MASTER`S THESIS

Designing Service Quality in Four Star Hotels Based on Inbound Traveler`s Point of View

(Case of Safir Hotel)

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۱۳۸۸/۴/ ۶

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Abstract

Evolution of economies worldwide highlights the fact that the service sector is growing faster than any other sectors. In contrary, the productivity and consequently the quality of this sector seems to be declining. Therefore, designing quality service is considered as a major challenge in service organizations and especially in those who want to have a customer based design.

In this thesis a new methodology has been proposed to prioritize Service Process Design Characteristics (SPDCs) based on customer requirements. For this propose, literature has been reviewed and classified, considering their contribution to different parts of methodology. Two comprehensive sets of customer requirements and SPDCs have been developed, which in turn supported the house of quality (HoQ) analysis. The proposed methodology has been examined in Safir hotel as a four star hotel in Isfahan. Data has been gathered from designed questionnaires and statistically analyzed. After computing the matrix in HoQ the total values of SPDCs have been found and prioritized then, they have been compared with the priorities from manager's point of view and the differences have been finally highlighted. Although the research questions have been 3 folded and all answered effectively, some

additional analysis have also been provided by which, the researcher believes they could add value to the research. Those inclu analysis of performance in addition to importance of customer requirements and also their correlation analysis.

The outcomes imply that the new methodology has the capability to be specialized for particular hotels, such as Safir hotel. The difference between the results of the proposed methodology and the managers point of view outlines the fact that the new methodology is much more effective than the traditional approaches, in which the service process design characteristics are prioritized based on managers' point of view. Some of the major limitations of the research include time consuming of data gathering and analysis, difficulty in managing large matrixes and lack of generality in application. However, some recommendations and suggestions have been presented, by which the applicability and effectiveness of the proposed methodology is expected to increas

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Table of Contents

ACKNOWLEDGMENT 3

ABSTRACT 4

TABLE OF CONTENTS 6

TABLE OF FIGURES 8

LIST OF TABLES 9

CHAPTER 1 INTRODUCTION 10

1.1. INTRODUCTION 11
1.2. RESEARCH TYPE 11
1.3. KEYWORD 11
1.4. PROBLEM STATEMENT 12
1.5. SIGNIFICANCE AND IMPORTANCE OF THE RESEARCH 13
1.6. RESEARCH OBJECTIVES 13
1.8. RESEARCH APPLICATION 14
1.9. RESEARCH QUESTIONS 14
1.10. RESEARCH TYPE 14
1.10.1. Research population *15*
1.10.2. Data collection tools *15*
1.11. CHAPTER DESIGN 15
1.11.1 Chapter 2 ..... *15*
1.11.2 Chapter 3 ..... *16*
1.11.3 Chapter 4 ..... *16*
1.11.4 Chapter 5 ..... *16*

CHAPTER 2 LITERATURE REVIEW 17

2.1. INTRODUCTION 18
2.2 HOTEL 18
2.2.1 General overview for four star hotels based on AA regulations *20*
2.3 HOTEL DESIGN 21
Public space design: *22*
Guestroom and suite design *24*
Room dimensions and configurations *26*
2.4. SERVICE QUALITY 29
2.4.1. Tourism and service quality *35*
2.5 QUALITY FUNCTION DEPLOYMENT 37
2.5.1 QFD and the House of quality (HoQ) *40*
2.5.2. Some of the important objectives of QFD *44*
2.6. TRADITIONAL SERVICE QUALITY DIMENSIONS 45
2.6.1. Service quality in inbound tourism *45*

2.7 CUSTOMER NEEDS AND EXPECTATIONS RELATED TO QUALITY 49

CHAPTER 3 RESEARCH METHODOLOGY 52

3.1 INTRODUCTION 53
3.2 NEW THEORETICAL METHODOLOGY 53
3.2.1 A comprehensive set of customer requirements 54
3.2.2 A comprehensive set of Service process design characteristics: 55
3.2.3 Questionnaire design 56
3.3 VALIDITY OF THE QUESTIONNAIRE 57
3.4 RELIABILITY ANALYSIS 57
3.5 RESEARCH POPULATION AND SAMPLE 57
3.5.1 Research population 57
3.5.2. Research sample 58
3.6. DATA ANALYSIS / TECHNIQUES: 58
3.7 RESEARCH EXECUTIVE FRAMEWORK 58

CHAPTER 4 RESEARCH ANALYSIS 60

4.1. INTRODUCTION 61
4.2. THE SAFIR HOTEL 61
4.3. DATA GATHERING 64
4.4. DATA ANALYSIS 64
4.4.1. Reliability analysis 68
4.4.2. Kolmogorov-Smirnov test 69
4.4.3. Mean and Standard deviation of the data 69
4.4.4. One sample t-test 72
4.4.5. Mean comparisons 75
4.4.6. Correlation analysis 80
4.5. PRIORITIZING SPDCS USING SERVICE HOQ 81

