the result of their research was not confirmed, and they decided to develop this instrument in details by using a company, and they use this four aspect of service quality perceptions. However, this characteristic is used to value a good service, which the most important factor in this research studies.

- a. Care and concern. Customers need to trust that service provider is capable of solving his problems when needed.
- b. Problem solving. Customers expect that the service provider is knowledgeable enough to carry out his duties according to expected standard of the company; problem solving is an attribute to technical quality factor.
- c. Spontaneity. Customers wish that the service provider is flexible enough to handle his problem without wasting time on following company ethic.
- d. Recovery. During business transaction, if something goes wrong, customers wishes that there is someone who can possibly handle the situation without any delay. (Grönroos 2007, 83

4.1.1 Determinant and the servqual instrument

In order to determine the reliabilities of on how customers evaluate the quality of service Berry, Parasuraman and Zeithaml expanded their research to find more characteristic has follows

- a. Tangible was evaluated as the facilities, equipment and materials seen and employee appearance.
- b. Reliability means the service was provided as expected by the customer at the first visit, everything went the right way.
- c. Responsiveness customers get helped when is needed and employee gives enough information about the facility and activities in the hotel and restaurant.
- d. Assurance, customers feel safe during his business transaction, which build trust between the employee and the customers.
- e. Empathy means that the company is aware of the customers' problem and ready to help in all possible means and also giving them special attention when needed.

Servqual is an instrument used to measure how customers perceive service quality of an organization. Researcher used it to determine the expectation of the customers on how employee should deliver the service to them and also their experience on how it was delivered. (Grönroos 2007, 84)

5 GAP ANALYSIS APPROACH

A gap analysis method has been developed by Berry and his colleagues to analyze the sources of quality problems which can help companies understand how to improve their service quality.

CUSTOMER

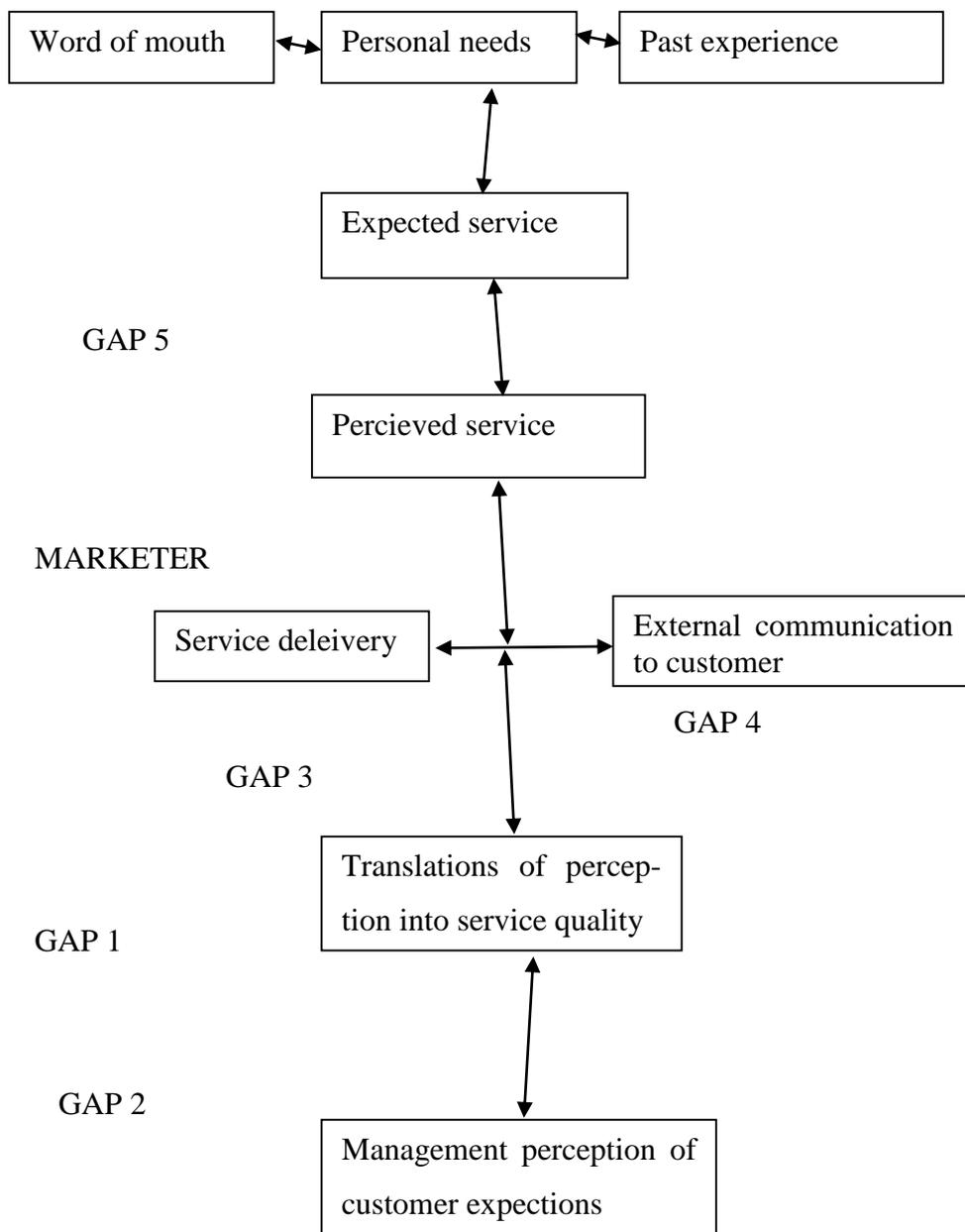


Figure 1: (Grönroos 2007, 114)

The quality gaps analysis outlines the service quality, the upper section shows the customer point of view, and the lower section shows the service provider point of view. An expected service is evaluated by the customer from the past experience

how it has been delivered. Marketing activities indicate the expected service delivery in a strategic way on how the management perceives the service quality determine the actual service delivery. (Grönroos 2007, 115)

Quality gaps are explained in detailed below:

5.1.1 Gap 1 management perception:

The management perceives quality service expectation may not be accurate, because of lack of proper market research to know what their customers' needs are; there are other reasons in the gap as well like non-existent demand analysis, management were unable to interpret customers' expectations, in a matrix company where there maybe stop or changes of information that flow upward from those involved in customer contacts. (Grönroos 2007, 115)

Solution in gap 1

The problem may come from the management of the company because of incompetence which means bad management, changes of management or development of knowledge on the service competition is required, quality service research method on the need of the customers is needed and wishes should be put into consideration. These problems usually do not occur because of lack of skills from the management, but lack of attention on appreciating and observation on better service quality, (Grönroos 2007, 115).

5.1.2 Gap 2 specification of quality

The specification of the service quality is not consistent with management perception of expectation which means that this gap occurs for different reasons, improper planning procedure and goals were not clearly identified from the beginning, there were not enough support and training of the employee from the management, therefore quality service is the most important factor of any company when thinking about the competitive advantages and should be the best priorities of the top management. Cooperation between the management and the service provider is needed in order for customer to perceive the quality of service. Planning from the top without involving the employee should be avoided (Grönroos 2007, 116).

5.1.3 Gap 3 service deliveries

Gap 3 means the expected quality are not met by performance of the delivering the service production process. The reason of it might be that is too strict specification which enables the employee not to except some certain company rules. Example of a situation where by service provider knows that the customer is not getting what he expected and may feel the demands of the customer is justified and could be fulfilled, and he have to follow some certain rule of the company, which will not allow him to deliver the service effectively, this often kill employee motivation for quality service. This may however require changes in supervisory so they are in accordance with the quality specification and training of the employee so they have the knowledge of limitation for performance. Internal marketing system should be also improved and support the quality behavior (Grönroos 2007, 117).

5.1.4 Gap 4 marketing communication

Gap 4 means that the promises made by the marketing communication activities where contradicting the service delivery, at this point there is not effective planning that connect the operational service together, which means inadequate or lack of coordination between traditional internal marketing communication and operation, the consequence of this might be that the customers having high expectations about the promises of service quality, it is very important that planning and production process of marketing communication should collaborate with the employees involved in delivery the service in other not to give false promise to the customers, in this way it will be more authentic and realistic promise, high commitment on what was promise, (Grönroos 2007, 118).

5.1.5 Gap 5 perceived service quality

Gap 5 means that the perceived quality experience is not as expected, this may occur from different dimension like bad word of mouth, negative confirm quality, negative impact on companies image. Due to the gap company may be at risk of losing their potential customers as well as their reputation. It always not negative,

could also be lots of positive too, when a perceive service quality exceeded customers expectation would increase the companies income and benefit their reputations, (Grönroos 2007, 118).

6 CUSTOMER SATISFACTIONS

6.1.1 What is customer satisfaction

The relationship between the customer satisfaction and quality service is close, customer satisfaction is measured when the product and expectation is met and exceeded. If the firm treats their customer well they will realize advantages over their competitor, companies need to think more about customer as investor therefore employees and customers expend resource in other to obtain a benefit with minimum risk. Economic growth is about buyer and seller getting together and creating exchange, discontented buyer is unwilling to repeat a bad experience, therefore economic growth and customer satisfaction is two evidence in competitive market, satisfied customer are more likely to come back and when they don't return means the potential transaction end which lead to excess inventories and unusual service capacity, this will cause layoff and unemployment in this contest.

The only way to succeed is to improve in the business quality and customers satisfaction, however improving in quality will make the customer to pay more and pleasing them by giving discount or lowering price will not in long term benefit the company. Poor quality even if the price is low does not make customer happy, the main reason why anyone will buy low quality product and services is because of the price and depending on economic limitations not preferences (Claes Fornell 1982, 19).

6.1.2 Customer value

This means that the customer goes to where they perceive that is good service quality; here are two major factors of customer values. Total customer value is the overall evaluation of benefit that the customer will get during their transaction with the firm and Total customer cost is the overall cost that the customers expected to incur during the own process of his transaction or why purchasing product or services.

This means that the customers has an opportunity to choose which service they prefer and where they feel comfortable in doing their business, therefore product, service, personnel and image offers more on how they customers value the company. On the other hand customers also evaluate the cost of transaction like monetary cost, time, energy and psychic cost, at the end the customers compares all this factors before making the final decision. Obviously some marketers do not really believe in this theory because customers may decide not to choose a company that offers high delivery value of service for some reasons, as the customers may choose the company with the lowest price, and might think that is just buying the service just once, (Kotler 2001, 20-21).

Companies and customers benefit from every business transaction which make their relationship valuable, also customers are important reference to other and most important customers are the potential ones who use the service regularly, customers values can be improved in many ways like, building of loyalty create value for the relationship between the customers and the service provider, giving the proper information about the company to the customers which they can use or pass to other customers. Companies should not only focus on the profit they make from each customers or get acquainted to them rather focus more on how they can benefit from the customer as reference. Consumer feels more motivated when they have been referenced and feel valued, customers should not feel that they have been taking advantage of; in this context customers receive values by been valuable to the company, (Storbacka, Lehtinen 2001, 35-36).

