

UNIVERSITY OF ALGARVE

FACULTY OF ECONOMICS

**HOW TO IMPROVE SATISFACTION AND LOYALTY
IN VISTAMAR HOTEL SPAIN**

MARYAM HOSSEINIAN ROSTAMI

INTERNSHIP

Master in Tourism Organizations Management

Work made under the supervision of:

Professor Julio Mendes

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Work Authorship Declaration

I declare to be the author of this work, which is unique and unprecedented. Authors and works consulted are properly cited in the text and are in the listing of references included.

Maryam Hosseinian Rostami

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ABSTRACT

This work is included two parts:

1. Some theoretical points about satisfaction and loyalty and the relation between them.
2. The practical internship aspects and observing the problems in this hotel and how managing them.

I have done my internship mainly in the reception and accounting department of Vistamar hotel apartment for three months. The hotel is a part of Entree hotel chain which is centralized in Germany. The chain is included some three and four stars hotels in Germany and Spain. The internship objective was to know how improving satisfaction and loyalty of guests in the hotel and finding the relation between them in Vistamar hotel. I had no plan to work in accounting department but practically I worked there during my internship. At first, I thought that maybe this department has no relation with customer satisfaction, but along the time that I worked there I could understand and find the relation not only on customer satisfaction but also on employee's satisfaction in all departments of the hotel.

Another part of the work is focused on customer satisfaction and loyalty in the hotel industry. First of all, there are some specifications and features of the satisfaction and loyalty theoretically and then the elements which influence on them and the relation between them and finally the ways of how improving and increasing satisfaction and loyalty in this hotel.

To find the level of customer satisfaction and loyalty in this hotel, daily observation in front desk department which is the most important place to reflect the complaints of the guests and the reviewers' comments on TripAdvisor travel website have been considered as the basis of the work.

INTRODUCTION

“The competition in today’s market is the competition of service, which is based on the competition of customer satisfaction” (Wang 2002). Customer satisfaction is interpreted as an invisible possession. It is not only used for expanding of the hotel industry but can be applied in forecasting the performance quality and progress of organizations. To make the customer satisfied and enhance their loyalty are the essentials for a company to be improved and progressed. To touch a customer’s expectation and above and beyond it, recognizing the customers’ expectation before and applying strong techniques is very important. To test a hotel’s service quality, we can use guest satisfaction level. Service standard has to begin with the guest demands and end with the guest satisfaction.

This report was directed to find the factors influencing on problems related to the guest satisfaction in Vistamar hotel and how the Hotel can improve guest satisfaction and loyalty. The following report explains the activities done during the three months, full-time internship at Vistamar Hotel Spain.

One of the goals of the study is to evaluate the relationship between customer satisfaction and loyalty in the hotel and the elements which effect on guest's satisfaction and loyalty. It results from literature and earlier investigations related to this subject. As Hill, Roche, and Allen (2007,4) claimed, “to understand the difference between customers attitudes and behaviors and how the relationship between them works is crucial for managers involved in any aspect of customer management since attitudes show the customers satisfaction and behavior show customers loyalty.

This report not only explains the definitions of customer satisfaction and loyalty but evaluate how guest satisfaction can effect on his/her loyalty in the hotel. Later, this report tries to show some recommendations for the hotel to elevate the guests satisfaction and loyalty.

The goal of the report is to present the experience from the point of views of a Master student in Tourism Management. On the other hand, the purpose of doing the internship is getting practical experience in hospitality management, developing work skills and managing daily operations through the business to reach the greatest satisfaction and loyalty in the hotel. At the end, a report is required to show all tasks undertaken, problems encountered and obtained skills.

Objectives

The subject of my work is customer satisfaction and loyalty. The relationship between them is argued by extracting from the explanation of these concepts. Moreover, the factors which affect them are investigated and discussed as well. In particular, the goals of the study can be divided into three different parts.

The first objective is to explain the definitions of customer's satisfaction and loyalty and the elements affecting them. This report tries to investigate the customer satisfaction and loyalty concepts and to discover the relationship between them.

The second aim is the discussion of the relationship based on examining the factors and discovering support from literature. Finally, this report also tries to find how customers' satisfaction and loyalty can be improved. Some recommendations for the case hotel are provided based on the SWOT analysis of Vistamar hotel. There are also some strategies for developing its customers' satisfaction and loyalty.

The third goal will be discovering the hotel attributes that have the most significant impact on the evaluation of a hotel stay after using the services. The guests' tendency to share their experiences in public and social media confirms the presumption that the reviews of TripAdvisor are the reliable source of information about guests' priorities. Therefore, they will be applied as a data source.

The report will answer the following questions:

1. What are the definitions of customer satisfaction and loyalty and which the factors influencing them?
2. What relationship is there between customer satisfaction and customer loyalty?
3. How can customer satisfaction and customer loyalty be increased in Vistamar hotel?

Internship structure

The report includes five chapters.

At the beginning, there are my objectives and expectations as the reason of the selection of the Internship and finalizing my master in tourism organizations management.

The first chapter shows some theoretical studies about the selected subject of the internship. It includes some definitions of customer satisfaction and loyalty, the factors influencing them, and the relationship between them according to some earlier research and studies.

The second chapter describes the specifications of the selected hotel, including hotel placement, target market, competitors, and facilities, following an analysis of the general aspects, SWOT analysis, considering the factors that can affect the case hotel profitability.

The third chapter presents detailed explanations of the departments in which I have worked such as reservations, front-desk and accounting, the performed activities, duties, and the current standards in these parts.

On the fourth chapter the focus is on the factors influencing customer satisfaction in the case hotel, regarding on some reviewers' comments about different parts of this hotel on TripAdvisor travel website and presenting some strategies to improve customer satisfaction and loyalty in Vistamar hotel.

In regards to chapter five there is conclusion according to my experience during the internship based on the obtained skills. There are also some recommendations to improve service quality, customer satisfaction and loyalty in this hotel as well.

Chapter 1. Theoretical Background

1.1. Customer satisfaction and loyalty

Today many hotels have a lot of problems to keep up customers because of the global competition. 'Some market researchers have proven that most hotel companies in Europe and in the U.S. will lose half their customers over a span of five years' (Ganesh, Arnold and Reynolds, 2000). When quality standards increase, level of guests' expectation will be raised, as a result, it will be more difficult and costly to make them satisfied. Having loyal guest is extremely important because, along the time, service cost will be reduced for them. The product or service is known for a loyal guest. The customer doesn't need a lot of information; buys more services and spend more money for the services; and give recommendations to others to use the same product or service (Ganesh, Arnold, and Reynolds, 2000).

Some researchers believe that improving the level of service quality can't get desired customer loyalty by itself. Rather, improvement of overall customer satisfaction is what leads to greater loyalty and repeat customer (Rungting, 2004).

1.1.1. Customer satisfaction

Customer satisfaction refers to customers' feeling about their specific requirements or expectations have been met. Goodman (2009, 22) believes that customer satisfaction is complicating to define because normally it is extenuating by expectation. Customers will be satisfied if the product or service above demands or expectation. It means that hotel guest won't be satisfied if the service is below expectation. The customer's positive feeling about the service quality is also satisfaction. Satisfaction is a psychological experience that appears guest's happiness. Customer satisfaction about special product or service is unpredictable, as it may satisfy a guest but not another one. So, for raising customer satisfaction, we have to find and understand the items that may affect customers satisfaction.

In addition, customer satisfaction refers to the satisfaction of an individual consumption or service experience (e.g. Bitner, Booms, and Tetreault, 1990; Oliver and Swan, 1989). It can also refer to a general evaluation of a customers experience with a company service or products (Cronin and Taylor, 1992). In most customer satisfaction research, to repeat buying behavior is often referred as a result of satisfaction (e.g. Boulding et al., 1993). Satisfaction feeling can affect buying intention in future and customer loyalty as well. The studies show that customer loyalty seriously depends on the general satisfaction level (e.g., Anderson and Fornell, 1994). Some studies have claimed through observed evidence that satisfaction is the key factor in certifying customer loyalty (Bolton, 1994; Rust and Zahorik, 1993). Some more studies have made the relationship between customer satisfaction to repeat buying objectives (Cronin and

Taylor, 1992; Oliver, 1980). While Anderson and Fornell (1994) believe, it is not clear how we can forecast deciding repurchase of real buying behavior; however, a satisfied customer is probably repeating buying a product/service, because there is lower risk related to an unknown service or product.

Cardozo (1965, 244), emphasizes that consumer repeat his behavior even if increasing satisfaction and it won't be changed to another service or product. Therefore, customer satisfaction can be defined in two aspects.

Customer satisfaction definition according to feeling along consumption in the first aspect: It is evaluated from the customer attitude. It focuses on customer satisfaction as a result of a particular behavior on buying. This values the communication skills between consumers and staff or seller. It's clear that the staff behavior to the customers can effect on buyers decision to buy the product or service. In particular, satisfaction is customer point of view to decide if it is logical to pay the price for the received product or service. Westbrook (1983) believes customer satisfaction is the statue of emotional response. Especially, if the customer can be convinced about the benefits of the received product or service, he will pay for it and even can accept to pay the increased price. Wilton (1988) describes customer satisfaction is a conclusion about the difference between service quality and customers expectation. Regarding this statement, if the quality of the product or service is more than expectation, the customer will be satisfied. It shows that the consumer will be dissatisfied if the service quality is lower than expected.

Customer satisfaction definition according to the behavior after the consumption is evaluated in the second aspect. Considering the discussion, customer satisfaction focus on a general value for the consumption experience. After consumption, there is a positive evaluation. The evaluation can be done about the consumption process or the result. The satisfaction is a statement of a general point of view resulted in consumption. It can present the positive or negative feeling about a service or product.

There are some challenges in hotel industries for improving service quality, upgrading product design, and shortening the period of product development. There is a lot of progress in these fields, but guest satisfaction is one of the most important goals in the lodging business today (Skogland a. Siguaw, 2004). Regarding customer satisfaction is one of the main goals of marketing in a market-oriented company. The main goal of the company's customer satisfaction is to develop the business for obtaining a higher level of market share, and to retaining and passing on the business which totally results to extend profitability (Barsky, 1992). The studies about services-marketing show that satisfied customers buy more when they

stay and buy more often. They also recommend it to their family and friends. There is a direct connection between profit and service, sale and satisfaction. more satisfied customers, they spend more(Gerson, 1993). As a result, the sale will be more, so if more selling usually, the profits will be great (Gerson, 1993). On the other hand, satisfied customers are seldom looking for the lowest prices and the selling price for them is really lower than the attractions cost of new customers. Keeping satisfied guests is the cheapest and most successful way of advertising. On the opposite, a dissatisfied customer won't continue the business with the company, even probably share others about the negative experience. As probably many positive experiences are necessary to make customer loyalty, but usually, just two negative experiences are enough to create an enemy for a business(Hill and Alexander, 2000).