CHAPTER 5 CONCLUSIONS & RECOMMENDATIONS 86

5.1 INTRODUCTION 87
5.2 CONCLUSIONS 88
5.3 LIMITATIONS 89
5.3 RECOMMENDATIONS AND SUGGESTIONS FOR FUTURE STUDIES 90

REFERENCES 93

Table of Figures

FIGURE 2.1 TYPICAL AND UNIQUE GUESTROOM LAYOUTS (RUTES ET AL., 2001) 28
FIGURE 2.2. THE FOUR PHASES OF TRADITIONAL QFD (COHEN, 1995) 41
FIGURE 2.3. HOUSE OF QUALITY (HOQ) IN QFD (MENKS ET AL, 2000) 43
FIGURE 3.1 NEW METHODOLOGY: A SERVICE HOUSE OF QUALITY 53
FIGURE 3.2, RESEARCH EXECUTIVE FRAMEWORK 59
FIGURE 4.1. PERCENTAGE OF CUSTOMERS CONSIDERING THEIR AGE 65
FIGURE 4.2. PERCENTAGE OF CUSTOMERS CONSIDERING THEIR NATIONALITY 65
FIGURE 4.3. PERCENTAGE OF CUSTOMERS CONSIDERING THEIR GENDER 66
FIGURE 4.4. PERCENTAGE OF CUSTOMERS CONSIDERING NUMBER OF TIMES THEY VISITED IRAN 67
FIGURE 4.5. PERCENTAGE OF CUSTOMERS CONSIDERING NUMBER OF STAY THEY HAD IN SAFIR HOTEL 68
FIGURE 4.6 PRIORITIZING SPDCS USING SERVICE HOQ 82

List of Tables

TABLE 2.1 HOTEL GUEST CHARACTERISTICS (RUTERS ET AL., 2001) 26
TABLE 3.1 A COMPREHENSIVE SET OF CUSTOMER REQUIREMENTS FOR HOTEL SECTOR 54
TABLE 3.2 A COMPREHENSIVE SET OF SPDCS FOR THE HOTEL SECTOR 55
TABLE 4.1 SAFIR HOTEL SERVICES 63
TABLE 4.2 DESCRIPTIVE STATISTICS (IMPORTANCE RATINGS) 70
TABLE 4.3 DESCRIPTIVE STATISTICS (PERFORMANCE RATINGS) 71
TABLE 4.4 ONE SAMPLE T-TEST (IMPORTANCE RATINGS) 73
TABLE 4.5 ONE SAMPLE T-TEST (PERFORMANCE RATINGS) 74
TABLE 4.6X MEAN COMPARISONS IN CASE OF AGE (IMPORTANCE RATINGS) 75
TABLE 4.6Y MEAN COMPARISONS IN CASE OF AGE (PERFORMANCE RATINGS) 75
TABLE 4.7X MEAN COMPARISONS IN CASE OF NATIONALITY (IMPORTANCE RATINGS) 76
TABLE 4.7Y MEAN COMPARISONS IN CASE OF NATIONALITY (PERFORMANCE RATINGS) 76
TABLE 4.8X MEAN COMPARISONS IN CASE OF GENDER (IMPORTANCE RATINGS) 77
TABLE 4.8Y MEAN COMPARISONS IN CASE OF GENDER (PERFORMANCE RATINGS) 77
TABLE 4.9X MEAN COMPARISONS IN CASE OF NUMBER OF TIMES OF TRAVEL TO IRAN (IMPORTANCE RATINGS) 78
TABLE 4.9Y MEAN COMPARISONS IN CASE OF NUMBER OF TIMES OF TRAVEL TO IRAN (PERFORMANCE RATINGS) .. 78
TABLE 4.10X MEAN COMPARISONS IN CASE OF NUMBER OF TIMES STAY AT SAFIR HOTEL (IMPORTANCE RATINGS) 79
TABLE 4.10Y MEAN COMPARISONS IN CASE OF NUMBER OF TIMES STAY AT SAFIR HOTEL (PERFORMANCE RATINGS)79
TABLE 4.11 COMPARISON OF THE PRIORITIES OF SPDCS ACCORDING TO THE HOQ AND MANAGERS POINT OF VIEW84

CHAPTER 1
INTRODUCTION

1.1. Introduction

In chapter 1 the aims and main question of this research are introduce, the key words and abbreviations are defined importance and justification of the research of the study are discussed and the chapter's design is briefly presented.

1.2. Research Type

1. Practical
2. Development

1.3. Keyword

1. Design
2. Service quality
3. Hotel management
4. Hospitality
5. Tourism
6. Customer
7. Quality function deployment

1.4. Problem Statement

Designing quality service is an important issue in today's world of competition in the tourism industry and in particular in the hotel sector. Although numerous resources are available on the subject of service quality design, only a few have provided a comprehensive framework and rarely have taken customer point of view in their studies. This study attends to propose a comprehensive framework for designing hotel service quality from customer's point of view.

Hospitality firms, such as hotels, are an ideal example of a market which could benefit from the \ implementation of service innovation. First, from a customer's perspective, the hospitality market is perpetually inundated by many similar, often easily substitutable service offerings. This can cause difficulties for hotel managers as they attempt to differentiate an individual hotel from its competitors (Reid and Sandler, 1992). One solution to this challenge may be to offer new and innovative features to customers. Secondly, the hospitality industry is rapidly changing due to accelerations in information technology (Olsen and Connolly, 2000).