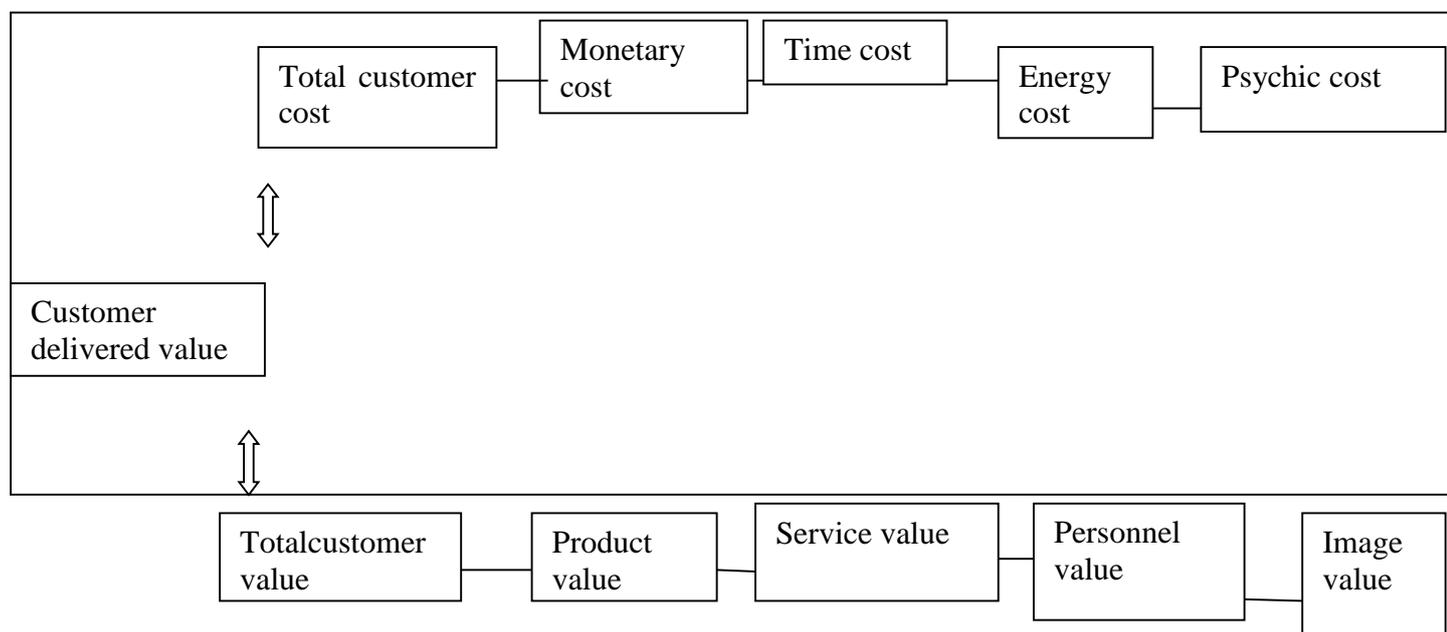


Figure 2: what determines customer's delivery values (Kotler 2001, 20)

6.1.3 What determines customer's satisfaction

Product and service features refers to how customers evaluate the product and service features and the motivational factors of their evaluation which mainly includes facilities, room comfort and how the service has been delivered, company find the most important features and measure the values of customers satisfaction, (Zeithaml, Bitner, Dwayne.2012, 75). Consumer emotions mood and state of mind of the customers at a particular time has a great impact on how they value product and services, at this stage it is valued negative or positive depending on their feelings which increase or decrease their opinions, positive feeling influences the level of satisfaction while negative feeling influence overreactions to some problem that occurs, (Zeithaml, Bitner, Dwayne.2012, 76). Attributions for service success or failure might be that customers expectation about and event was not meet, due to this reason they intend to find out why their expectation is not fulfilled, which make them conclude that the product and services delivered is satisfied or dissatisfied in that contest, not knowing that is was due to customers own failure to comply with that rules and regulation of the company, this has a great influence on

value of customers satisfaction, (Zeithaml, Bitner, Dwayne 2012, 76). Perceptions of equity or fairness it is essential to treat every customers equally, similar prices and service quality is important to be delivered in a reasonable way, (Zeithaml, Bitner, Dwayne 2012, 75). Other customers, family members and co-workers influence the impact of the customer on the satisfaction expected, it is not an individual service, and it covers a wider range of customers which may perceive the service quality, in this case the story of satisfied and unsatisfied customer will be discussed among the family member after the business is over which may influence on larger range of customers. Satisfaction level of service provider can be as a result of reaction of a co-worker or an individual working in some company and on the other hand satisfaction is influence by the co-worker providing good experience and behaving in a good manner that attract the customers.(Zeithaml, Bitner, Dwayne 2012,75).

6.1.4 Factor affecting customer satisfaction

This research is about the quality service functions, companies that offer service should adapt to a strategy that has a great impact on the customer satisfaction. According to Storbacka and Lehtinen CRM, the experience of the customer about service quality is divided in four functions as follows:

Critical factor is the connection between the satisfied customers and quality service are linear in this contest an improve service quality means customers end up been satisfied; it also may be other way round too. Hygiene factors at this point improving in quality does not necessarily mean it has an effect on the customer satisfaction, when it gets to a some certain level which may leads to quick drop in customer satisfaction. But when the expected service quality level is been reached is no longer necessary to focus on the customer satisfaction. Insignificant factor: this factor does not have any significant effect on the decrease or increase in quality in the level of customer opinion on satisfaction. Profile factors: this is the factor that differentiates a company from their competitor in the market in the service field, offering a good

quality service changes the perceptions and satisfaction of the customers. (Storbacka and Lehtinen 2001, 80)

6.1.5 Monitoring customers satisfaction

It is very essential to monitor customers' satisfaction and correct the problem area, in order to gain loyalty which might lead to retention, customers' satisfaction measurement system enables the unhappy customers to write their complaints and the company can see and take the necessary measures, it also helps the company to identify which area of the service quality needs improvement, when the overall changes have been done, the program opens up the channel to inform the customers about the action that has been taken and sending a message to them about your commitment to customers satisfaction.

(www.customerfocusconsult.com/articles/article)

Customer Satisfaction

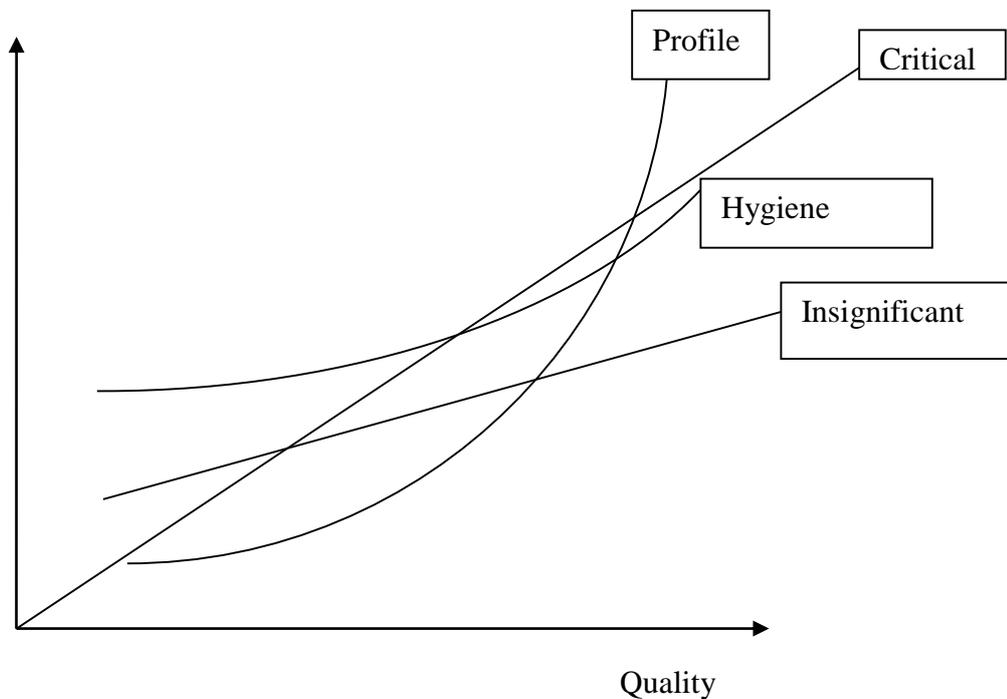


Figure 3: Quality function (Storbacka and Lehtinen 2001, 81)

6.2 Measuring customers satisfaction

The measurement of customers' satisfaction is an aspect of quality management, company must have an established program to measure how satisfied their customers are, most of the dissatisfied customers will not put any effort to complain to the company, they will rather take their business to a competitor, in that contest dissatisfied customers share their disappointment among friends which might cause lots of damage for the company for this reason measuring customers satisfaction is a good program to in compelling improvement and could also be a tool that distinguishes the successful companies from the less successful ones. CRM refer as customers satisfaction measurement and CSP refers to customer satisfaction program is widely used in most companies to know how well the customers are satisfied about their product and services, it is also a tool mostly used to interact with customers after the transaction. (Terry G.Vavra 1995, 152-153.).

6.3 Outcomes of satisfaction and dissatisfaction

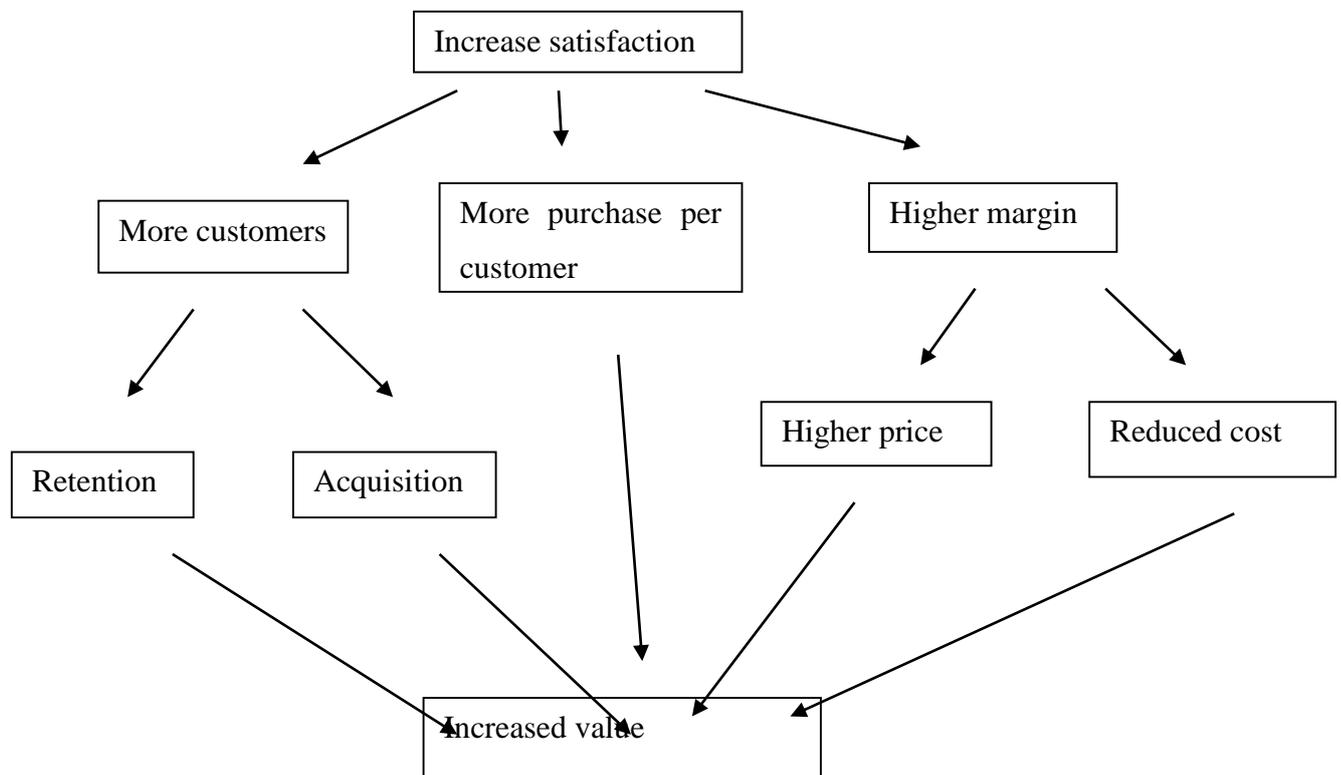


Figure 4: Routes to increase values (Robert East, Malcolm Wright and Marc Vanhuele 2013, 182).