1.1.2. Customer loyalty

There are different kinds of definition about loyalty in many relevant subjects, but we can't find any uniform idea about it. Goodman (2009, 85) believes that "loyalty is best measured by continued buying behavior." Reichheld (2001, 44) thinks that "loyalty is about earning people's enthusiastic commitment to a relationship that will improve their lives over a long-term." Therefore, customer loyalty means to get customer trust and improving the activity advantages. Gremler and Brown (1999, 34) believe that "customer loyalty shows a customer's positive attitude for the repeating buying behavior on certain product or service." Customer loyalty points to the effects of price, quality, product or service and many related items which can make strong feelings on specific service or product to make a preference for selecting the product or service. Griffin (2002, 2-4) claims that customer loyalty means the re-purchasing behavior based on personal preference of certain product or service. Having loyal customers is the most important advantage of a company. Thomas and Tobe (2013) believe that "loyalty customers are more profitable." It is basically divided into emotional and behavioral loyalty. Emotional loyalty shows that the customer is initially satisfied with the opinion, behavior, and culture of the company. While presenting behavior loyalty is shown by repeating purchasing company service or product.

There is the emotional factor in loyalty. Loyalty isn't just buying behavior. If customer repeat buying behavior, it won't show necessarily his specific preference. The probable reason is something that prevents change. It means that repeating buying points that you have the customer, but it doesn't prove that you have customer loyalty. Loyalty includes repeating buying following strong point of view orientation. So customer loyalty is re-purchasing behavior

following high interest. The loyalty is a mixture of natural tendency and re-purchasing behavior. It clears extremely trust to the service quality of a company. Therefore, if in the future the same product or service is required, the product or service of the same company could be the first priority. It is the first customer preference, thus the buying behavior will be repeated.

Customers show different levels of loyalty, obligation, or faithfulness in some points of the activities every day. Loyalty also occurs in consumption cases which has got much consideration in the marketing fields (Kandampully et al., 2000). Totally, the expression, customer loyalty, has been explained a situation that customers:

*Repeat buying a suitable service on time, and, Keep positive viewpoints about a good service.

Customer loyalty includes three dimensions: behavioral, attitudinal, and composite. Behavioral loyalty reviews stable measurements, the behavior of re-purchasing is a criterion of loyalty. Especially, it explains a sort of behavior conducted to a special brand during the time (Bowen and Shoemaker, 1998).

The people (Ehrenberg, Goodhardt, and Barwise, 1990; Krishnamuthi and Raj, 1991) evaluated behavioral dimension of loyalty. This kind of evaluation problem, as Dick and Basu (1994) indicated, is obtaining a restricted perception of the elements influencing repeat buying. There is one other problem with the approach which is repeating buying doesn't always display a psychological faithfulness to a brand (TePeci, 1999). For instance, a guest may select a hotel because of the appropriate location. If a new hotel is established nearby, the guest may switch to the new one for offering better values. Therefore, re-purchasing does not always mean loyalty (Bowen and Chen, 2001).

The loyalty attitudinal evaluation applies attitudinal information to show the emotional and psychological relationship deep-rooted in loyalty. This measurement is related to the feeling of loyalty, involvement, and faithfulness. There are cases that a guest has a positive attitude about a hotel, but doesn't stay at the hotel (Toh et al., 1993). Attitudinal dimension points out a customer's interest to repeat buying and recommend, that is a good scale of a loyal customer (Getty and Thompson, 1994). The customer may feel a high interest in a hotel and recommend it to others, but think that it's too expensive for him to stay frequently.

The third measurement which mixes the first two dimensions (behavioral and attitudinal) is the composite evaluation of loyalty that evaluates it through customers' preferences, the readiness of brand-switching, re-purchasing, and the total amount of buying (Pritchard and Howard, 1997; Hunter, 1998; Wong et al., 1999). Utilisation of behavior and attitude in loyalty definition develop the forecasting capability of loyalty considerably, so, composite evaluation has been

totally accepted as a two-dimensional formulate which by researchers can recognize guest loyalty in some aspects, high-grade hotels and airlines (Pritchard and Howard, 1997).

Customer loyalty includes an attitudinal faithfulness to the relationship (like price insensitivity), and clear loyalty behavior (like positive word of mouth) (Oliver, 1999). So, loyal guests are the ones who have positive viewpoints about the hotel, faithful to repeat purchasing the service and recommend it to others.

The above definition of customer loyalty displays that the loyal guest is included the people, from fully faithful to the ones who never think about staying in the hotel again. Based on the definition, a fully loyal guest can be described as follows:

- A. Stays in a hotel frequently
- B. Likes the hotel and believes positively in it
- C. Never think about staying in another hotel in the same area

In opposite, on the other side, a very “non-loyal” guest:

- A. Never stay in the hotel again
- B. Has a very negative opinion about the hotel
- C. Looks for recommendations about other hotels and will test any other one

The three-aspect definition is stable according to Zeithaml, Berry, and Parasuraman’a (1995) “loyalty to company” factors in their behavioral-intensions theory. In the research, there are five items evaluating loyalty element which is included:

- A. Speaking positively about the company or hotel
- B. Recommending the hotel or company to someone else who looks for information
- C. Pushing relatives and friends to have dealt with the company
- D. Regarding the company as the first option to purchase service
- E. Having more deals with the company in the next five years

Therefore, practically, the evaluation involves all cases of three dimensions of the above-mentioned customer loyalty definition.

1.1.2.1. Loyalty requirements

There is no clear theoretical framework that indicates elements resulting in the development of customer loyalty (Gremler and Brown, 1997). Meanwhile, there is agreement among performers and scholarly that customer satisfaction and service quality are loyalty requirements (Gremler and Brown, 1997; Cronin and Taylor, 1992). They believe that a satisfied guest normally will be a loyal customer, and satisfaction is the only required motivation to develop such loyalty (Ostrowski, O'Brien and Gordon, 1993).

1.2. Factors affecting customer satisfaction and loyalty

Customer loyalty includes a behavior, meanwhile, customer satisfaction involves the way of thinking or feeling. Thus, there should be differences between the items that affect customer satisfaction and loyalty. (Great Brook 2000.)

1.2.1. Factors affecting customer satisfaction

Customer satisfaction is evaluated from different aspects and service quality is one of them. Former studies show that there are some elements can influence service quality. The factors consist of staff service, hotel image, guest' room facilities (Supraanee Silkossesak,2004.), the location of the hotel, staff knowledge and skills (Thuyarut Boontor, 2008; Werapong Chalermrut, 1993; Anupa Saibuatong, 2007; Panwadee Phatanachai, 2008).

Parazuraman et al. (1988) have combined the above-mentioned elements and presented a tool to develop service quality which is called 'SERVQUAL' model. It includes five basic follow dimensions:

1. Tangibles point out physical facilities, personnel, equipment and communication possibilities.
2. Reliability points out the capacity to supply the promised service strongly, on time, in the same way, and correctly.
3. Responsiveness points out the readiness to help guests and supply service quickly. Staying guests waiting, especially for no logical reason, makes negative sense of the quality. If any service failure, making fast recovery quickly by professionalism may make a positive condition.

4. Assurance points out the employee's knowledge and skills and their capacity to stimulate trust and reliability. The assurance dimensions involve the ability to carry out the service, giving respect to customers, and powerful communication with guests.

5. Empathy points out the ability to understand the needs and share the feelings of customers. Empathy involves being helpful, stimulate the sense of security, and try to find the customer's demands.

The SERVQUAL model is regarded as a helpful way which ensures service quality and support organizations to reach customer satisfaction. (Webster and Hun,1994) Customer satisfaction is very important to run and manage a company.(Spreng et al.,1996) the customers who satisfy with product or service would like to repeat buying from the company (Andaleeb &Conway, 2006). Therefore, if a company can touch its customer expectations and make them satisfied completely, it can create a profitable business.

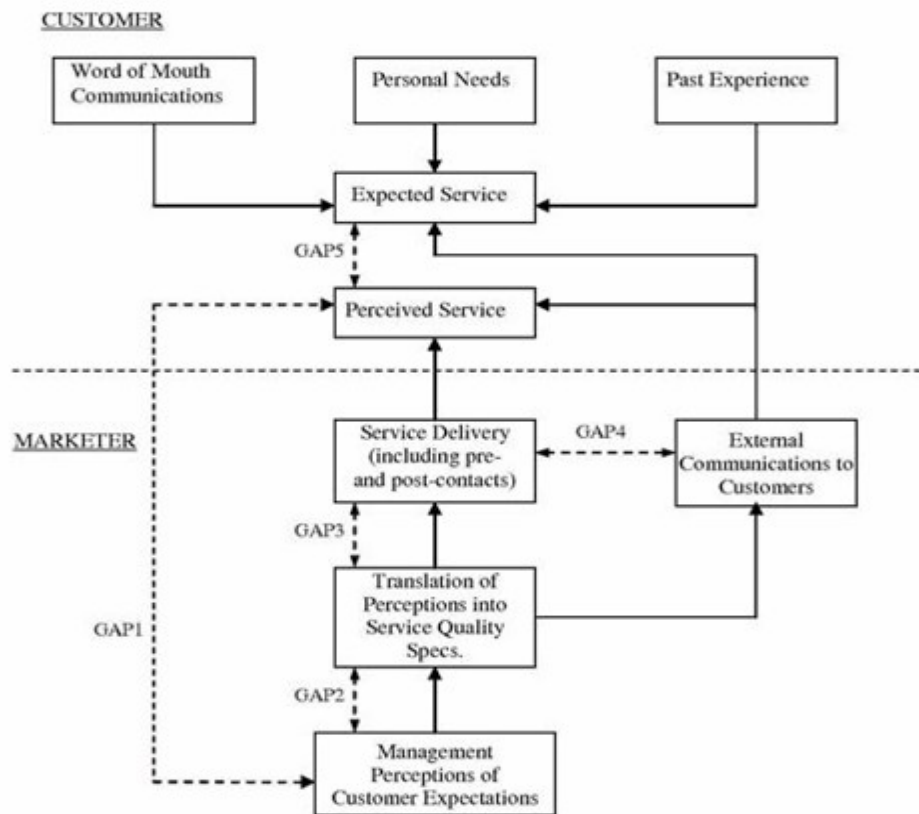


Figure 1. Service quality model by Parasuraman et al. (Parasuraman et al. 1985, p. 44. Figure 1) There are models such as SERVQUAL (Parasuraman et al. 1988) which explain the dimensions of the service quality. There are some studies especially for the critical cases of the guest's satisfaction with lodging industries. There's a study focusing on determining the key factors