Applicability and validity of the proposed framework is analyzed in a case study of Safir Hotel in Esfahan in 2007.

1.5. Significance and Importance of the research

This research try to show the importance of service quality management for providing better service in hotels to the guests, based on guests points of view.

The benefits of offer higher service quality have influence on both hotel sector and customers. Some of these advantages are, competitive advantages, management leadership, productivity improvement, work development, reduce costs and economic profits, employees satisfaction and increase their working value, staff empowerment, involvement, communication and teamwork, commitment on the different parts of management, customer satisfaction, customer loyalty, the benefit of this resources has influence on hotel sector and guests, innovation is an important value of this article.

1.6. Research Objectives

1. Determining the service quality dimensions in hotel sector and in particular in Safir Hotel.
2. Determining the service process design characteristics and in particular in Safir hotel to Prioritize Service Recovery Solutions according to customer point of view.
3. To show how house of Quality could be used for prioritizing SPDCS from customers' point of view and show the priorities in Safir hotel.

1.8. Research Application

Tourism industry as a whole and the hotel sector in practical and Safir Hotel;

1.9. Research Questions

1. What are the service quality dimensions in hotel sector and in particular what are the customer requirements? (In Safir hotel)
2. What are the service process design characteristics in the hotel industry and in particular Safir hotel?
3. How house of quality could be used for prioritizing SPDCS from customers' point of view and what are the priorities in Safir hotel?

1.10. Research type

The research type is Descriptive – Analytical –Development – Comparative analysis based. It is also a survey and case study, considering the Safir Hotel examination.

1.10.1. Research population

1. Iran 4* hotel managers,
2. Hotel Employees
3. Iran`s Inbound travelers

1.10.2. Data collection tools

Journals, e-journals, Text books, e-books, Questionnaire, Observation, Interview

1.11. Chapter design

1.11.1 Chapter 2

In chapter 2 the literature on the subject of the study is reviewed, the reviewed material is classified and the contribution of previous work towards this study is addressed, this chapter provides the bases for designing the frameworks included in chapter 3 which intern provides the new methodology to be developed.

1.11.2 Chapter 3

In chapter 3 the research methodologies, theoretical and executive frameworks of the study are developed. The statistical tools and techniques used for analysis are determined and the approaches for validity and reliability of the data analysis are addressed, the questioner needed for supporting the methodology is designed in this chapter and the statistical population and sample selection are presented.

1.11.3 Chapter 4

In chapter 4 the proposed methodology is employed in Safir hotel which is one of the 4 star hotels in Esfahan, the data gathered from the questioner are analyzed and entered into the house of quality for further analysis. Finally the results of the implementation of the new methodology are compared with the hotel managers and staff points of view.

1.11.4 Chapter 5

In chapter 5 major concussions and recommendations are presented and subjections for future studies are pointed out.

CHAPTER 2
LITERATURE REVIEW

2.1. Introduction

This chapter will give an overview of literature and models that are related to the research problem presented in the previous chapter. This chapter will introduce the concepts of Hotel, Hotel design, service quality, quality function deployment, relation between hotel design and service quality, traditional service quality dimensions, customer point of view in 4 star hotels in order to give a clear idea about the research area.

2.2 Hotel

Hotel [Fr., from O.Fr. (origin of Eng. *hostel*), from Latin (origin of Eng. *hospital*),=guest place], name applied since the late 17th cent. to an establishment supplying both food and lodging to the public. In common law of England and America, the hotelkeeper is a public servant and must receive all proper persons. The first American hotels, successors to the early inns, differed from their European prototypes by charging a fixed fee for food and lodging (American plan). For many years $1.00 per day was the accepted price. Tavern and Samuel (1762) and the City Hotel (1793) were fashionable resorts of early New York City. The Tremont House, in Boston (1829), for years considered the most imposing hotel in the United States, was rivaled by the Astor House, built in New York in 1836. The modern hotel in America dates from the early

days of railroad travel, when the modest hostelry, prepared to entertain small groups of occasional guests, was forced to become a more commodious and efficient institution to accommodate the great number of traveling salespeople. Technical progress in the late 19th cent. permitted the construction of large hotels with safeguards against fire. Hotels may be classed as transient, residential, or resort hotels. Semi commercial hotels with club features are maintained by organizations such as the YMCA (Young Men's Christian Association). With the growth of suburban centers and the increase of travel by automobile, a form of transient hotel, called a motel, became popular. In the 1990s, the "extended-stay hotel"—for guests who need a room for at least five nights—was developed, especially for business travelers who preferred more apartments like accommodations for longer stays. By 1998 extended-stay hotels represented 40% of U.S. lodging rooms planned for construction.

Hotels are undoubtedly the most significant and visible subsector within accommodation or lodging. Although a highly varied collection of properties in most countries, Hotels are the tourism subsector that provides the guests total employment in global terms and probably accounts for the highest level or receipts. The traditional view of hotel was an establishment providing accommodation as well as food and beverage services to short-stay guests on a paying basis. This view has influence most attempts to define hotels.