It is very important for a firm to increase their service quality and hence customer's satisfaction, this will be beneficial in the long term for the company, which will add more customers and retaining potential customers, it will also add to purchases per customers that will generate higher profit margin. In this context increase in customers' satisfaction means increase in shareholder values, satisfaction of customers simply predicts the future income of the company, studies show that increase in customers service leads to new customers acquisition through word of mouth.

6.4 Expectation

When customers is prepared for transaction and probably prefer to be treated in a particular way, his expectation is usually based on past experience of the service provider of the company, if his past experience was good, their expectation will be satisfactory and at the other hand if the service was bad they will probably give it another chance. Knowing customer expectation may be challenging for customer service employees, sometime customer may have high expectation. (Paul R. Timm 2001, 67). Grönroos uses the dynamics of expectation which was studied by Jukka Ojasalo and illustrates three different expectations in customer relation, the expectations are stated as follows fussy, explicit, implicit expectations. Fussy expectations often occur when the customers feel that there is need for assistance and do not have a clear understanding of what to do and expecting the service provider to fix the problem, in other words the customer is having a difficult time in need of something and do not know exactly what should be done. The service provider should be capable of solving the fussy of the customer by explicit expectation, which is an opportunity of satisfying the customers. Explicit expectation can be divided into two parts realistic and unrealistic expectations which make the customers have clear minds in the beginning that their expectations will be met, therefore it is very important that the company should be careful of what promises

they make, so the customers do not come with high expectations. So it is very important for the service provider to help the customer adjust the unrealistic to realistic expectations. Implicit expectation refers to the aspect of service that is so obvious to customers that they do not consciously think about but take them for granted as long as they are fulfilled; however it is very important that the service should be design in a way that all customers' expectation is met with overlapping any elements, (Grönroos 2007, 99-101).

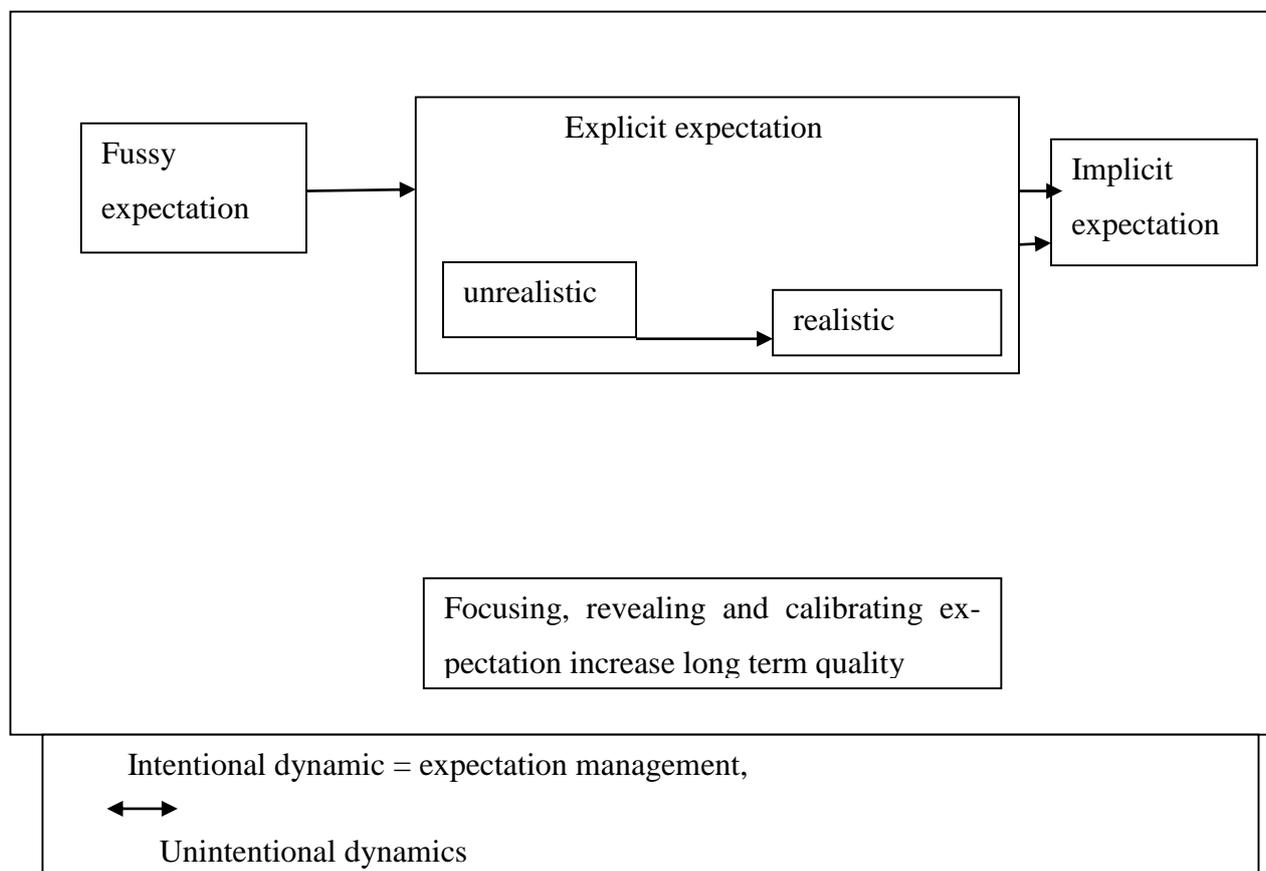


Figure 5: Dynamics model of expectation (Grönroos 2007, 99)

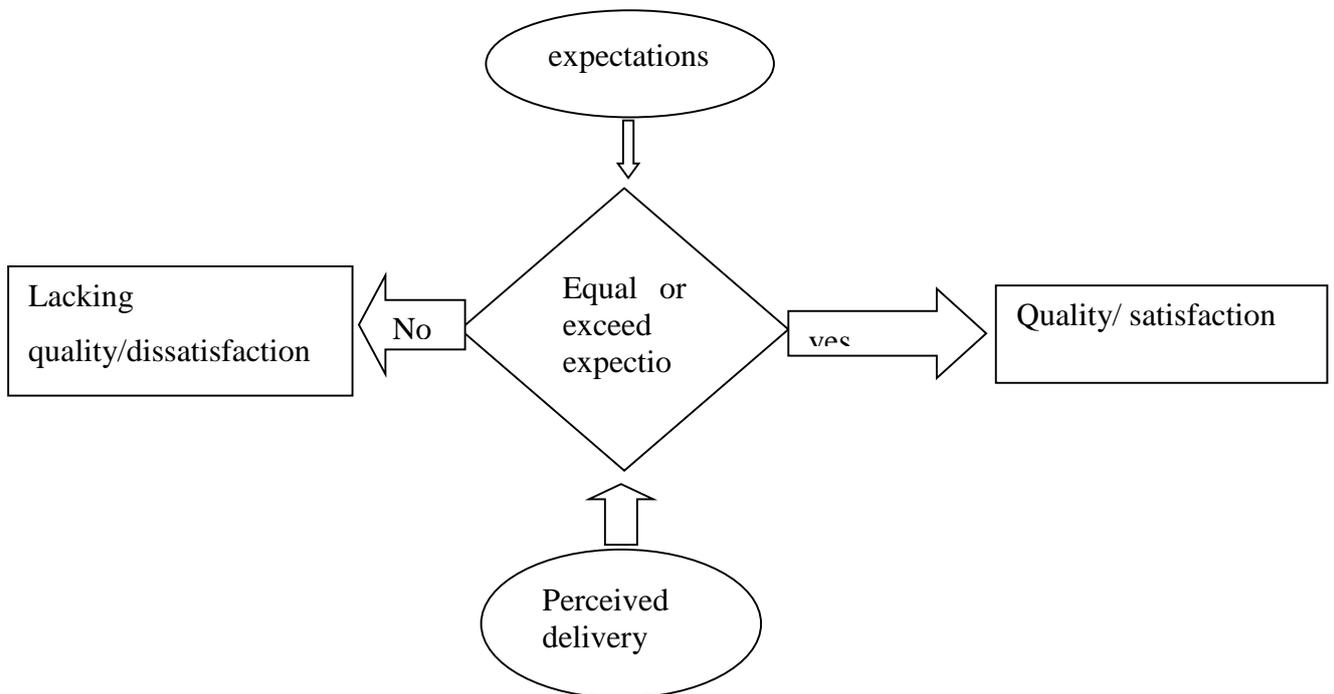


Figure 6: Definition of satisfaction (Terry G.Vavra, 148-151)

6.5 Customer's expectation of service

Service or product quality expectation has been established through experience, so competitors are working hard to create quality services and product, nowadays customers expect more from other aspect of the company as well, examples as follows, the companies cultures, advertisement, sales, word of mouth, all other marketing activities increase the values of the company.

Research also confirm the level of demographic segmentation, has an influence on customers expectation, satisfaction surveys have valued the younger and more influential customers' expectations are high while the older and less influential customers' expectations are low, expectations are dynamic because it differ from person to person. (Terry G.Vavra, 148-149).

6.5.1 Factor that influence customer expectations.

Personal needs depend on what kind of service the customers want, is it high standard or low standard of service quality, this need is in four groups as follows: physical, social, psychological and functional needs, in this contest a customers who prefer to be in a crowdie environment and find himself in a quiet environment will not have the same level of expectation, a customers with social life style will be disappointed when they can't find any social activities included in an hotel or anywhere they are which affect their expectations, some customers are more demanding than other, some are more sensitive that lead to high expectation of service, **lasting customers intensifier** depending on customers how sensitive they really are to service, this leads to what is called **derive service expectation** means an expectation is influenced by other customers or group that choose own favorite place, at the other hand an employee choose her favorite cleaning firm for the company, which means the customers and employee needs are in part by the derive expectation from others on the group, the customers' expectations are intensified because they all expect something as individual but the one who take responsibility answer to all that receive the service, in this context customers are derive by their own needs and expectation, employer expect the employer to deliver quality service and employee also expect the employer to pay salary and provide good working materials and create conducive working environment, another service expectation is personal philosophy in which the customer himself have been in same business or working as a service provider, this may advance the level of personal philosophy of service, customers expectation about the service provided will be intensified. (Alan Wilson, Valarie,Zeithaml, Bitner Gremler 2012, 57-58).

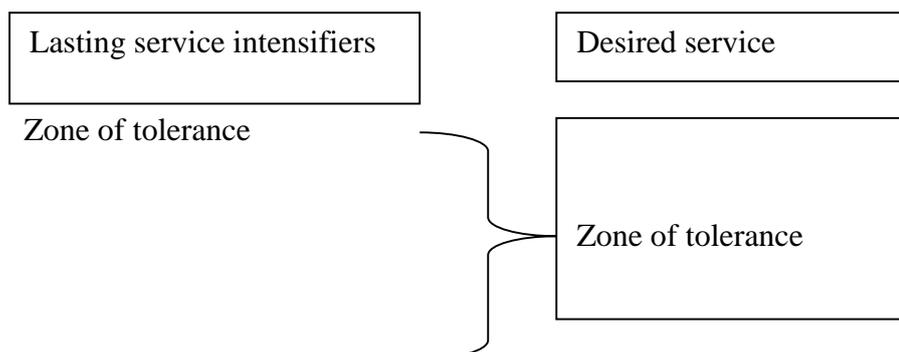




Figure 7: Factor that influence desired service, (Alan Wilson,Valarie,Zeithaml,Vitner Gremler 2012,57).