influencing on the hotel experience (Knutson et al. 2009) which is based on the SERVQUAL model of perceived service quality (Parasuraman et al. 1988) that resulted in the factors related to the “practical nature of the hotel experience: safety, reliability and consistency” (Knutson et al. 2009, p. 51). The factor is probably referred to hotel location, different facilities’ availability and room service. The study also displayed that the second important dimension for guests was the “convenience” which is connected to the time factor and “reasonable design of the guest room and other equipment, and also to simplify booking the room”. The next important dimension is the “incentive”, which is a financial element such as discounts, loyal guest plans, and different room packages. The last dimension which is related to the hotel stay called “environment”. This can be regarded as the “tangibles” of the SERVQUAL model (Parasuraman et al. 1988). The environment in a hotel includes the interior and the atmosphere which influence strongly on the guest experience during staying.

The study carried by (Heide and Grønhaug, 2009) shows the atmosphere importance as a motivation for the hotel guests’ satisfaction. It's necessary to make it clear that the word atmosphere here points out both social (function between employees and guests) and the physical parts (hotel architecture and fashion). According to this, the indicators like staff friendliness and availability, location, loud sound, furniture and interior space are related to the category.

The other dimension of service quality which has a strong effect on guest satisfaction is the “reliability”, such as the company capability to present a service in a reliable and accurate way” (Berry and Parasuraman, 1991, p. 16). The theory creates the conclusion that the basic “triggers” of guest's satisfaction or dissatisfaction are probably related to the reliability of hotel service and staff, rather than the hotel tangible indicators. Totally the attributes “room service”, “check-in/check-out”; “staff friendliness”, “staff availability” and “other extra services” have been most often related to the high levels of guest's satisfaction. Barsky and Labagh (1992) made a study to evaluate which hotel attributes are major for hotel guests, so they displayed seven following features:

- “employee attitudes”
- “location of the hotel”
- “room”
- “price”
- “facilities”
- “reception”

- “services”
- “parking”
- “food and beverage”

According to the study, they resulted that the strongest attributes in the process of satisfaction production are “employee attitudes”, “facilities”, “room”, “location” and “price”.

Another study done by (Gundersen et al. 1996) focused mainly on business travelers that were based on the watching the satisfaction following actual experience, in which there were not any expectations. The observed factors in business travelers which have the most influence on the general level of satisfaction were the “tangible aspects of the housekeeping department” and the “intangible aspects of the reception” (Gundersen et al. 1996, p. 79).

Ryan and Huimin (2007) made a study in Chinese hotel market and found that “bedroom cleanliness”, “having comfortable pillow and mattress”, “quietness of room”, “food quality” and “security”, “check-out services”, “staff friendliness”, “hotel ranking” and “price” are the most important factors for guests satisfaction.

Satisfaction of a service is created through touching individual's expectations. The customers will be satisfied if there is a balance of the service quality and their expectations. Their expectations can be resulted of their past experiences and obtained online information. If they are satisfied with hotel services, the customers probably will stay in the same hotel again.

Service quality has been proved to be correlated with overall guest satisfaction (Stringam, Gerdes, & Vanleeuwen, 2010; Poon & Low, 2005). The higher star-rating of a hotel, the greater customers might be satisfied (Bulchand- Gidumal 2013). Studies also have suggested that men and women can have different judgments on various aspects of the same provided services (Suki, 2014). Consumers’ attitude and expectations about service quality are also limited through the cultural background that creates problems to set a global standard and definition. Also, it has been approved that travelers of different geographical regions also might differ in their perception of service quality (Poon & Low, 2005).

Facilities (Li, Ye, & Law, 2013) room quietness (Heung, 2000), cleanliness and maintenance (Li, Ye, & Law 2013), safety and external leisure environments (Lin et al. 2011) were also influenced on customers’ satisfaction. Callan and Bowman (2000) claimed that ‘value for money’, ‘cleanliness’, ‘comfort of bedroom’, and ‘politeness of staff’ are the most important elements which resulted in a hotel effectiveness. Service staff is a key factor in the rating of a hotel.

Helpfulness of the information desk (Heung 2000), accurate and fast professional service contributes (Lin et al. 2011) reception services (Li, Ye, & Law 2013) have been considered as factors of staff's characteristics which influence on guests' satisfaction.

1.2.2. Factors affecting customer loyalty

Service quality, customer satisfaction, and loyalty produce a firm series of "cause and effect by building on each other so that they cannot be treated separately" (Johnson and Gustafsson 2000, p. 2).

Since the hotel product is principally a service, it's necessary to recognize the "nature of the satisfaction with services". Service satisfaction is mainly managed by the "quality of experiences". So, Berry and Parasuraman (1991, p. 7) showed that the service quality is evaluated just during or after consumption. In the service industry to increase profits, developing quality is preferred to lowering the expenses. There are two types in which the results of improving quality are visible (Rust et al., 1995). The first one is related to the positive word of mouth and a company capability to focus on its services quality, and then attracting new customers. The second form of is the situation that the current customers are very satisfied with the services, then they re-purchasing the service. The continuous buying is very important as the interest of repeating purchasing is more than new customers that will be resulted in the remarkable revenue for the company. The other discussion of quality improvements is that the selling costs to new customers are mainly higher than to repetitive ones (Rust et al. 1995, p. 59).

Each hotel's interested in getting loyal guests who repeat visiting, and as a result, obtaining a constant income for the hotel. Berry and Parasuraman (1991, p. 7) believe that it's fundamental for a hotel to have a "post-sale marketing" (by creating an enjoyable experience for the guest during staying in the hotel) to obtain loyal guests. To have and manage loyal customers, it's necessary to have knowledge about customers' "evaluations, intentions, and attitudes that affect their behavior" (Oliver 1999, p. 35).

Gustafsson et al. (2005) displayed the three main forms which result in the customer loyalty formation as follows:

- overall customer satisfaction
- effective commitment
- calculative commitment

“Customer satisfaction” is explained as overall satisfaction which has a huge positive influence on customer’s loyalty (Gustafsson et al. 2005, p. 210). Effective and calculative commitment is recognized as the possible force of customer faithfulness. They push a customer to keep the relationship with a service supplier. It seems that commitment applies to satisfied guests, but sometimes a dissatisfied customer also stays purchasing a specific service since there is not any other option. The “effective commitment” is psychological and can be the result of the personal connection of a guest with a specific firm (such as company brand). In the “Calculative commitment,” guest thinks logically. It happens because of the customer’s incapability (for having no other alternative or financial limitations of the guest) to replace to another hotel.

1.3. Customer satisfaction and loyalty connection

Stone and Foss (2003, 99) believe, “satisfaction is a good indicator of commitment and repeating buying behavior.” Customer satisfaction is a grade and level of measuring the quality of service or product. It doesn't show only feeling about product or service quality, but it appears how much customer’s expectation can be met by the service. The loyalty of the customer is affected by the service quality and many different elements. It may involve the customer psychologically with the service. Since the service in a hotel is a mixed up set, each department can be influenced to pull guests. (Dickie 2008) claims, “customer satisfaction does not equal to customer loyalty.” Customer satisfaction is a kind of emotional satisfaction, it's a viewpoint that appears after buying behavior. But loyalty is a continuous dealing includes re-purchasing. Customer satisfaction estimates customer’s emotions and prospects meanwhile customer loyalty returns to the buying behavior and faithfulness to shop in the future. Regarding customer satisfaction can appear the ideas and emotions behind former shopping experience. It refers to an ended behavior. It's not a reliable reference to forecast future action. But regarding customer loyalty can show the most most-liked product or service. (Woodcock et al. 2003, 99.).

Gitomer (1998) believes that “customer satisfaction is worthless because a satisfied customer still will buy the other company’s product or service.” In addition, sometimes customer select a product or service repeatedly because of low price or good location (for example about hotels), while he isn't generally satisfied with it. It's clear that customer satisfaction can result in repeat buying behavior. But, it is not the key element of customer loyalty. Rust and Zahorik (1995), claim “customer satisfaction decides customer loyalty.” Cronin and Taylor (1992) believe that customer satisfaction can affect loyalty directly. Therefore, there is no doubt that there is a continuous relation between customer satisfaction and loyalty. Especially, customer satisfaction is the foundation of obtaining customer loyalty.

Jones and Sasser (1995) expanded a thesis about different figures of customer satisfaction. They introduced four categories :

- “Apostles” include satisfied and loyal customers who involve word of mouth positively and recommend the hotel or company to other people.
- “Mercenaries” or money-oriented include customers who are sense time about the price. They can sometimes change the current companies for getting a lower price, even if the lower level of satisfaction with the new provider of the services.
- “Hostages” are the customers who are not satisfied with a company, however, they do not replace it because of having no substitute.
- “Terrorists” include the customers who not only change the company as they have substitutes but also involve word of mouth negatively.

Heskett et al. (1997, p. 10) believe that for a long time service companies managers were wrongly sure that the company's profit mostly depends on the volume of market share. It's also clear that customer loyalty is the real measure of a company profitability which is often identified through customer satisfaction. Some studies resulted that, for a lot of industries, expanding customer loyalty influence unbelievably on the growth of profits (Heskett et al. 1997, p. 20). It means that market portion quality (customer loyalty) isn't less important than market portion quantity.

Customer satisfaction is a key factor in creating the value. This is due to the fact that in modern society customers are strong “value-oriented” because they are in search of outcomes of service encounters and processes that surpass the acquisition price they paid for the service (Heskett et al. 1997, p. 23).

CHAPTER 2. Viatamar Hotel-Apartments

2.1. LOCATION:

Vistamar Aparthotel is located in the center of Costa del Sol, in the beautiful town, Benalmadena. It's a very popular resort for the beautiful beaches and the nice sightseeing. The distance from the International Airport Malaga is just 15 km and is only 280 m from the beach. It's too close to many shops, bars and restaurants at the well-known Puerto Marina (2.5km away) which is the most important touristic place of Benalmadena. There is a Burger King restaurant from 100 meters to the right of the hotel and a large supermarket (Dia) behind the Burger King and next, there's a petrol station.

It's also next to the main coastal road and there is a bus stop in front of it. So people can move easily to the other towns and cities in the east and west of the hotel, such as Malaga, Torremolinos, Marbella and etc.

2.2. AFFILIATION TO A GROUP:

Vistamar hotel belongs to the Entree hotels group. Entrée Hotels GmbH has been operating in Germany since 01.01.2008. Since the start of business in Germany.

Today Entrée Hotels GmbH operates four hotels in Germany such as Hamburg, Berlin, Munich and four hotels in the south of Spain. They include Vistamar 4 stars hotel apartment, Torremolinos 3 stars Hotel, Vista de Rey Benalmadena hotel and Ojen Echo hotel. It has followed the goal of having 20 hotels by 2020, Three and four-star level.

2.3. COMPETITORS:

Sunset beach hotel(4 stars) is the most important competitor of Vistamar Hotel.

The most strengths of Vistamar are the good location and cheap price. The location of Sunset hotel is better than Vistamar place. It's next to the beach, the distance is about 50 meters. The distance for Vistamar is 280m.

Vistamar hotel rate in TripAdvisor website is 3.5/5, Sunset Beach hotel rate on the same website is 4/5. The price I Vistamar hotel is cheaper than Sunset hotel. So, it makes Vistamar more attractive option for the guests who like to travel low price. On the other hand, Vistamar hotel rooms are all apartments, but Sunset hotel includes single, double, and triple rooms. So, more people can stay in Vistamar rooms than Sunset hotel.

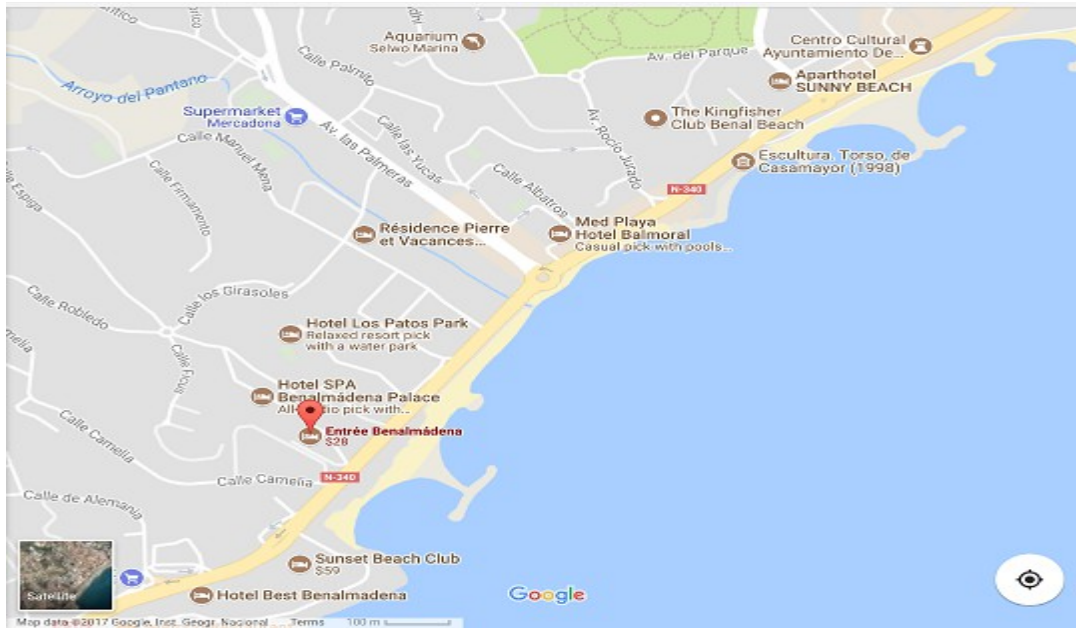


Figure 2. Vistamar Hotel Placement

2.4. TARGET MARKET:

Since Vistamar is an apartment hotel, most of the clients are the tourists who come here for holidays mostly from one week to even one month. Sometimes they travel as some related families because they can go to their friends' apartments and eat and drink and spend time together. On the other hand, the price is cheap. Most of the guests are from Europe such as UK, Ireland, Germany, Sweden, Netherland and etc but there are a lot of guests from South Korea every week.

2.5. HOTEL & OUTLETS DESCRIPTION

The Vistamar is a 4 stars hotel apartment which is an 8 floors Building and a parking placed underground Including 138 rooms (70% apartments + 30% studios), one buffet restaurant with 150 seats on the 3rd floor, 2 bars having free internet and a meeting room as well. There is a billiard table in the main bar and some other games. Reception is 24 hours available. There are massage room and beauty salon. The hotel is just 300 ft from the beach in Benalmádena Coast. There is an outdoor pool, a small pool of children and mini golf course.

All the apartments have air conditioners, a terrace or a balcony, a private bathroom, and living room with a sofa bed and TV. There are fridge and microwaves in the kitchens. The complex includes a self-service laundry room. Guests can treat themselves to a meal in the hotel restaurant, or walk along nearby Paseo Marítimo promenade to reach the beautiful port of Puerto Marina, where you can find many bars, restaurants, and shops.

Visit nearby Torremolinos or Málaga, only 8 miles away. The Vistamar is perfectly located only 5 miles from Málaga airport.

2.6. HOTEL FACILITIES

- 24-hour front desk
- lounge Billiards
- Dry cleaning/laundry service
- Elevator/lift
- Garage parking (Surcharge)
- GardenGolf course on site
- Hair salon
- Internet access
- Luggage storage
- Massage one meeting
- conference room
- Photocopy machines
- Poolside bar Restaurant(s)
- Room service (24 hours)
- Snack bar
- Children Swimming pool
- Outdoor Swimming pool
- outdoor seasonal Terrace
- Wedding services
- Wheelchair accessible



Figure 3. Hotel Exterior Space

2.7. ROOM FACILITIES

- Air conditioning
- Bathtub only
- Coffee/tea maker
- Direct-dial phone
- Hair dryer
- Room safe
- Kitchenette Microwave
- Private bathroom
- Refrigerator
- Television service
- Shower/bathtub combination



Figure 4. Room Space

2.8. SWOT Analysis

SWOT Analysis is a comprehensive management-planning tool used to understand the Strengths, Weakness, Opportunities, and Threats involved in an organization or business. It is usually presented in a form of a matrix that involves specifying the objective of the organization and identifying the internal (Strengths and Weaknesses) and external factors (Opportunities and Threats) that are supportive or unfavorable to achieving the organization's objective (Rapidbi, 2014)

SWOT analysis is pointed to find the company's advantages and disadvantages. This analysis basically shows the strengths, weaknesses, opportunities, and threats of companies. The hotel's SWOT analysis is oriented based on my internship in Vistamar hotel and the interview done with the hotel manager. The SWOT of the hotel is shown in table 1.

Table 1. Vistamar Hotel SWOT Analysis

Strengths	Weaknesses
<p>Location,</p> <p>Reasonable price,</p> <p>Working with well-known tour operators such as side tours, Tui, Itaka, ...</p> <p>Good rating online Hotel,</p> <p>Breakfast and dinner quality and variety is good,</p> <p>Logical Service Standards,</p> <p>Different Category rooms: two beds apartments, one bedroom apartments, and Estudios,</p> <p>Two swimming pools,</p> <p>Massage room,</p> <p>Beauty salon.</p>	<p>Weak customer service,</p> <p>Low number of reception staff,</p> <p>No lunch service in the restaurant,</p> <p>Old Rooms: furniture and gadgets,</p> <p>Chargeable safe boxes, parking, & internet,</p> <p>The whole infra-structure requires rebuilding,</p> <p>No mini-bar in the rooms,</p> <p>No training or updating programme for staffs,</p> <p>Weak communication through Social Media,</p> <p>No 24 hours room service and maintenance,</p> <p>No centralized accounting department,</p> <p>Just one reception staff on each shift,</p>
Opportunities	Threats
<p>Tourism exhibition, e-commerce, Social media regular updates</p> <p>City development</p> <p>Arabic spring and middle east changes</p>	<p>Competitors,</p> <p>Spain economic growth is slow</p> <p>Economic influence</p> <p>Terrorism attacks</p>

Considering to the strengths, the hotel has been located in a perfect location to spend holidays for people visiting the town, eating out and shopping. Dia chain supermarket is next to the hotel. To reach the beautiful beach people just need to cross the road in front of the hotel. Also, there is a good transport service (bus, taxi) for airport connections. The hotel is also known for the reasonable price especially for families as they can stay together in the same apartments. Even though The customer service isn't strong enough but many of the clients return after the first visit. Different room categories have been resulted in many tour operators send big groups of tourists to the hotel from whole the world.

Regarding the weak points, the hotel does not present lunch service in the restaurant which is unused for some hours every day. On the other hand, there are some rooms that are empty, while they can produce extra incoming for the company. We always received complains about the chargeable or weak internet connection. It takes a lot of time and energy of front desk staff who is often alone. Car parking was chargeable that makes clients Unsatisfied. The furniture and gadgets are old. Kitchen appliances are incomplete and housekeepers have to transfer them to different rooms according to the received request. After 5 p. m there is no maintenance staff around that has made a lot of problems for guests and the front desk that have to respond them. Communications via social media are used very weakly. The points of view together may lead travelers to choose a different hotel.

As we speak about opportunities, Spain has passed crisis period and at present, the economy in this country is growing again. It is always considering as one of the most important tourist centers of the world. In addition, political changes in the middle east and northern Africa was a great chance to change destinations and move many tourists to the south of Europe.

About the threats, at present recent terrorist attacks in Europe and Spain, of course, have made the most risk of damaging tourism industry and so the economic situation of the countries. About the hotel, there are two hotels around it which are more expensive. They have the similar location advantage. If they reduce price Vistamar will lose a lot of customers.