7 RESEARCH METHODOLOGY

In this service quality and customer satisfactory research, quantitative method will be used for the customers in ensuring the reliability and validity of the result and survey will be conducted with the employees who will make it easier to understand how things are and get authentic information from them. Quantitative method included questionnaire and it makes it easier to collect data from customers for analysis.

a. Reliability and validity of the research

The research has to be examined in every phase based on validity and reliability that include the questionnaire form, collection of data, concrete analysis, and procedure. Validity of the research is to measure the observed result which should be close or correct with the original result in most cases not as it should be, which leads to the important conceptual point, where more validity measures alternatively to smaller valid measure. Also observed that valid measures are believed to be reliability and the random error is limited. Reliability research is consistency of measures. In connection to my research a questionnaire was use for data collection to solve the research problem and show the reliability of the results. Questionnaire was well designed with the cooperation of the staff. The layout was made in an easy way for the respondents to answer and give their opinions. However the research is reliable because all the questions were answers and additional comment was made. (Ghauri, Kjell 2005, 80-81).

b. Data Collection

After the research plan was made, the next stage was data collection; the researcher is expected to use the right source of data collection with the accordance to their

research study. However, there were two methods of collecting data, first the primary data which includes observation, experiment, surveys or interviews. There are advantages in the use of primary data collection, for example like taking information directly from the research is more reliable. Primary data collection may take longer period of time to collect. The second alternative is secondary data collection which is much easier in this context because it is used to collect information that will solve our research problem. Secondary data provide information that has been used for different purposes which may include negative or positive information in which the idea of the information may be different. Advantages of using secondary data is saving time and money, which mean the research do not need so much effort than go to the library and find a source for utilization. It also help the researcher to understand the research study better. (Ghauri, Gronhaug 2005, 91-103). In this research study, data were collected by questionnaires from the customers of Tekla hotel and Brando restaurant. This data collecting system is widely used among private and public organizations, the questionnaires were made in a way that suits the research study, which was distributed to the customers and the question was answered, as mentioned earlier, there are many benefit in using data collection system because the respondents have enough time to read through and respond or give their opinions and possibly make a recommendation.

8 THE RESULT OF CUSTOMER'S SATISFACTION SURVEY

The questionnaires were given to sixty customers who included: Tekla hotel guest and Brando restaurant customers. The questionnaire was distributed to the hotel guests when they came in and to the restaurant customers in the same way because I know that they have relevant information that will help me in developing the service qualities. The receptionist makes the questionnaire distribution easier. I had to wait two months to get the response to the questionnaire. I was also working hand in hand with the receptionist to speed up the process because January has been a slow period in the hotel and restaurant, I waited for that long to collect that much answers in order to have a concrete evaluation of my research. All together one

hundred questionnaires were printed and I decided to stop at sixty because that is enough for my research which means 60% of the total respondents were used for a critical analysis of my research project. However, 19 customers responded at the hotel while 41 respondents from the restaurant collectively. A copy of the questionnaire that was sent can be found in the appendix. The analysis of the responses to the questionnaire is below:

Figure 8: Age group and city of residence

Figure 8, shows the age groups of the respondent and place of residence. The result is as follows: It was clearly illustrated that estimated 36 respondents between the age group 20 – 70 above resided in Vaasa area while 13 respondents were from other place in Finland, 6 respondents 20 – 60 years and resided in Helsinki area and 6 respondents were from Tampere area. This means that the age group 20-35 years patronizes Tekla hotel and Brando restaurant regularly and the respondents are resided in Vaasa area, I agree with this result because the business is located at the university area, the other respondents are basically hotel guest who travel for business purposes.

Figure 8: Age city of residence cross tabulation

Count		City of residence				Total
		Helsinki	Vaasa	Tampere	other places	
Age	20–25	1	16	0	7	24
	26–35	4	9	5	4	22
	46–60	0	2	0	0	2
	46–60	1	8	0	1	10
	70 Above	0	1	0	1	2
Total		6	36	5	13	60

Figure 9: Age how often do you visit Tekla hotel cross tabulation.

Count

		How often do you visit Tekla Hotel						Total
		once a month	Twice a month	once a week	twice a week	Daily	other comment	
Age	20–25	4	1	2	1	2	14	24
	26–35	3	1	2	6	0	10	22
	46–60	0	1	1	0	0	0	2
	46–60	3	0	1	3	0	3	10
	70 above	0	1	0	0	0	1	2
Total		10	4	6	10	2	28	60

Figure 9, shows the frequency of visit to Tekla hotel and the age group, the result as follows: 28 respondents have other comment, means that the respondents visited Tekla hotel at their own time which is not included in the answer options or it could be that they are restaurant customers however, 10 respondents visited twice a week, 10 respondents visited once a month and 6 respondents visited once a week, 4 respondents visited twice a month and 2 respondents visited daily. This means that the respondents between the ages group 20-35 years visited the hotel more frequently.

Figure 10: Gender how often you visit Brondo restaurant cross tabulation.

Count

		How often do you visit Brondo Restaurant						Total
		once a month	Twice a month	once a week	Twice a week	Daily	other comment	
Gender	male	12	6	4	7	6	12	47
	Female	2	1	1	2	2	5	13
Total		14	7	5	9	8	17	60

Figure 10: Gender and frequency of visit

Figure 10, shows the gender and frequency of visit to Brondo restaurant. The result is as follows: It is clearly shown that 47 respondents are male and 13 respondents are female, 12 male respondents visited the restaurant once a month, 6 male respondents visited twice a month, 7 male respondents are twice a week and 6 male respondents are daily, 12 male respondents are other comment while 5 female respondents are also other comment, 2 female respondents visited once a month, 2 female respondents visited twice a month, 2 female respondent visited daily, 1 visited twice a month and 1 visited once a week. This means that male respondents visited Brondo restaurant frequently and the respondents who answers other comment have not visited Brondo restaurant, however it shows they are Tekla hotel guests.

Figure 11: Gender general cleanliness of Tekla hotel and Brondo restaurant cross tabulation.

Count		General cleanliness of Tekla hotel and Brondo restaurant					Total
		strongly disagree	somewhat disagree	neutral	somewhat agree	strongly agree	
Gender	male	9	9	16	7	6	47
	Female	3	1	5	2	2	13
	Total	12	10	21	9	8	60

Figure 11: General opinions on cleanliness

Figure 11, illustrates the opinions of the respondents about the general cleanliness of Tekla hotel and Brondo restaurant and the result is as follows: The five option answers were, “strongly disagree, somewhat disagree, neutral, somewhat agree, strongly agree” 9 male respondents strongly disagreed, 9 male respondents somewhat disagreed, 16 male respondents are neutral, 7 male respondents somewhat agreed while 6 male respondents strongly agreed with the claims 3 female respondents strongly disagreed, 1 female respondents somewhat disagreed, 5 female

respondents are neutral, 2 female respondents somewhat agreed and 2 female respondent strongly agreed with that claims. This means that the result clearly shows that the general cleanliness did not meet the respondents' expectation and the respondents that answered neutral in my opinion want to be polite or they were ok with the cleanliness.

Figure 12: City of residence general cleanliness of Tekla hotel and Brando restaurant cross tabulation.

Count

		General cleanliness of Tekla hotel and Brando restaurant					Total
		strongly disagree	somewhat disagree	neutral	somewhat agree	strongly agree	
City of Residence	Helsinki	0	2	2	2	0	6
	Vaasa	8	5	14	6	3	36
	Tampere	1	2	1	0	1	5
	other places	3	1	4	1	4	13
Total		12	10	21	9	8	60

Figure 12, shows respondents city of residence and opinions about the cleanliness of Tekla hotel and Brando restaurant, the result of the research is as follows: 36 respondents are from Vaasa area, 6 respondents are from Helsinki, 5 respondents are from Tampere area, 13 respondents are from other places in Finland, however, this result clearly shows that 14 respondents are neutral which estimated the Strongest values of responses, this means that respondents were not satisfied with the claims. It shows clearly that the respondent from Vaasa area has the highest values of responses, respondents from Helsinki and Tampere suggested the areas of improvement which will be mention later at the suggestion section.

8.1.1 The employees were polite

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.6	1.7	1.7
	Somewhat disagree	1	1.6	1.7	3.3
	Neutral	11	17.5	18.3	21.7
	Somewhat agree	26	41.3	43.3	65.0
	Strongly agree	21	33.3	35.0	100.0
	Total	60	95.2	100.0	
			100.0		

Figure 13: The employees were polite.

It is important to know the behavior of the receptionist, because first impression matter most in every service sector, however, the respondent was satisfied with the greeting when they came in and it was two respondents who was not satisfied; the respondents were asked the question. “The employees were polite” the answer options are as follows: strongly disagree, somewhat disagree, neutral, somewhat agree, strongly agree. The result of the response is presented below.

Figure 13, shows the expectations and perceptions of the respondents. 43.33 percent of the respondents somewhat agreed that the employee were polite and 35 percent of respondents strongly agreed with the claim while neutral is 18.33 percent of respondent somewhat disagreed is 1.67 percent and strongly disagreed is 1.67 percent respondents, this means that the result of the respondents is positive about the employee, but this study is to find out what the expectations and the perceptions of the respondents that is paying attention to the lowest result.

8.1.2 The receptionist handled my bookings perfectly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat disagree	1	1.6	1.7	1.7
	Neutral	16	25.4	26.7	28.3
	Somewhat agree	18	28.6	30.0	58.3
	Strongly agree	25	39.7	41.7	100.0
	Total	60	95.2	100.0	
			4.8		
			100.0		

Figure 14: Handling of bookings

Respondents were asked the questions. The receptionist handled my bookings perfectly” four alternatives were: strongly disagree, somewhat disagree, neutral, somewhat agree, strongly agree. The result of the response is shown below. According to Figure 14, it is clearly shown that the majority of the respondents are positive with the claim that the receptionist handled their booking perfectly, which accounted for 41 percent who respondents strongly agree and 30 percent of the respondents somewhat agree. 26.67 percent of the respondents are neutral while 1.67 percent of the respondents somewhat disagree, all the customers responded to claims.

8.1.3 I got enough information from the receptionist about the hotel facilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	30	47.6	50.0	50.0
	Strongly disagree	8	12.7	13.3	63.3
	Strongly agree	22	34.9	36.7	100.0
	Total	60	95.2	100.0	
			4.8		
			100.0		

Figure 15: Enough information

It is important to know how professional and willingness of the staffs to give more than expected in all situations. The question was asked “the receptionist handled my bookings perfectly” four alternatives were: strongly disagree, somewhat disagree, neutral, somewhat agree, strongly agree. The result of the response is shown below. Figure 15, indicates the respondent attitude and expectations towards this claims and the result of the study is as follows. 50 percent of the respondents were neutral and 36.67 percent of the respondents strongly agree while 13.33 percent of the respondents strongly disagree with the claims, which means that a higher percent of the respondents are not happy with the information they got about the hotel facilities.

8.2 I was satisfied with the opening hours in the restaurant

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	8	12.7	13.3	13.3
Somewhat disagree	6	9.5	10.0	23.3
Neutral	23	36.5	38.3	61.7
Somewhat agree	7	11.1	11.7	73.3
Strongly agree	16	25.4	26.7	100.0
Total	60	95.2	100.0	
		4.8		
		100.0		

Figure 16: Opening hours

To know the satisfaction level of the opening hours scheduled by the restaurant, the question was asked: “I was satisfied with the opening hours in the restaurant” five alternatives were: strongly disagree, somewhat disagree, neutral, somewhat agree, strongly agree. The result of the response is shown below. Based on Figure 16, shows the opinions of the respondents regarding the opening hours of the restaurant, 38.33 percent of the respondents were neutral 26.67 percent of the respondent were strongly agreed, 13.33 percent strongly disagree, 11.67 somewhat agreed while 10 percent of the respondents somewhat disagreed, this means that the hotel guest which usually goes up early wants his/her breakfast as early as possible before he/she departs to his/her various destinations also from the suggestion given some of the respondent will like the restaurant to be open until midnight.