CHAPTER 3 .Internship Activities

During three months internship, I started working in reservation department and front desk 6 hours a day and rest of the day I worked in accounting as an auditor. Sometimes I had to work there even in my free time to finish the duties that the hotel manager had asked me to do.

In reservation and front desk department I have worked with Francisco Romero who was the manager of the department. For auditing the invoices I worked with Mr. Antonio Calderón, the hotel manager.

After work time, I sometimes walk in different parts of the hotel to see total conditions of the service quality generally because I lived in the hotel in the three months as well.

3.1. Reservation

I went to Reservation and front desk department which was together in the same place on the first day of my internship, 20th January to 20th April 2017, Monday to Friday from 10:00 am to 16:00 pm. I worked there with Carmen and supervised by Francisco Romero, Reservations & Revenue Manager. Francisco was the reception, reservation and revenue manager.

Reservation and reception are usually the first places in which the first contact happens between clients and the hotel, therefore it is always very important to present the perfect customer service. The staff should pay attention to guest's questions and needs and answer them patiently and professionally.

Making reservations can be done directly through the hotel website, telephone, email and in person or indirect via a tour operator or travel agent.

Task and duties in this department:

- Answering telephone and e-mail
- Updating availability
- Preparing and printing Arrivals for the next day including booking and payment details.
- Making update and printing reservations in K-root
- Managing Cancellations and No-Shows(charging for late cancellations and releasing rooms for re-selling);
- Managing overbooking

- updating reservations
- sending the number of guests and the room number to the restaurant whose reservations included breakfast and dinner

3.1.1. Rates and Availability

This means setting the process of managing reservations to be sure that both availability and rates are set correctly. This prevents overbooking or selling cheaper.

The following information should be obtained by receiving a reservation request:

- Guest name and number
- Arrival date and departure date
- Room type
- checking if the requested room is for studio apartment, one bed or two beds apartment
- Tour operator name
- booking reference

3.2. Reception

The staff works there 24 hours a day in three shifts. One staff in the morning shift (08:00am – 16:00pm), one staff in the afternoon shift (04:00pm –24:00pm) and one staff at night shift (24:00pm – 08:00am).

Front desk staff are the first ones who welcome to hotel guests on arrival time and responsible for helping them with checking in, giving them information about breakfast and dinner time, guide them how to get their rooms, restaurant, bars, pool and etc. The staff also give the guests assistance on checking out to store their luggage in the special room if they want to leave the hotel later or call a taxi to pick up them. The reception staff should help guests without sending them to another staff.

I was in front desk and reservation department during 20th January to 14th April 2017, Monday to Friday from 10:00 am to 14:00 pm. The reception department was supported by the reservation manager, Francisco, between 09:00 am and 19.00. During the time reception was never unattended but at the time sometimes it was empty as there was just one staff on duty.

3.2.1. Behavior Standards

- * Welcome guests smiling
- * Answering customers with smiling face
- * Calling guests by name if possible
- * Behaving friendly and professionally with the customers
- * Behaving politely and respectfully
- * paying attention to each guest individually
- * Forecasting guest's wishes, paying attention to their needs, considering their problems and complaints and help to resolve them
- * Increasing work knowledge and job self-confidence resulting high efficiency and selling hotel products
- * Coordination and cooperation with all other colleagues
- * Guests should always be comfortable to ask you question or service
- * Language level should be perfect
- * Using positive sentences and Comments. Prevent stating negative points
- * Being present at work on time

3.2.2. Answering Telephone

- * Telephone calls answering should be done quickly. There should be no missed call.
- * having a warm and kind voice tone
- * No hurry to finish the sentences. The words should be clear and understandable.
- * No making personal calls unless in emergency cases

3.2.3. Complaints

Any complaint should be reported to the reservation and reception Manager and he should report it to the hotel manager.

3.2.4. Facilities

3.2.4.1 Late check out

Formal check-in time is from 15:00 and check-out should be by 12:00. Late check-out is possible according to availability and guest request. Late departure can be done until 16:00 pm. There is a charge for half accommodation night and after that, a full accommodation night rate is charged.

3.2.4.2. General information

Reception staff help guests with general information (showing location on map, calling Taxi, giving directions for shopping and sightseeing, presenting tours, etc.)

3.2.4.3. Internet Service

It is Chargeable, €3 for 24-hour use that is a minimum charge, €6 for 72 hours, €10 for 7 days and €30 for 30 days. In the bar Internet service is free.

3.2.4.4. Post Facilities

There is a yellow post box in reception. The guests can put the envelopes or postcards inside it. Twice a week a mailman comes and collects them.

3.2.4.5. Massage Room

There is a massage room in the hotel. The guests should make a reservation to use the service. They come to reception to do this. Reception staff should make c calling to massager woman and fix a time. The price is €20 for half an hour massage service and €30 for one hour. There is a %50 discount for hotel staff to use the service.

3.2.4.6. Reception responsibilities

- * Welcoming clients friendly
- * Check-in/out guests
- * Making corrections, refunds, and payments according to the hotel rules;
- * Answering callings

- * Handling guest complaints efficiently
- * Coordination with other departments;
- * Printing daily reports, checking payments
- * Answering customer question about bill
- * Controlling arrival notes and special requests of guests
- * Checking if the arrival guests have booked as room only, BB (bed and breakfast), or HB(half board) and sending the room numbers for the restaurant
- * Checking if the deposit has been recorded on customer folios for safe box, and removing it after checking out
- * Considering if the reception and lobby are always clean
- * Taking care of availability and rates
- * Checking the reception area is fully stocked to perform the duty
- * Being polite with guests and paying attention their needs and requests, presenting service even more than their expectations if possible.
- * Informing guests about the time of breakfast and dinner
- * Greeting guests with smiling face
- * Apologizing guests for keeping them in waiting and thanking for being patient
- * Informing guests(room only reservations) with the restaurant special rate explaining what is included if purchasing breakfast and dinner tickets for the whole period of staying
- * There should be always someone in reception area
- * Presenting good information about the area around, supermarkets, petrol station, local transport, restaurants, and etc. The reception staff should be always available to help guests friendly and professionally.

Receptionists should behave the hotel guests considering hotel standards. We should check the guest booking details: name, number of customers, room type and rate, length of staying, checking if it is room only, bed and breakfast or half board, special requests during check-in.

Determining the guest length of staying will help the reception to handle correctly the room list, particularly when no rooms are available. If the front desk has a wrong check-out date it can result in overbooking, because the staff has sold an occupied room. Also, it is possible to lose incoming because of leaving a room by guest on earlier date recorded so it may not possible to resell the room. Rooms should be allocated to customers according to the availability of the rooms and guest's requests (sunny room, lower or higher floor, sea view room, quiet room...)

3.3. Accounting Department

In fact, there was no centralized accounting department in the hotel. All financial documents from different departments were sent to the hotel manager and general manager. I started my work on 21st January 2017 and finished on 20 of April 2017. I worked directly with the hotel manager, Mr. Antonio Calderon and supervised by General Manager Mr. Mardin. I worked from Monday to Friday 16:00 pm to 18:00 pm. I had to find the total amount of invoices of the hotel from 1st October 2014 to the end of 2016 and total amount sales to each tour operator and direct clients separately and chasing suspended invoices. Since they had used another software system in the mentioned period, The invoices were not available to print and calculations. I had just a lot of printed invoices in the hotel archive and some contracts with tour operators to collect the necessary information. As I had to do this work manually invoice by invoice, one by one, it took a lot of time to finish it.

Main duties performed were:

- Finding invoices from the hotel archive
- Sorting invoices by numbers to ensure we have all invoices
- Making an excel file and entering details of all invoices one by one
- Calculating total sales amount for each year separately
- Sorting invoices according to tour operators and direct clients
- Finding payment proofs in different bank statements
- Calculating total sales of tour operators
- Calculating direct clients sales according to form of payment (cash or credit card)
- Calculating total payments of each tour operator and comparing to total issued invoices and finding the difference

- Sending suspended invoices for tour operators by email and chasing payment

After finishing my work in reception on the 4th floor which was a busy place I came for accounting that was a room next to hotel manager office on the 1st floor. It was a very quiet environment. It was my first experience as an auditor, so the first days it was very difficult for me. After one week I used to work there and performed the required tasks. To improve the service, creating a centralized accounting department is necessary for the hotel.

I had to look for the invoices sometimes in the hotel archive and sometimes in hotel manager office and even ask the general manager. Some payments were not clear that I had to ask about them the hotel manager and without him, it was impossible to do my duty. There was a long time from the date of issuing the invoices, so I often had some problems to find information. On the other hand, the tour operators had changed the primary reservations and the hotel had to make secondary invoices that cause make difference in payments. It was the most difficult job that I have ever done.

This department may not influence customer satisfaction directly, but making decisions on pricing and strategies that managers used to control the expenses will finally influence on total guest's satisfaction and so damage financial conditions.

Vistamar is one of the cheapest hotels in the area. Therefore, it's often full even in low season. But the cheap price for long-term can harm the profit level especially if there isn't enough supervision on collecting postpone credits of tour operators, the situation can be more complicated. In this hotel there were many invoices of some tour operators without payment document for a long time, some of them even more than one year. The managers had sold the rooms without taking money, so, they had reduced the number of workers and payment amounts.

For example in the case hotel, the managers take the strategy of reduction of the staff number in different parts of the hotel and the salary of the remaining staffs. Some of the workers kept working there because they didn't have any other job opportunity. So if the quantity of workers isn't enough in comparison with the volume of the work, the service quality will be down and makes customer dissatisfaction. In this hotel, there is just one staff in front desk in each shift that has resulted in a high pressure of the staffs, especially on the morning and afternoon shifts. Hence, they can't meet the needs of customers properly. Every day there were some guests waiting to talk with the receptionists for a long time. Sometimes they left and denied their requests. This situation makes the guests nervous and dissatisfied and the receptionists as well.

On the other hand, lack of enough workers in housekeeping department has influenced on hotel cleanness level which is one of the key elements of guests satisfaction.

Since the hotel lost the remaining employees as they left their high-pressure jobs, the managers had to employ new workers sometimes with lower capabilities which made some disorders in controlling the situation in the hotel and wasted some extra cost and time to train new workers as well. From one side increasing job pressure makes employees dissatisfied and as a result, increasing guests total dissatisfaction and loyalty.

Having a centralized accounting department and daily supervision and controlling all debts and credits can make a clear field to make a decision for reasonable pricing programs and presenting a logical service quality to keep the hotel guests and employees satisfied.

Chapter 4. TripAdvisor Comments

4.1. Data Analysis

Hotels use a variety of tools to get and direct customer satisfaction and behavioral intentions. The tools may involve leaving comment cards in the rooms, using service recovery techniques to direct to local service deficiency, issuing post-departure guest satisfaction reviews, and proposing continuous scales for the problems which could not be solved locally. Even if hotels attempt to get and improve customer satisfaction, sometimes guests are not interested in sharing their experiences and present feedback to hotels. Previous studies show that the most of the customers don't show reactions to the dissatisfactory service that they receive and are reluctant to complain to the service provider (Ekiz & Au, 2011; Ekiz, Khoo-Lattimore, & Memarzadeh, 2012). Such unwillingness to complain and presenting feedback to hotels may decrease the chance of doing service recovery and develop the service level in hotels. Today's it's easier for customers to share their experience through review websites, blogs, social media, Facebook and other online networks. The abundance of customer reviews posted on the Internet is available not only to hotel managers but also to other consumers who may base their purchasing decisions on the information provided online (Dickinger & Mazanec, 2008).

An emerging dependence on the Internet as the source of information for decision-making about tourism products strengthens the need for more research in the electronic reviews area (Sparks & Browning, 2011). It's necessary for hotel managers to use guest review comments to make a better understanding their guests and improving hotel performance.

TripAdvisor is a website including travel information. It supplies information for users about many experiences of people with hotels in which they stay and different kinds of tourism products. There is also the possibility for travelers to put their own reviews. Hence, it is regarded as a website to show guest's experiences with hotel stays. As a result of increasing fans of TripAdvisor and travel reviews, their validity and honesty were challenged. Barsky and Honeycutt (2011) displayed how TripAdvisor is a valid reference to get information about customers' experience and satisfaction with a hotel. They made the comparison between hotel ratings on TripAdvisor and other travel websites. The results for most of the hotels were similar, therefore it means that cheating is impossible.

Today's most of the travelers would like to look at travel websites before a trip and see the former reviews posted by hotel customers. Reading the online reviews form the guest behavior and as a result, affecting on hotel sales. Companies that use the user-generated content about their services to make improvements can profit from an 18% increase in sales (Clawson 2011, p. 32). There is the possibility for companies in TripAdvisor to be evaluated against the

competitors. There are specific supports to develop the services which are expressed to be negative feedback as they state the reasons for dissatisfaction of guests whom maybe change for using competitor's services. It's obvious that positive comments about a hotel on travel websites or social media will expand the opportunities that new customer also make a reservation for a room in the hotel.

Overview

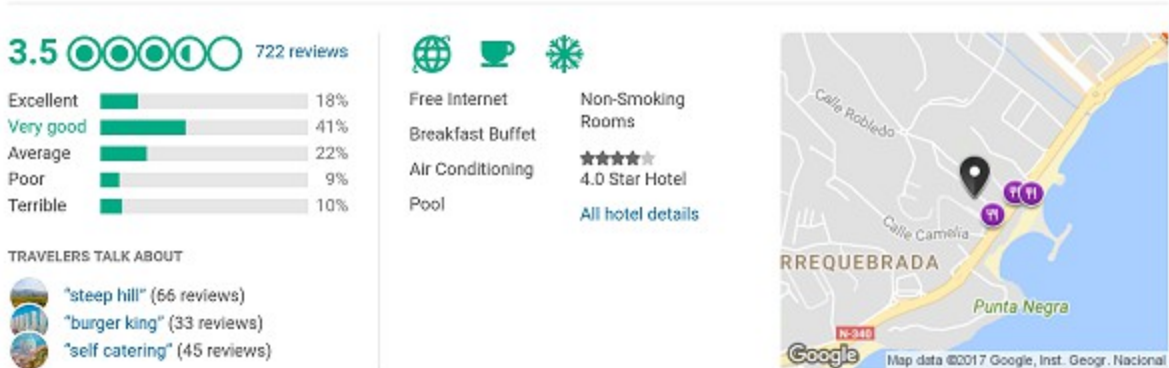


Figure 5. Vistamar hotel rate on Tripadvisor travel website

The report includes guest's reviews on TripAdvisor website which are evaluated according to the mentioned factors that influence customer satisfaction and loyalty. This report used text analysis of online traveler reviews and daily direct observations also in front desk which the guests have reflected in the mentioned reviews.

Author(s) (Year)	Purpose of Research	Data Analysis Technique	Findings	Sector	Data Source of Online Reviews
Ye et al. (2009)	Impact of online consumer-generated reviews on hotel room sales	Log-linear regression model	Positive online reviews significantly increased the number of hotel bookings	Hotels	Ctrip.com (Chinese travel website)
Ye et al. (2011)	Impact of online user-generated reviews on hotel room sales	Log-linear regression model using number of reviews as a proxy for hotel room sales	Positive impact of review valence on online room sales	Hotels	Ctrip.com (Chinese travel website)
Anderson (2012)	Impact of user reviews on hotel pricing power, consumer demand, and revenue performance	Logistic Regression	Positive relationship confirmed	Hotels	comScore and TripAdvisor
Ögüt and Taş (2012)	Impact of star rating and customer rating on hotel room sales and prices	Regression analysis using OLS	Improvement in customer ratings result in higher sales and higher pricing of hotel rooms	Hotels	Booking.com (hotel booking website)
Blal and Sturman (2014)	Impact of contextual factors such as product type on relationship between eWOM and sales performance	Hierarchical linear modeling	Valence has a greater effect on luxury hotels' RevPAR while the volume of reviews has a greater effect on lower-tier hotels	Hotels	Tripadvisor.com
Nieto et al. (2014)	Explore effects of eWOM on business performance	Regression analysis	More positive valence reviews positively affect performance; more negative valence reviews negatively affect performance	Rural lodging establishments	Toprural.com
Xie et al. (2014)	Impact of consumer reviews and management responses on performance	Linear regression modeling	Overall ratings influence hotel performance the most, followed by review variation and the amount of reviews posted	Hotels	Tripadvisor.com

Table 2. Previous research on the impact of valence on online reviews on business performance in the hotel industry

4.1.1. Employees' behavior

Service quality and customer satisfaction are dependent greatly on employees in the tourism industry. The employees' behaviors towards customers in the procedure of service production form the customers' recognition of service quality and their satisfaction as well. So employees have an important impact on customer satisfaction. Hence, it is very important that employees present suitable behaviors as a service experience which customers recognize as satisfying and high quality. Face-to-face communications between employees and customers have a crucial importance in customer's satisfaction and loyalty. The positive customer-employee communication can make a strong point for companies to continue the businesses and increase their profitability.

Hotel reviews can show the behaviors which are understood by hotel guests if pleasant or unpleasant. The travelers write about their positive or negative experiences. It was found in different cases the front office staff was impolite and unwelcoming. Or on contrary, they were well-behaved and friendly. There is a question here how do the guests make the conclusions about the staff personality? The judgments come from how often direct involvement? It is easy to guess the answer. The guests usually spend few days to one week in a hotel. So generally the ways of interpretation of staffs' character show that the travelers have the tendency to generalize an action or response of staff as a scale of their character.

To explain hotel employees behavior, guests described them as "rude" or "polite", "helpful" "responsive" and "friendly" or "unsympathetic", "unwelcoming. It's clear that guests easily remember receptionists' and other staff's behavior during arrivals as a great number of comments were concentrated on this part of guests' experience with the hotel. It seems that the front desk staff behavior on the arrival time of guests can affect totally on their understanding of the staffs' hospitality. As we see if the guests are faced with a warm welcoming on arrival and have a quick check in, they will be appreciated it very much. There are some instant comments by the travelers of Vistamar hotel:

*Recently returned from staying at this property for 7 days on the 10-17 August. Overall hotel was clean minus we had no sheets cleaned for the whole week while we were there.our accommodation was half board.

Breakfast and dinner was a variety of lovely food all fresh fruit and fresh salads too lovely delicious cakes every day. 3 of the staff in the restaurant were extremely rude one even shushed our 2-years-old when he taugt we were looking...

One of the blonde girls that worked in the restaurant looked like she hated her job had a face on her all the time. And if we put our forks down for even a second she was over to whip our plates from us even tho we were finished eating...the other young girl was picking her nose while taken plates.disgusting ...(TripAdvisor 2017).

*This is our second visit, we were here in Feb and sad to see the bad reviews. This will be a long but honest one.

I personally think this hotel is great for a base. We used this as a base as we knew we were not going to be eating or spending much time here but for a family hotel where you want to stay in the hotel, I probably wouldn't choose this hotel.

When we arrived: We got to the hotel about midnight. Check in was quick and went smoothly, the lady at the front desk was very polite and explained to us how to get to our room... (TripAdvisor 2017).

*Hotel was very dated and the food was disgusting. When we arrived we were given our room number but no help on how to find it, we were up and down corridors until we eventually had to go back to the reception to be told that we had to use a lift down another corridor. The staff was rude and extremely unhelpful (TripAdvisor 2017).

4.1.2. Location

The hotel' s location is one of the key factors which influence the guests' satisfaction. To explain the positive specifications of a hotel the reviewers basically explain the closeness of the hotel to public transportation services, city center, airport, shopping centers, restaurants and beach as main. Finding the hotel easily is important as well. As Benalmádena is a tourist destination for sun and beach, so the hotel closeness to the beach in this area has a special importance. As Vistamar hotel has the advantage many tourists select it for the appropriate location. There's almost no complaint of the location of the hotel among the reviewers' comments. Following there are some comments about Vistamar location:

*Where to start. This hotel is in a great location. The beach is a 2-minute walk, close to bars, restaurants, and shops and the marina is 25 min walks away which we found fine. The supermarket next door is great and very cheap! Burger King is also next door...(TripAdvisor 2017).

*Good location and value for money

Hotel is very in a good location, with a short walk to the nice beach and supermarket and shops. Rooms quite spacious with hob, basic cutlery and microwave. Nice bathroom (tripadvisor 2017).