8.2.1 The employee spoke clearly

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly what Disagree	2	3.2	3.3	3.3
Somewhat Disagree	5	7.9	8.3	11.7
Neutral	16	25.4	26.7	38.3
Somewhat agree	16	25.4	26.7	65.0
Strongly Agree	21	33.3	35.0	100.0
Total	60	95.2	100.0	
		4.8		
		100.0		

Figure 17: The employee spoke clearly

It is important to know how the professionalism of the employees was. The question was asked, “The receptionist handled my bookings perfectly” five alternatives were: strongly disagreed, somewhat disagreed, neutral, somewhat agreed, strongly

agreed. The result of the response is shown below. Figure 17, shows the perception and expectation of the respondents, here is the follow result: 35 percent of the respondents strongly agreed, 26.67 percent of the respondents somewhat agreed, 26.67 percent of the respondents neutral while 8.33 percent of the respondent somewhat disagreed and 3.33 percent of the respondents strongly disagreed with the claims. This means that the result of this study is positive and attention should be payed to the lowest result too.

8.2.2 From your overall experience of service in Tekla hotel and Brando restaurant will you come back?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	2	3.2	3.3	3.3
	Maybe	10	15.9	16.7	20.0
	Yes	48	76.2	80.0	100.0
	Total	60	95.2	100.0	
			100.0		

Figure 18: loyalty of the customers

After evaluating the satisfaction of the customers based on every aspect of the service they received, the total experience while staying in the hotel and dining at the restaurant, respondents were asked the question: “From your overall experience of service in Tekla and Brando restaurant will you come back?” the options was: Yes, Maybe, No. All the respondents replied to the question, for that reason there were missing value. The result of the responses as follows. Based on Figure 18, clarifies the pleasant degree of the respondent toward the service quility of Tekla hotel and Brondo restaurant. It seems that the respondent are quite positive about the overall service experience they received, when the result of the study shows 80 percent of the respondents answered Yes,16.67 percent of the respondents answered Maybe and 3.33 percent of the respondents answered No.With this result I am confused

that even if there is more to improve, most of the customers are still loyal, from the table 2 respondent answered No and 10 respondent answered Maybe, the responses answered from the customers who use both the hotel and restaurant, however, respondents were also asked if they will recommend the hotel and restaurant to friends estimated 3.5 percent of the respondents answered No while estimated 9.5 percent of the respondents were Maybe, 47.5 percent of the respondents answered Yes, this means that the respondents with lower values will not recommend the hotel and restaurant to friends, but respondents did not give any reason why they will not recommend the hotel and restaurant, it might be as a result of the previous analysis about the cleanliness of the Tekla hotel and Brando restaurant.

8.2.3 The interior decoration at Tekla hotel and Brando restaurant was good.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	4.8	7.75	5.0
	Somewhat disagree	8	12.7	23.9	18.3
	Neutral	22	34.9	31.3	55.0
	Somewhat agree	16	25.4	28	81.7
	Strongly agree	11	17.5	18.3	100.0
Total		60	95.2	100.0	
			4.8		
			100.0		

Figure 19: The interior decoration

To know the customers perception and opinions about the decoration at the restaurant, the question was asked, “The interior decoration was good” and the five alternatives were: strongly disagreed, somewhat disagreed, neutral, somewhat agree, strongly agreed, the result of the response is below. Based on Figure 19, the evaluation of the study is as follows: 7.75 percent of the respondents strongly disagreed, 23.9 percent of the respondents somewhat disagreed, 31.3 percent of the respondents are neutral and 28 percent of the respondents somewhat agreed,

estimated 18 percent of the respondents strongly agreed. This means that the values of the dissatisfied respondents are high, I agree with the result because the own place need renovation, the interior decoration has been the same over a long period.

8.2.4 The light in the restaurant was good

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	9.5	10.0	10.0
	Somewhat Disagree	3	4.8	5.0	15.0
	Neutral	12	19.0	20.0	35.0
	Somewhat Agree	25	39.7	41.7	76.7
	Strongly Agree	14	22.2	23.3	100.0
	Total	60	95.2	100.0	
			4.8		
			100.0		

Figure 20: The light in the restaurant

It is important to know customers perception of the light in the restaurant. Respondents were asked, the light in the restaurant was good. The five alternative answers were: strongly disagreed, somewhat disagreed, neutral, somewhat agreed, and strongly agreed. The result is shown below. Based on figure 19, the result of the study is as follows: 41.67 percent of the respondents somewhat agreed. 23.33 percent of the respondents strongly agreed. 20 percent of the respondents neutral, 10 percent of the respondents strongly disagreed. 5 percent of the respondents somewhat disagreed with the claims. This means the level of the respondents who were not satisfied with the claims was high; the result clearly shows that the light in the restaurant was dark and suggested it could be brighter.

8.2.5 Overall the music was good

	Fre- quency	Percent	Valid Per- cent	Cumulative Percent

Valid	Strongly Disagree	2	3.2	3.3	3.3
	Somewhat Disagree	3	4.8	5.0	8.3
	Neutral	21	33.3	35.0	43.3
	Somewhat Agree	24	38.1	40.0	83.3
	Strongly Agree	10	15.9	16.7	100.0
	Total	60	95.2	100.0	
			4.8		
			100.0		

Figure 21: The music was good

It is important for restaurant to have a relaxing atmosphere and good music also with volume of music kept at the minimum level. For this reason respondents were asked the question. “Overall the music was good”. The five answer options were. Strongly disagreed, somewhat disagreed, neutral, somewhat agreed, strongly agreed. The result is shown below. Figure 21, shows the overall perception of the customer opinions about the music type. The study clarifications level is as follows: 40 percent of the respondents somewhat agreed. 35 percent of the respondents are neutral. 16 percent of the respondents strongly agreed. 5 percent of the respondents somewhat disagreed. 3.33 percent of the respondents strongly disagreed. This means that more than average respondents were satisfied with the music and lower percent of the respondent were dissatisfied because they will prefer some other type of music in the restaurant.

8.2.6 The employees were patient when taking my order.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	15	23.8	25.0	25.0
	Somewhat agree	16	25.4	26.7	51.7
	Strongly agree	29	46.0	48.3	100.0

Total	60	95.2	100.0
		4.8	
		100.0	

Figure 22: The employees were patient.

It is important to know the opinion about the behavior of the employee, for this reason the respondents were asked. “The employee was patient when taking my order. There were five alternatives; the five answer options were. Strongly disagreed, somewhat disagreed, neutral, somewhat agree, strongly agree. The result is shown below. The respondents were given five answer options which are: strongly disagreed, somewhat disagreed, neutral, somewhat agreed, and strongly agreed. 48.33 percent of the respondent strongly agreed. 26.67 percent of the respondent somewhat agreed. 25 percent of the respondents are neutral. This means that it is true that the employee were patient when taking their orders. However, the respondents also agreed that their food order was correct and complete and 1.7 percent of the respondents strongly disagreed with the claim, the analysis shows that 99 percent of the respondents are satisfied with the service and I agree with them, however, it is impossible to please every customers in service business, for this reason, the result is excellent.

8.2.7 My food was served hot

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	16	25.4	26.7	26.7
	Somewhat Agreed	18	28.6	30.0	56.7
	Strongly Agreed	26	41.3	43.3	100.0
	Total	60	95.2	100.0	

		4.8	
		100.0	

Figure 23: My food was served hot

It is important to know the opinion about the behavior of the employee, for this reason the respondents were asked. “My food was served hot. Three answer options were. Neutral, somewhat agreed, strongly agreed. The result is shown below. Figure 23, shows 43.33 percent of the respondents strongly agreed. 30 percent of the respondents somewhat agreed. 26.67 percent of the respondents neutral. This means that the food was served hot

8.2.8 My food was served fresh

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.6	1.7	1.7
	Somewhat Disagree	2	3.2	3.4	5.2
	Neutral	15	23.8	25.9	31.0
	Somewhat Agree	14	22.2	24.1	55.2
	Strongly Agree	26	41.3	44.8	100.0
	Total	60	92.1	100.0	
			7.9		
			100.0		

Figure 24: My food was served fresh

It is important to know the opinion of the customers about the quality of food ingredient served, for this reason the respondents was asked. “My food was served fresh. The five answer options were. Strongly disagreed, somewhat disagreed, neutral, somewhat agreed, strongly agreed. The result is shown below.

Figure 24, shows 44.83 percent of the respondents strongly agreed, 24.14 percent of the respondent somewhat agreed and 25.45 percent of the respondents are neutral while 3.45 percent of the respondents somewhat disagreed, 1.72 percent of the respondents strongly disagreed. This means that if almost half of the respondents

strongly agreed that the food is served fresh, the restaurant has to focus more on the how the food could meet the expectation of the customers.

8.2.9 The quality of the food is excellent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly Disagree	3	3.2	3.4	3.4
	Somewhat Disagree	3	4.8	5.2	8.6
	Neutral	14	22.2	24.1	32.8
	Somewhat Agree	16	25.4	27.6	60.3
	Strongly Agree	23	36.5	39.7	100.0
	Total	60	92.1	100.0	
			7.9		
			100.0		

Figure 25: Quality of food

It is important to know the opinion of the customers about the quality of food ingredient served, for this reason the respondents were asked. “The quality of food is excellent”. The five answer options were. Strongly disagreed, somewhat disagreed, neutral, somewhat agreed, strongly agreed. The result is shown below.

Figure 25, clearly shows that the majority of the respondents were satisfied with the quality of the food and study result is as follows: 39.66 percent of the respondents strongly agreed. 27.59 percent of the respondent somewhat agreed. 24.14 percent of the respondents are neutral. 5.17 percent of the respondents somewhat disagreed. 3.45 percent of the respondents strongly disagreed. This means that the percentages of the respondents that do not agree with the claims are still high and should be taken into consideration.

8.2.10 The portion size was satisfactory

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.6	1.7	1.7
	Somewhat Disagree	4	6.3	6.9	8.6
	Neutral	18	28.6	31.0	39.7
	Somewhat Agree	21	33.3	36.2	75.9
	Strongly Agree	14	22.2	24.1	100.0
	Total	60	92.1	100.0	
			7.9		
			100.0		

Figure 26: portion size of food

To know if the customers were satisfied with the food portion size, the question was asked. “The portion size was satisfactory” the five answer options were: Strongly disagreed, somewhat disagreed, neutral, somewhat agreed, and strongly agreed. The result is shown below.

Figure 26, illustrates that majority of respondents was satisfied with the portion size of the food as follows: 36.21 percent of the respondent somewhat agreed. 24.14 percent of the respondents strongly agreed. 31.03 percent of the respondents are neutral. 6.90 percent of the somewhat disagreed. 1.72 percent of the respondents strongly disagreed. This means that the food portion size was good while the respondents with lower value were contraction worker who eat larger portion of food.

8.2.11 There was a comfortable atmosphere in the restaurant

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat Disagree	5	4.8	5.2	5.2
	Neutral	17	27.0	29.3	34.5

Somewhat Agree	22	34.9	37.9	72.4
Strongly Agree	16	25.4	27.6	100.0
Total	60	92.1	100.0	
		7.9		
		100.0		

Figure 27: comfortable atmosphere

It is important to know that the customers were comfortable dining in the restaurant, for this reason the question was asked. “There was a comfortable atmosphere in the restaurant”; the five answer options were: Somewhat disagreed, neutral, somewhat agreed, and strongly agreed. The result is shown below.