4.1.3. Food and beverage management

There are many comments about breakfast quality in the most reviews as hotel present BB and HB services as part of the optional packages. In addition to the food good quality, the guests expected in-room services. It's clear that quality of food and beverage for the paid money is a very important factor. In Vistamar hotel, if the guests buy the BB or HB package in advance, the price of breakfast and dinner will be cheaper than the situation that they eat in the hotel and pay separately, in this manner they have to pay more for the food.

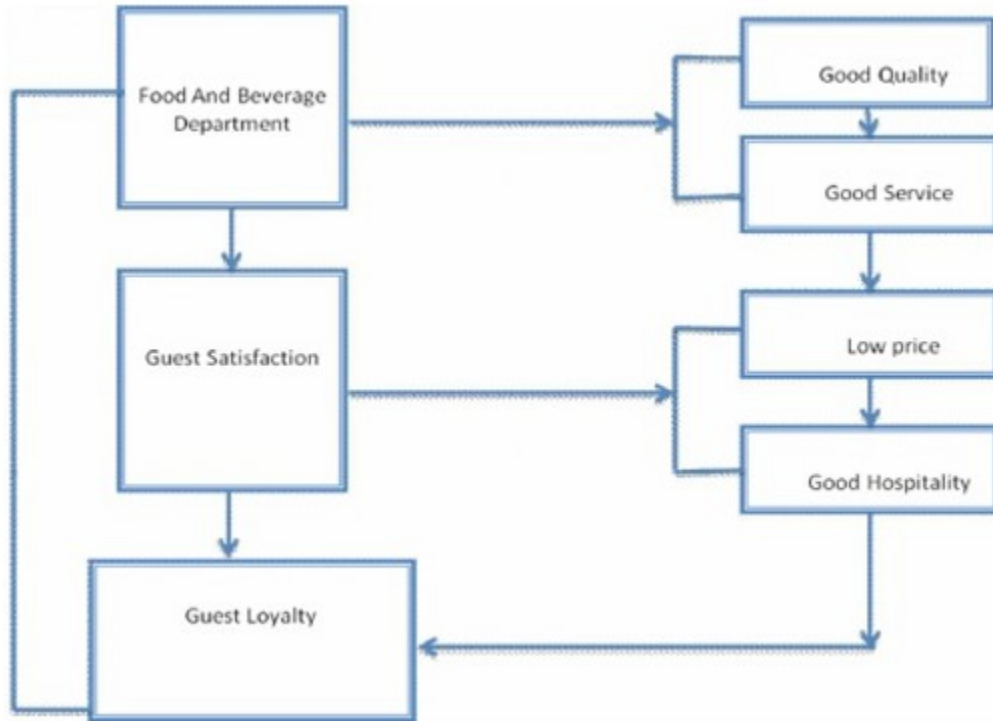


Figure 6: The relationship between food and beverage service department and guest satisfaction on customer loyalty.

The framework has been presented from the study of Kundampully and Suhartanto, (2000), Acharya et al., (2011) and Kozub, (2008) to show the points related to guest satisfaction and food and beverage services that will be resulted in guest loyalty.

Some reviewers comments are as follows:

*Lovely apartment, shame about the service and food

We have been allocated a lovely apartment sea and mountain views. The reception was fine

but the restaurant food is very poor quality, similar food every evening. When its gone its gone! No 're fills with hot dishes, no dessert s accept fruit. Room service poor cleaning. Been here 5 days of 14! No entertainers, no cafe during the day so no bar or snacks. So far very poor apart from reception staff who can't do much (TripAdvisor 2017).

*had dinner 1x in their dining room...poor quality, poor choice, cold...staff do not seem to be trained well...our dishes kept piling up on the table (it's a buffet) and never removed (TripAdvisor 2017).

*The dining room and food.....O.K. not up to everyone's taste, the brits are renowned for not liking "foreign food" but don`'t believe all the negative reviews, it`s not bad, there`s plenty of choices and you can always find something you`ll like....(TripAdvisor 2017).

*Breakfast: Get down early avoiding a long wait for the 1 toaster, you will be able to eat something cereal, toast or the poor quality sausage/bacon/beans plenty of bread. Evening meal: Frozen veg and tinned fruit recycled night after night. Chicken drumsticks, burger meat, and fish were ok but some other meats were tasteless and all of the above cold and recycled.Pudding: Tinned two fruits, peaches, and pineapple. If you are lucky you may get some fresh pineapple and melon. Cake and some other pastries that are the same as you may find in Lidel supermarket (TripAdvisor 2017).

* ...Breakfast was a joke, had to queue for 20 minutes and then push your way in to get anything at all, very poor quality and quantity of food which was disappointing (TripAdvisor 2017).

*...Breakfast was vile. Fatty bacon and hard beans. Limited choice if cereals and a bit of fruit. We ate out loads. Its cheap enough too (TripAdvisor 2017).

* Food is amazing and lots of all types of eaters! The rooms are lovely and the beds were so comfy! Perfect for the kids and the swimming pool was refreshing and the staff was incredibly helpful! I wish we went for longer than the week (TripAdvisor 2017).

4.1.4. Cleanliness

Cleanliness was the factor which mentioned many times in the comments of reviewers. Cleanness of rooms, restaurant, lobby, and bar are very respected by the guests.

To transfer a positive first image of the hotel, paying attention to the cleanliness can make an unforgettable experience which can result in guests coming back.The cleanliness of guest rooms, bathrooms, sheets, towels and public areas, such as restaurant and lobby, all are key factors in guest satisfaction.

As soon as opening the door to the room, guests start to judge about the qualification of the accommodations. View and smells form their feeling and image. A tidy well- smelling room may be really pleasant. If towels and linens are dark or dingy, customers will usually complain about the reception and ask to change them and make a negative feeling.

In addition, the frequency of cleaning the rooms is also important. The guests expect to receive daily cleaning during the staying. In this hotel, there were sometimes some complaints that they didn't have the service. Following there are some comments :

*...children bed and breakfast were unsure after reading all the bad reviews but I couldn't fault the hotel room was really nice, cleaned every day with clean towels breakfast was nice didn't eat dinner here. We had a pool view so we could see the...(TripAdvisor 2017).

* It was lovely and clean and was cleaned every day and we had fresh towels and lots of toilets roll every day...(TripAdvisor 2017).

*...the rooms are very spacious and clean. Cleaners come in every day, cleaned and left fresh towels and are very friendly (TripAdvisor 2017).

*... No clean towels were supplied after 4 days!! Cleaner said to contact reception which did nothing for us.

We had to purchase toilet rolls as they were scarce also!! Cleaning consisted of a quick sweep of the apartment.

I really do not enjoy giving negative reviews of places that I have stayed but this one really took the biscuit! Now you could put it down to it being peak season and very busy but that is no excuse for bad service and lack of cleanliness. Needless to say, we won't be staying here the next time that we visit Benalmadena (TripAdvisor 2017).

* We stayed at this hotel apartment this June 17, the hotel could do with updating and provide better self-catering equipment. The cleaners were in every day to clean but they didn't change the bed sheets or replenish the toilet roll...(TripAdvisor 2017).

4.1.5. Facilities

Technology is an important element of guest satisfaction in a hotel. Hotels usually use technology as a value-added facility to present a kind of distinction and increase customer satisfaction. The facility which is considered as a very basic and played a key role in guest satisfaction is the free WiFi service availability. As it's obvious in reviewers comment and having a lot of complaints to the front desk every day that the unavailability of free WiFi has resulted in guest's

dissatisfaction with this hotel. There is free Internet availability just in the bar area. The guests have to pay to access the Internet in the rooms.

The other facility which isn't free in the rooms of the hotel is the safe box. Every day some guests come to front-desk and ask about using the safe box and when they know that it's not free, it's easy to see dissatisfaction on their faces.

There are not enough facilities in the rooms of the hotel, so the staffs have to move them from one room to others. The things include hair dryer, electronic kettle, TV remote control, coffee maker, kitchen knife, and toaster that damage overall satisfaction of the guests. It's a 4 stars hotel apartment and it's a necessary to have the facilities in all units.

Parking is another payable facility in this hotel. There are many guests in this area who travel with their own cars or rented cars. Lack of free parking has made dissatisfaction for some guests. They have to pay 10 Euros per day to use the hotel parking, if not they have to leave their cars in street parking around the hotel which is difficult to find especially in high season.

The other problem in the hotel is that some of the air conditioners don't work perfectly, so usually, the guests come to reception and complain about it, but there's no 24 hours maintenance service and sometimes they have to wait until the next day which certainly creates dissatisfaction for the guests. On the other hand, when the hotel is full the bathroom water isn't warm enough to take a shower which is a big problem and results in a lot of complaints to the hotel.

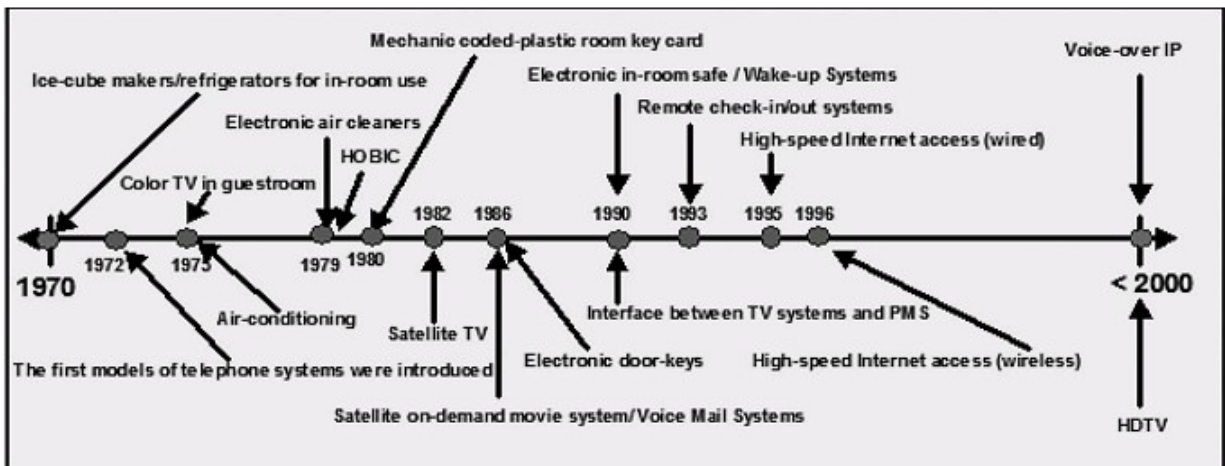


Figure 7. Hotel guestroom technology between 1970 and 2000

Source: DeMicco, F., & Cobanoglu, C., (2009), p.96

* I needed to contact home regarding an unexpected family issue and enquired about the WIFI. I was told a payment of €10 would enable me to use my Ipad in my room otherwise it was free in the bar area, but I needed the privacy of my room to contact home. I told a man working at the reception desk the next day and he asked Have I got my ticket? I did not know what he meant and was told I should have been given one so that I could try using my device first in my room before I paid for it?! A lady behind the desk took my I pad and after a few attempts, she managed to connect it HOWEVER by the time I left reception(seconds) it had gone off ...(TripAdvisor 2017).