Figure 27, shows the comfort in the restaurant. 37.92 percent of the respondents somewhat agreed. 27.59 percent of the respondents strongly agreed. 29.31 percent of the respondents are Neutral. 5.17 percent of the respondents somewhat disagreed. This means that the atmosphere in the restaurant was comfortable; however, the lower percentage of respondents comment on the smoking area in the restaurant should be protected for good ventilation.

8.2.12 I waited for too long before I receive my order

	Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid Strongly Disagree	7	7.9	8.6	8.6
Somewhat Disagree	9	14.3	15.5	24.1
Neutral	13	20.6	22.4	46.6
Somewhat Agree	13	20.6	22.4	69.0
Strongly Agree	18	28.6	31.0	100.0
Total	60	92.1	100.0	

		7.9	
		100.0	

Figure 28: I waited for too long before my order was received

Customers have to wait for so long in some restaurant before they get their order, for this reason the claims was made.;" I waited for so long before I receive my order" The five alternatives answer were; Strongly disagreed, somewhat disagreed, neutral, somewhat agreed, strongly agreed. The result is below.

Figure 28, shows higher percentages of respondents waited for too long before for order, the result is as follows: 31.03 percent of the respondents strongly agreed. 22.41 percent of the respondents somewhat agreed. 22.41 percent of the respondents are neutral. 15.52 percent of the respondents somewhat disagreed. 8.62 percent of the respondents strongly disagreed. This means that more than average percent was satisfied. I also agreed with the lower percentage because of the insufficient chef in the kitchen at the busy period.

8.2.13 The menu has varieties of items

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	17.5	19.0	19.0
	Somewhat Disagree	9	14.3	15.5	34.5
	Neutral	17	27.0	29.3	63.8
	Somewhat Agree	15	23.8	25.9	89.7
	Strongly Agree	6	9.5	10.3	100.0
	Total	60	92.1	100.0	
			7.9		
			100.0		

Figure 29: Menu varieties

Respondents were asked the question. "The menu has varieties of item" the five answer options were: Strongly disagree, somewhat disagreed, neutral, somewhat agreed, and strongly agreed. The result of the responses presented below.

Figure 29, shows the result of the as follows: 29.31 percent of the respondents are neutral. 25.86 percent of the respondents somewhat agreed. 10.34 percent of the respondents strongly agreed. 18.97 percent of the respondents somewhat disagreed. 15.52 percent of the respondents somewhat disagreed. This means that the percentages of the dissatisfied respondents are high, there was something missing in the menu and the suggestion was mentioned.

8.2.14 Availabilities of sauces, utensils and napkin was good

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	6	6.3	6.9	6.9
Somewhat Disagree	2	3.2	3.4	10.3
Neutral	22	34.9	37.9	48.3
Somewhat Agree	15	23,8	25,9	74.1
Strongly Agree	15	23,8	25.9	100.0
Total	60	92.1	100,0	
		7.9		
		100.0		

Figure 30: Availabilities of sauces, utensils, and napkin.

Respondents were asked the question. “Availabilities of sauces, utensils and napkin were good” the five alternative answers were: Strongly disagree, somewhat disagree, neutral, somewhat agree, strongly agree. The result of the responses presented below. Figure 30, shows the majority of the respondents agreed with the claims and the result are as follows: 37.93 percent of the respondents are neutral. 25.87 percent of the respondents somewhat agreed. 25.87 percent of the respondent strongly agreed. 3.35 percent of the respondents somewhat disagreed. 6.90 percent of the respondents strongly disagreed. This means that high percentage of the respondents agreed with the claims.

8.3 There was enough beverage choices on the list

		Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid	Somewhat disa- gree	4	3.2	3.4	3.4
	Neutral	21	33.3	36.2	39.7
	Somewhat agree	21	33.3	36.2	75.9
	Strongly agree	14	22.2	24.1	100.0
	Total	60	92.1	100.0	
			7.9		
			100.0		

Figure 31: There was enough beverages choice on the list

To know if there is something the customers would like to have on the beverage list, the respondents were asked. “There was enough beverage choice on the list” the four answer options: strongly disagree, neutral, somewhat agree, strongly agree. The result of the responses is presented below. Figures 31, shows 36.21 percent of the respondents are neutral. 36.21 percent of the respondents somewhat agreed. 24.14 percent of the respondent strongly agreed. 3.34 percent of the respondents somewhat disagreed respectively. This means that the majority of the respondents agreed with the claims and the respondents who do not agree recommended what was missing from the list, respondents recommendation will be find in the suggestion page.

8.3.1 The payment process was quick

	Fre- quency	Percent	Valid Per- cent	Cumulative Percent
Valid Somewhat disa- gree	3	1.6	1.7	1.7
Neutral	15	23.8	25.9	27.6
Somewhat agree	18	28.6	31.0	58.6
Strongly agree	24	38.1	41.4	100.0
Total	60	92.1	100.0	
		7.9		
		100.0		

Figure 32: Payment process was quick

It is important to know the opinion about the behavior and speed of the staff at the restaurant. “For that reason respondents were ask. The payment process was quick” the four alternative answers were: Strongly disagree, neutral, somewhat agree, strongly agree. The result of the response is presented below. Figure 32, is based on reliability of the service, the restaurant claim the payment process was quick, however, research result shows the majority of the respondents agree and was satisfied with the process. 41.38 percent of the respondents strongly agreed and 31.03 percent of the respondents somewhat agreed while 25.86 percent of the respondents are neutral and 1.72 percent of the respondents somewhat disagreed. Nobody was in strongly disagree category. This means that most of the respondents believe that the payment process was quick. I agree with the claims because when comparing to other restaurant where by the customer has to wait for more than half and hours before the payment is made, Brando restaurant have quick service in this context.

8.3.2 The value for food paid was excellent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.6	1.7	1.7
Neutral	18	28.6	31.0	32.8
Somewhat Agree	14	22.2	24.1	56.9
Strongly Agree	25	39.7	43.1	100.0
Total	60	92.1	100.0	
		7.9		
		100.0		

Figure 33: Value for food

Respondents were asked the value for food paid was excellent. The four options answers were.” Strongly disagree, neutral, somewhat agree, strongly agree” The result of the responses is presented below.

Figure 33, shows 43.10 percent of the respondents strongly agree. 31.03 percent of the respondents are neutral. 24.14 percent of the respondents somewhat agreed while the lowest category is 1.72 percent of the respondents strongly disagreed. This mean that more than half of the respondents agreed that the value for food paid was excellent.

8.3.3 The general standard of the room met my expectations

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	1.6	5.3	5.3
Somewhat Disagree	4	6.3	21.1	26.3
Neutral	8	12.7	42.1	68.4
Strongly Agree	6	9.5	31.6	100.0
Total	19	30.2	100.0	
Missing System	41	69.8		
Total	60	100.0		

Figure 34: General standard

The hotel claim the standards of the room was has it should be expected, the question was asked. “The general standard of the room met my expectation” the four answer options where: Somewhat disagree, neutral, somewhat agree, strongly agree”. Some of the respondents did not reply to this question. Means they were restaurant customers. The results are presented below. Figure 34, illustrate according the perception and expectations of the customers and the result is as follows: 42.11 percent of the respondents are neutral and 31.58 percent of the respondents strongly agreed while the lowest category 21.05 percent of the respondents somewhat disagreed. 5.26 percent of the respondents strongly disagreed. This means the respondents were disappointed because their general expectation and perceptions was not met. Respondents strongly disagree. This means that the room was not clean enough to meet the expectation. Respondents somewhat agreed. 15.79 percent of the respondents strongly agreed. 10.53 percent of the respondents somewhat disagreed while 5.26 percent of the respondents strongly disagreed respectively. This means that the majority of the respondents disagree with the claims. Respondents did not reply to this question. This means they were restaurant customers. The results are presented below. Figure 41, explains the opinions of the respondents on the hygienic aspect, the result is as follows: 52 percent of the respondents are neutral. 31.58 percent of the respondents strongly agreed while 10.53 percent of the respondents somewhat disagreed. This means half of the responses are neutral, the study clearly shows the toilet was not clean enough.

8.3.4 The bed was comfortable

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Somewhat Disagree	2	3.2	10.5	10.5
Neutral	9	14.3	47.4	57.9
Somewhat Agree	4	6.3	21.1	78.9

Strongly Agree	4	6.3	21.1	100.0
Total	19	30.2	100.0	
Missing System	41	69.8		
Total	60	100.0		

Figure 35: The bed was comfortable

The hotel claims the beds they provided were comfortable, the answer options were: “Somewhat disagree” “neutral” “somewhat agree” “strongly agree”. Some of the respondents did not reply to this question. This means that they were restaurant customers. The results are presented below. Figure 35, shows 47.37 percent of the respondents are neutral and 21.05 percent of the respondent somewhat agreed. 21.05 percent of the respondents strongly agreed while 10.53 percent of the respondents somewhat disagreed. This means majority of the customers disagreed with the claims, reply to this question because they were restaurant customers. The results are presented below. Figure 43, shows 42.11 percent of the respondents are neutral and 36.84 percent of the respondents somewhat agreed and 15.79 percent of the respondents strongly agreed while 5.26 percent in the category score the lowest percentage. This means that the hotel room needs renovation.

8.3.5 My room was well furnished

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Somewhat Disagree	1	1.6	5.3	5.3
Neutral	9	14.3	47.4	52.6
Somewhat Agree	6	9.5	31.6	84.2
Strongly Agree	3	4.8	15.8	100.0
Total	19	30.2	100.0	
Missing System	41	69.8		
Total	60	100.0		

Figure 36: My room was well furnished

To know about the furniture in the room, respondents were asked the question. “My room was well furnished” the four answer options were. “strongly disagree” “somewhat disagree” “neutral” “somewhat agree” “strongly agree”. Some of the respondents did not reply to this question because they were restaurant customers. The results are presented below. Figure 36, shows 47.37 percent of the respondents is neutral. 31.58 percent of the respondents somewhat agreed. 15.79 percent of the respondents strongly agreed. 5.26 percent of the respondents somewhat disagreed. This means that the majority of the responses disagreed with the claim and the respondents did not mention any specific equipment missing. Looking into the details of the rooms, similar questions was asked, the rooms was well equipped the respondents were not satisfied, but however did not comment on any missing equipment in the hotel room.

8.3.6 The enquiry phone call was answered quickly enough

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.6	5.3	5.3
	Somewhat Disagree	1	1.6	5.3	10.5
	Neutral	7	11.1	36.8	47.4
	Somewhat Agree	5	7.9	26.3	73.7
	Strongly Agree	5	7.9	26.3	100.0
	Total	19	30.2	100.0	
Missing	System	41	69.8		
Total		60	100.0		

Figure 37: The enquiry phone call

Respondents were asked the question, “The enquiry phone call was answered quickly enough” the alternative answers were. “Strongly disagree” “somewhat disagree” “neutral” “somewhat agree” “strongly agree”. Some of the respondents did not reply to this question because they were restaurant customers. The results are presented below. Figure 37, illustrated the functional quality of the hotel. 36.84 percent of the respondents are neutral. 26.32 percent of the respondents somewhat agreed. 26.32 percent of the respondents strongly agreed and 5.25 percent of the respondents strongly disagreed while 5.26 percent of the respondents somewhat disagreed respectively. This means that the enquiry phone call was received quickly enough.

8.3.7 I feel secured staying at the hotel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.6	5.3	5.3
	Somewhat Disagree	2	3.2	10.5	15.8
	Neutral	7	11.1	36.8	52.6
	Somewhat Agree	6	9.5	31.6	84.2
	Strongly Agree	3	4.8	15.8	100.0
	Total	19	30.2	100.0	
Missing	System	41	69.8		
Total		60	100.0		

Figure 38: security at the hotel

To know about the security of the customers at the hotel, the respondents were asked. “I feel secured staying at the hotel” the five answer options where. “Strongly disagree” ”somewhat disagree” “neutral” “somewhat agree” “strongly agree”. Some of the respondents did not reply to this question because they were restaurant customers. The results are presented below.

Figure 38, shows technical quality of the hotel. 38.84 percent of the respondents are neutral. 31.58 percent of the respondents somewhat agreed and 15.79 percent of the respondent strongly agreed while 10.53 percent of the respondents somewhat disagreed and 5.26 percent of the respondents strongly disagreed. This means that the percentage of the customers that disagreed with the claim is high for this reason it is necessary the find out why the respondents were not satisfied with the claims, from this research I find out that there was noise at some of the hotel rooms, which is common in some hotel, for this reason some of the guests may feel unsecured.

8.3.8 It was easy to book my hotel room through the website

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.6	5.3	5.3
	Somewhat Disagree	1	1.6	5.3	10.5
	Neutral	10	15.9	52.6	63.2
	Somewhat Agree	3	4.8	15.8	78.9
	Strongly Agree	4	6.3	21.1	100.0
	Total	19	30.2	100.0	
Missing	System	41	69.8		
Total		60	100.0		

Figure 39: It was easy booking through hotel website

To know the customers find it easy to book the hotel room through the website, the respondents were asked, the five answer options were. “strongly disagree” ”somewhat disagree” “neutral” “somewhat agree” “strongly agree”. Some of the respondents did not reply to this question because they were restaurant customers. The results are presented below. Figure 39, shows 52.63 percent of the respondents is neutral. 21.05 percent of the respondents strongly agreed and 15.79 percent of the respondents somewhat agreed while 5.26 percent of the respondents somewhat disagreed and 5.26 percent of the respondents strongly disagreed respectively. This means that according to Tekla hotel website respondents cannot book through the website, but they can make reservation through phone call and check information about the hotel, however it is possible to book through other booking system. At the other hand, less than half of the respondent thinks it was not easy to find all information in the hotel website, this means the website have to be update on regular basics.

8.3.9 There were enough items on the breakfast buffet

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1.6	5.3	5.3
	Somewhat Disagree	3	4.8	15.8	21.1
	Neutral	8	12.7	42.1	63.2
	Somewhat Agree	3	4.8	15.8	78.9
	Strongly Agree	4	6.3	21.1	100.0
	Total	19	30.2	100.0	
missing	System	41	69.8		
Total		60	100.0		

Figure 40: Enough item on breakfast buffet

Respondents were asked the question “enough items on the breakfast buffet” the five alternative answers were “strongly disagree” “somewhat disagree” “neutral” “somewhat agree” “strongly agree”. Some of the respondents did not reply to this question because they were restaurant customers. The results are presented below. Figure 40, shows the expectation and perception of customers, 42.11 percent of the respondents are neutral. 21.05 percent of the respondents strongly agreed and 15.79 percent of the respondents somewhat agreed while 15.79 percent of the respondents somewhat disagreed and 5.26 percent of the respondents strongly disagreed. This means that there were not enough items on the breakfast buffet.

8.3.10 Table the value for price of the room was excellent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	1.6	5.3	5.3
Neutral	8	12.7	42.1	47.4
Somewhat Agree	3	4.8	15.8	63.2
Strongly Agree	7	11.1	36.8	100.0
Total	19	30.2	100.0	
missing System	41	69.8		
Total	60	100.0		

Figure 41: Value for price of the rooms

To know about the value for the price of the room, the respondents were asked “The value for price of the room was excellent” the four alternative answers were: “strongly disagree” “neutral” “somewhat agree” “strongly agree”. Some of the respondents did not reply to these questions because they were restaurant customers. The results are presented below. Figure 41, illustrate 42.11 percent of the respondent answered are neutral and 36.84 percent of the respondents strongly agreed. 15.79 percent of the respondent somewhat agreed while 5.26 percent of the respondents strongly disagreed. This means that the value for price of the room was excellent, because is the cheapest hotel in Vaasa.

9 CONCLUSION AND RECOMMENDATION

This research started with the theoretical part introducing the company profiles, service quality and customer satisfaction and the related topic on service quality and satisfaction. After reading many books on the related topics, it was clearly understood that satisfying the customers is key to a successful business. If the customers were not satisfied the business will not exist or will possibly remain stagnant, for this reason it is very important to improve the service quality and that is what this research is all about. Some theories about companies’ image were included in this study with gap analysis which was important on measuring the levels of the customer’s satisfaction. In alliance with the objective of this research, a survey was made on the perception and expectation of the customers about the service provided by Tekla hotel and Brando restaurant. The survey was conducted in the hotel and restaurant where the respondents were customers who wanted to answer the questionnaire. Several questions were constructed with an attempt to cover all aspects of product and services of the hotel and restaurant. After having received sixty responses from the customers, the questionnaires were collected and the analysis was

done with the use of SPSS program. In the previous chapter the result of the questionnaire was interpreted one after the other with the help of figure. The reader will be able to clearly understand the general result of the research. It was shown the most of the respondents were male customers who accounted for 78.33% collectively. The biggest age group of customers was 20-25, which is 40% of the customers and age group 26-35 and 36-60, which is 40% approximately, while age group above 70 accounted for 3.33% respectively. It is normal that there are many customers located in Vaasa than the customers from other cities. 60% of the customers were from Vaasa while 40% of the customers were from other places in Finland. 46.67% of customers visited Tekla hotel at convenience time. 53.33% of the customers accounted between daily-twice a month approximately. 28.33% of the customers accounted for other comment while 71.66% of the customers were between daily-twice a month.

9.1 Analysis of general customer's satisfaction on service quality

More than half of the customers agreed that the receptionist courteously greeted them when they arrive which counted for 91.67% while 8.33% did not agree with the claim. 96.66% of the customers agreed that the employees were polite and 3.34% of the customers disagree with the claim respectively. 91.66% of the customers agreed it was clean and friendly atmosphere while 8.34% of the customers disagree with the claim. 98.34% of the customers agreed that their bookings were handled perfectly while 1.66% accounted disagrees with the claim. 86.67% of the customers agreed that they got enough information about the hotel facility while 13.33% of the customers disagree respectively. 76.67% of the customers were satisfied with the opening hours in the restaurant and 23.33% of the customers were not satisfied with the claim. Approximately 88.34% of the customers agreed that the employee speaks clearly while 11.66% of the customers disagree with the claim. 81.67% of the customers answered Yes they will recommend the service to friends and 16.67% of the customers answered Maybe while 1.67% of the customers answered No. 76.67% of the customers answered Yes they will recommend the restaurant to

friends and 15% answered Maybe while 8.33% answered No. 80% of the customers will come back and 16.67% of the customers answered Maybe while 3.33% of the customers answered No. most of the customers have grade 3-5 for the employees and more than half answered Yes they will come back and will also recommend the hotel and restaurant to friends. It means that the service qualities are on a good level and it is good to maintain the standard, which is a challenge, from the analysis we can also find out that the level of unsatisfied customers is high therefore it is very important to focus on those areas for further improvement especially the cleanliness at the hotel and restaurant where the level of unsatisfied customers are high, the analysis further shows that male respondents as the highest opinions about the cleanliness, why female respondent as lower opinions. However, I have find out in this research that most of the respondents answered neutral which I simply interpreted to be that respondent wanted to be polite or they were just ok with the claims, this research also make me to understand that Tekla hotel and Brando restaurant has good image even though is one of the least expensive hotel and restaurant in Vaasa, the business have been surviving for many years, but it could be better in other to attract new customers in a profitable way.

Recommendation from the customers

1. Too dark in the restaurant, obviously customers have different opinions about this aspect recommended, other think is cozy but the study still agree that is dark in the restaurant, customers find it difficult to read newspaper, for this reason it important to add more brightness and happy color in an attractive way.
2. Smoking area should be protected, the Finnish law does not allow smoking area close to the restaurant, and therefore it is important to move the smoking area at Brando restaurant further.
3. More old school music, it is impossible to please every customers because of their age or level of civilization, mix music that will meet the need of every customers is good idea.

4. Receptionist should be friendlier, employee and employer plays the most important role in the growth of every organization and affect the image, in other be good service provider friendliness should be an attitude and behavior on day to day basis.
5. Staff clothing should be changed, appearance of the employee is what the customers perceive when they come in; it is necessary for the employee's appearance to look professional.

9.2 Satisfaction of the service quality of the restaurant

Restaurant is another aspect of the hotel in which more than 70% of the customers agreed with the claims as follows: enough items on the breakfast buffet, interior decoration was good, tidiness in the restaurant, cleanliness of the toilet and table while 30% disagree with the claims. The technical aspect of the restaurant is has follows: light, volume of music, overall opinion about the music, payment process, accounted for approximately 80% of the customers agreed with the claims while 20% of the customers disagree. This claim is about the functional service quality the result of the analysis is has follows: approximately 80% of the customers agreed with the following claims: employees were patient when taking order, food order was correct and complete, food was served hot, food was fresh, quality of food was excellent, portion size was satisfactory, comfort of the atmosphere in the restaurant, I waited for too long before I receive my order, varieties of items on the menu, availability of sauces, utensils, napkin was good, enough beverages on the list, value for food paid was good while 20% of the customers disagree with the claims approximately. It seems that the staffs service quality was good, almost everybody have given grade 3-5. Some of the customers have written good and cheap food was the reason why choose the restaurant. This means they are very happy with service they got and the product they receive in this context at the other hands we have to put into consideration the lower value which were disappointed with the food or service they received, possibly improve them because it may have effect on the business, if nothing is done.

Recommendation from the customers

1. Fried egg and bacon is missing on the breakfast buffet
2. Vegetarian food, gluten free, milk free menu, smoothie
3. Seasonal food
4. Covering of the salad buffet and more fresh salad
5. More fish menu
6. Sausage and meatballs in breakfast buffet
7. Vodka-martini

9.3 Satisfaction with the hotel service quality

Half of the customers agreed with the claims and 1/3 of total customers were disagreed with the claim. This means there was something missing in the rooms. Facilities inside the bed room and the common areas of the hotel is very important such as TV, telephone, bed, chair, etc. the research shows almost all the customers were satisfied with the claims as follows: 65% of the customers were satisfied with this claims. Interior decoration, standard of the room, cleanliness of the (room, shower, toilet, toilet seat, bed sheets, towels and freshness,) approximate percentage was 45% for those who disagreed. This means that it was not clean enough the meet their expectations and some of the equipment needs to be changed. Customers were looking for a hotel where they can feel secured and comfortable. The research has review the thought of the guest in the hotel and they are as follows: value paid for the room was excellent, bed was comfortable, room was well furnished, feel secured staying at the hotel, feel unsecure staying at the hotel, and hotel environment was quiet, easy to book hotel room through the website, easy to find all information on the website, enquiry phone call was answered quick enough. This represents the technical service that was analyzed and the result is as follows: approximately 80% of the customers agreed with the claims while 20% of the customers disagreed with the claims. This means that if the customers feel unsecure in the hotel room means there was noise at the environment because most of the customers gave the grades

1-2. Grade 4-5 was perfect. In general everyone was happy and some of the customers who disagreed commented on what they will want to be improved.

Recommendation from the customers

1. Free room sometime, this suggestion could basically not meaning given a free service, it could be translated inform of offers and discount package to win the loyalty of the customers.
2. Eat later than 22:00, the restaurant is not liable to open than normal, but Tekla hotel could create a system where customers could have some snacks and sandwich later at night or minibar.
3. Beds should be changed; obviously this is very important aspect of any hotel, because guests who have been traveling from long or short distance will like to have a comfortable bed to sleep.
4. Rooms should refresh, standard hotel rooms is what the customers perceive, for this reason it is important to renovate the rooms in other to meetup with the competitive market.

9.4 Recommendations

According to the study conducted on developing the service quality that enhance customers satisfaction survey, Tekla hotel and Brando restaurant should apply the study results to improve their service to satisfy the needs of their customers. Customers were happy with some of the service they receive which was an excellent response in that aspect of the business. It is very important for the management to maintain the level of service quality after having satisfied the customers. For instance, employee hospitality management and good food etc. It is also important to take into consideration the customers a recommendation which was mentioned earlier, doing this will increase the loyalty of the unsatisfied customers. The hotel and restaurant is located close the university and student apartments, for this reason it is very important for the management to create a package that attracts more student

to the bar and restaurant with the use of advertisement at the campuses. The interior decorations should be refreshed to be trendier and the staff clothing should be changed especially the chef working in the kitchen, toilet and shower area should be cleaned regularly, the towels and the bed sheets should be changed when they are old, bed should be replace in other for customers to have a good sleep. These are areas of improvement for the hotel and restaurant. Proper training programs, Annual Reward, Annual Feedbacks, all this element is part of success tools for the Tekla hotel and Brando restaurant. Employee and employer is considered to be the power house who deliver quality service to the customers, accomplishment is due to combine effort from both sides. The appearance and behavior of the employee and how the service is performed, what the employee says and how the task is been carried out also influence the customer's view of quality service.

9.5 Suggestion for future studies

It will be suggested that the future study can be conducted on the hotel and Restaurant customers satisfaction survey, also the gym could be other area of concentration since is part of the business and it attracts customers. It will benefit Tekla hotel and Brando restaurant to improve their performance better as a business. Also it is important that a research is carried out at least once or twice a year on customer's satisfaction in other to increasingly improve and keep the promise of the business idea.

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APPENDIX 1/1

Questionnaire in English

CUSTOMER SATISFACTION RESEARCH

I am studying Restaurant Management at Vaasa University of Applied Science and making a research on how to improve service quality in Tekla Hotel and Brando Restaurant. I will be grateful if you can give us the opportunity to serve you better by taking a moment to answer the following questions. We appreciate your business and we want to meet your expectations.

1. Gender Male. Female

2. Age under 20-25years... 26-35years..... 35-46years... 45-60years..... 70 and above...

3. City of Residence

4. How often do you visit Tekla Hotel
 Once a month..... Twice a month..... Once a week..... Twice a week..... Other comment.....

5. How often do you visit Brando Restaurant
 Once a month..... Twice a month..... Once a week..... Twice a week Daily..... Other comment.....

General Customers Satisfaction Service	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
6.1 The receptionist courteously greeted me when I came in					
6.2 The appearance of the employees was professional					
6.3 The employees were polite					
6.4 There was a clean and friendly atmosphere					
6.5 The receptionist handled my bookings perfectly					
6.6 I got enough information from the receptionist about the hotel facilities					
6.7 I was satisfied with the opening hours in the restaurant.					
If you are not satisfied, what times would you prefer?					
6.8 The employee spoke clearly					
	Yes	Maybe	No		
6.9 Base on your experience, would you recommend the hotel to friends?					

If you would not recommend the hotel, please kindly tell us why?

6.10 Based on your experience, would you recommend the restaurant to friends?

If you will not recommend the restaurant please kindly tell us why?

6.11 From your overall experience of service in Tekla, will you come back again? If Yes please tell why?
If No please tell us why?

If you disagree with this claims, please kindly tell us what you would like us to do better?

Restaurant Customers	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree
7.0 The interior décor was good					
7.1 The restaurant was tidy					
7.2 The toilet was clean					
7.3 The table was clean					
7.4 The light in the restaurant was good					
7.3 The volume of the music was low					
7.4 The volume of the music was high					
7.5 Overall the music was good					

We welcome the suggestion of your preferred music

7.6 The employees were patient when taking my order					
7.7 My food order was correct and complete					
7.8 My food was served hot					
7.9 The food was serve fresh					
7.10 The quality of the food was excellent					
7.11 The portions size was satisfactory					
7.12 There was a comfortable atmosphere in the restaurant					
7.13 I waited for too long before I received my order					
7.14 The menu has varieties of items					

Were you missing something on the menu?

7.15 Availability of sauces, utensils and napkins was good					
7.16 There were enough beverage choices on the list					

Is there something you would like to have?

7.17 The payment process was quick					
7.18 The value for food paid was excellent					

If you disagreed with these claims, please kindly tell us what you would like us to do better

Hotel Guest	Strongly Disagree	Somewhat Disagree	Neutral	Some what Agree	Strongly Agree
8.1 I was satisfied with the hotel's interior décor					
8.2 The general standard of the rooms met my expectations					
8.3 The room was clean					
8.4 The shower area was clean					
8.5 The toilet was clean					
8.6 The toilet seat was clean					
8.7 The bed was comfortable					
8.8 The bed sheets were clean					
8.10 My room was well furnished					
If you are not satisfied, was there something missing?					
8.11 The towels were clean and fresh					
8.12 The enquiry phone call was answered quick enough					
8.13 I feel secure staying at the hotel					
8.14 I feel insecure staying at the hotel					
8.15 The hotel environment was quiet					
8.16 My room was well equipped					
Was there something you missing?					
8.17 It was easy to book my hotel room through the website					
8.19 It was easy to find all information about the hotel on their website					
8.20 There were enough items on the breakfast buffet					
Was there something you would like to have on the buffet?					
8.20 The value for price of the rooms was excellent					

If you disagree with this claims, please kindly tell us what you would like us to do better:

.....

APPENDIX 1/2

Questionnaire in Finnish

ASIAKKAAN TYYTYVÄISYYSTUTKIMUS

Opiskelen restonomiksi Vaasan ammattikorkeakoulussa. Teen tutkimusta siitä, miten palvelun laatua voitaisiin parantaa *Teklassa*, joka toimii hotellina ja ravintolana. Olisin kiitollinen, jos

antaisit yritykselle mahdollisuuden palvella sinua paremmin vastaamalla alla oleviin kysymyksiin. Arvostamme yhteistyötänne ja haluamme täyttää odotuksenne..

1. sukupuoli Mies..... Nainen
2. Ikä 20-25 vuotta 25-35 vuotta 35-45 vuotta ... 45-60 vuotta
..... yli 60 vuotta
3. Kotikaupunkisi.....
4. kuinka usein käytät Teklan hotellipalveluita?
Kerran kuukaudessa..... Kaksi kertaa kuukaudessa..... Kerran viikossa..... Kahdesti viikossa.....
5. kuinka usein käytät Teklan ravintolassa?
Kerran kuukaudessa..... Kaksi kertaa kuukaudessa..... Kerran viikossa..... Kahdesti viikossa.....
Päivittäin

Yleinen tyytyväisyys asiakaspalveluun

	Täysin eri mieltä	Jokseenkin eri mieltä.	Neutraali	Jokseenkin samaa mieltä	Vahvasti samaa mieltä
6.1 Vastaanottovirkailija tervehti minua kohteliaasti kun tulin					
6.2 Työntekijöiden ulkonäkö oli ammatillinen					
6.3 Työntekijät olivat kohteliaita					
6.4 Ilmapiiri oli viihtyisä ja ystävällinen					
6.5 Vastaanottovirkailija käsitteli varauksesi täydellisesti					
6.6 Sain riittävästi tietoa asioistahotellin vastaanottovirkailija					
6.10Olin tyytyväinen ravintolan aukio- loaikoihin					
Jos et ole tyytyväinen, voisitko tarkentaa miksi?.....					

6.11 Työntekijä puhui selvästi					
	Kyllä	Ehkä	Ei		
6.12 Voitko suositella hotellia toisille oman kokemuksesi perusteella?					
Jos suosittelisit hotellia, miksi?					
6.10 Voitko suositella ravintolaa toisille oman kokemuksesi perusteella?					
Jos et, miksi?.....					
6.11 Voisitko ajatella tulevasi takaisin Teklaan? Jos kyllä Ole hyvä kerroa miksi?...					
Jos et kerro miksi?.....					
Jos Tekla ei täyttänyt vaatimuksiasi, voisitko ystävällisesti kertoameille mitä haluaisit meidän tekevän paremmin?.....					

Ravintola Asiakas	Täysin eri mieltä	Jokseenkin eri mieltä.	Neutraali	Jokseenkin samaa mieltä 72	Vahvasti samaa mieltä
7.1 Sisustus oli hyvä					
7.2 Ravintola oli siisti					
7.3 WC oli siisti					
7.4 Pöytä oli puhdas					
7.5 Ravintolan valaistus oli hyvä					
7.6 Musiikin äänenvoimakkuus oli alhainen					
8.1 Musiikin äänenvoimakkuus oli korkea					
8.2 Kaiken kaikkiaan musiikki oli hyvä					
Olisi mukava kuulla teiltä ehdotuksia sopivasta musiikista.....					
8.3 Työntekijä otti vastaan tilaukseni asianmukaisesti					
8.4 Ruoka oli täydellinen ja vastasi odotuksiani					
8.5 Ruoka tarjottiin lämpimänä					
9.1 Ruoka oli tuoretta					
9.2 Ruoan laatu oli erinomainen					
9.3 Kokonaisuus oli tyydyttävä					
9.4 Ravintolassa oli mukava tunnelma					
9.5 Odotin liian kauan ennen kuin sain tilaukseni					
10.1 Valikoima oli riittävä					
Puuttuiko listalta jotain?.....					
10.2 Kastikkeiden, aterimien ja servettien saatavuus oli hyvä					
10.3 Listalla oli tarpeeksi juomavaihtoehtoja					
Onko jotain haluat olla?.....					
10.4 Maksaminen oli vaivatonta					
10.5 Ruoan hintalaatusuhde oli hyvä					

Jos olet eri mieltä väittämistä, kerro ystävällisesti meille mitä haluaisit meidän tekevän paremmin?

Hotellivieraat	Täysin eri mieltä	Jokseenkin eri mieltä.	Neutraali	Jokseenkin samaa mieltä	Vahvasti samaa mieltä
11.1 Olin tyytyväinen hotellin sisustukseen					
11.2 Huoneiden sisustus oli hyvä					
11.3 Huone vastasivat odotuksiani					
11.4 Rauhallinen on sijainti					
11.5 Suihku oli puhdas					
12.1 WC oli siisti					
12.2 WC-istuin oli puhdas					
12.3 Sänky oli mukava					
12.4 Lakanat olivat puhtaat					
12.5 Oma huone oli hyvin varustettu					
Jos et ole tyytyväinen, puuttuiko jotain?.....					
12.6 Pyyhkeet olivat puhtaita ja raikkaita?					
12.7 Puheluihin vastattiin nopeasti					
12.8 Hotelli vaikutti turvalliselta					
12.9 Hotelli ei vaikuttanut turvalliselta					
12.10 Hotellin ympäristö oli rauhallinen					
13.0. Oma huone oli hyvin varustettu					
Puuttuiko jotain?.....					
13.1 Hotellihuone oli helppo varata nettisivuilta?					

13.2 Oli helppo löytää kaikki tiedot hotellista nettisivuilta					
13.3 Aamiaisbuffetissa oli tarpeeksi iso valikoima?					
Haluaisitko että buffetissa olisi vielä jotain muuta?					
13.4 Hotellihuoneen hintalaatusuhde oli hyvä					