*...always something missing from the "equipped kitchen "...staff takes things from other units when asked for something ie; kettle so never fully equipped...they seem to be just moving things around when something is requested...(TripAdvisor 2017).

*...With no lighting in our room, only a bathroom light reception could not even supply a bulb the door key needed resetting after every use the bed leg lampshade and tv were broken the air conditioner didn't work...(TripAdvisor 2017).

*...There was no kettle which was a surprise for 4-star accommodation. Not enough towels for the 3 of us- no hand or floor towel for the shower. Water was off until 8 pm that night, we had been traveling since 3 am that morning! Only 1 chair on the balcony with a table that had seen better days. Balcony door would not lock on either side.

We paid to hire the safe which we could not get to work, called reception who sent an engineer who also could not work it, said he would be back with a master code but never returned so spent the night holding on to our valuables!

The pool was insufficient for the number of apartments with limited sunbeds (TripAdvisor 2017).

4.1.6. Design and interior

Hotel interior design develops etiquette of the hotel business and will attract guests concerns. That's a part of the room preview in which they will stay, but if it's like providing a comfortable and welcoming environment for the guests, it can make them come back again.

The terms, modern and well decorated, are the most repeated ones that explain satisfaction of hotel design and interior. Hotels which present guests the rooms having a balcony and good view make the customers satisfied more. The guests usually write the comments as The room was large, well-designed and clean. The decor was brilliant and modern.

In Vistamar hotel, all the rooms have a balcony. Some of them with ocean view, some with pool view, some with street view, and some with other buildings view. It's obvious that the guests

who have the rooms with sea view or pool view are satisfied but many of the other guests come to reception and ask to change the room. If the hotel is full it's not possible to move. But the guests can wait for one or two days after making empty of sea view rooms and then they will move. Here there are some comments:

*The room was nicely decorated marble floors and brilliant air con. Fridge, cooker and microwave in kitchen area all good. Bathroom fab shower.

Beds good quality but did not have a good night sleep because noises in the stud walling it may have been little furry friends...(TripAdvisor 2017).

This hotel was a 4 in the 70's. When we arrived at 11.00 a.m. we were allocated our room at 15.30 pm that was a good start. The travel agent said we would have a room with a balcony but couldn't guarantee a sea view, fair enough. Our room No. 716 had a small walled offshoot with a generator and stone bench which we could stand on to see the sea, this was our balcony... (TripAdvisor 2017).

*Our room over looked the hotel next doors pool so we were woken early by loud kids. You can hear the room next doors air conditioner. And we think our balcony had some kind of pipe near it that was from the kitchen and we always smelt food. The room is a good size.

The shower had a mind of its own if it slows down back away as it goes hot. But at least there was hot water... (TripAdvisor 2017).

*Dont believe the bad reviews! I was dreading arriving here after reading all the terrible reviews! don't be put off by them! i've just arrived home from spending a week here with my partner and 2 children, we stayed in an apartment on the 4th floor it was nice and clean room lovely warm welcome off the lady on reception, we didn't have a great view it was literally a wall with a few trees/flowers nothing too bad but wanted sea view.. after 2days the receptionist kindly moved us to a sea view apartment and it was really nice... (TripAdvisor 2017).

4.1.7. Price

Recognition effects on guest's buying decisions, and the guests move to other hotels if they feel a poor price realization. It also has a negative influence on overall satisfaction and loyalty. Price is one of the most important elements in making a booking of a hotel. It means that hospitality companies need to provide a very reasonable price-value plan that includes higher level service. Price can be even more important than supposed quality, specifically if there's a price-performance instability.

The price is likely to effect on value more than quality, it means that satisfaction of price has a greater impact on loyalty than quality. So, it's necessary to note that loyalty which is the result of overall satisfaction, is related to more reasonable price variation.

As we see in the SWOT analysis of Vistamar hotel, low price of the apartments of the hotel is one of the most important strong points of the hotel. Because of the low price the hotel sometimes (especially on weekends) is full even in low season, while many other hotels in that area are closed. As we see in hotel reviewers comments, there is no complaint about the price of the hotel. In opposition, there are many loyal guests who have no overall satisfaction about the hotel but they visit it repeatedly because of the price. Some frequent comments are as follows:

*...All in all, this hotel is nowhere near as bad as some reviews state. Yes, it could do with modernizing and decorating, but If you're looking for a cheap getaway, where you don't want to be restricted to the hotel all the time then it's ideal. At the end of the day you pay for what you get, and we couldn't fault it one bit with the deal that we got (Tripadvisor 2017).

*...There are a few bad reviews of this place. But actually, despite a few development points, it's not that bad at all. The way I see it you get what you pay for. The price we paid for half board 8 days was only a bit more than self-catering both here and at other establishments, so we took a gamble knowing if it was terrible we could just eat out (Tripadvisor 2017).

*...This is a very cheap hotel and excellent value for money. Everyone was friendly including other guests...(Tripadvisor 2017).

*...On arrival at our hotel, we were met by a very helpful receptionist, our rooms were very clean and had room service every day. The pool area was cleaned every morning, loads of sun-beds for everyone, one or two need to be replaced. The hotel is across the road from the beach, near bars, restaurants, and supermarket. Overall we were very happy with our stay at the Vistamar, the one thing I have learned is 'do not believe everything you read'. If you are looking for a good place to stay on a small budget well you will be happy here!(Tripadvisor 2017).

*...we have just got back from a weeks stay here, apartments were ok for the money we paid. We only really slept and showered here though. Room was cleaned every few days with fresh towels also. (Tripadvisor 2017).

4.2. Policies for increasing customer satisfaction and loyalty

4.2.1 improving customer satisfaction

There are some policies to increase guest satisfaction:

4.2.1.1. Upgrading facilities of the hotel. The hotel isn't new and its facilities are old and the rooms' furniture is old and broken. There are some broken sunbeds that should be changed. Some TV remote controls don't work and some air conditioners don't work properly as well. The kitchen appliances aren't enough. So it's necessary to buy some new appliances. It's necessary to have regular checking and preservation should be done.

A main problem in the hotel is internet accessible. There are some parts of the hotel in which there's no Internet access. Maybe the consultation with an Internet technician can help the managers to find a way to solve the problem.

Now, many customers like better to pay more to obtain more watchful service. In particular, in the industry of tourism and hotel, the customer supposition is considering to high-quality service. If the service quality keeps the same, the customer will get the low satisfaction of the service about his expectation. In opposition, If improving service quality, the hotel even can increase the price.

4.2.1.2 staff's satisfaction

Service is the key factor for each hotel. In addition, capability and innovation of a staff determine the service quality. So, one of the most strong points of a hotel is its workers. On the other hand, if the workers aren't satisfied, there won't be satisfied guests. Therefore, the workers won't be loyalty, if they aren't happy with their employer. So, it's extremely important to increase staffs' satisfaction.

One of the most practical ways to make staffs satisfied is motivation method. It means to meet the employees' requires. For instance, presenting an aggressive payment package comparing other hotels can make the workers more satisfied. The salary of the workers the same without regarding the hardness of their work, then, they may lose motivation of work. So, their salary should be adjusted according to their actions and qualifications to raise their satisfaction.

Following there is a review of one guest of this hotel which shows how the staff satisfaction can influence customer satisfaction :

*shocking no joke

...Now here is the big problem with our stay on the 3rd morning at breakfast I was only reaching for a butter from a dish and I got an electric shock this tripped the power in the dining room I was shaken up a bit and felt a bit off it. As I went to sit down a member of the dining staff asked if I was OK. She said this has happened many times to the staff but the management doesn't care.

That is disgusting she told me to complain to reception this I did.

They shut me down with yes we know we are sorting it no sorry or am I OK. I tried to carry on the conversation but not interested went on to another customer!. So I emailed them ignored the email but was told the next day by breakfast staff they had all been asked which one of them had told me to complain!. I emailed again towards the end of the holiday but nothing. I suppose I could have kicked off but why to ruin our holiday because of their lack of service. If that one thing in my opinion (major) had not happened I probably would have stayed again. It is just a good job it was not either of my kids. I do not blame the staff. I blame management if you look at older posts they sacked all the staff a while ago no reason just to get cheaper staff I did not know this until after I booked. Pay cheap get cheap I suppose ...(TripAdvisor 2017).

4.2.1.3 Improving service quality

Recognizing customer's demands is very important. Guests have a variety kinds of demands in the hospitality industry. Meeting customer's needs and their expectation is the fundamental element. The staff should be up to date with the changing requests. They should modify the service plan based on the changes to meet customer's needs.

Managing customers' problems and complaints at a proper time and skillful manner is basic operation in the hotel industry. During the period that I worked in reception, some of the guests emphasized that the problems hadn't be solved on time. For instance, one said that there is no warm water in his bathroom and he called to reception repeatedly and waited a lot. After a few hours, maintenance staff came and solved the problem but it was too late for the guest.

Recording details of customer's demands is also a perfect method to improve service quality. Different people have many different viewpoints about being pleasant and luxury. Meanwhile, sometimes it's possible to show the preferences for some details. To do this, all guest details, one by one, should be recorded in a customer relationship management system. The mentioned hotel hasn't any system like this.

The best way to know if guests are satisfied is asking them. The questions, how asking, and when you ask are very important. But our reaction to the guest's answers is the most important element to make a customer satisfaction.

4.2.2 Increasing customer loyalty

Following increasingly strong market competition in the recent year, customer loyalty is the key element that can affect a business profit or loss. Hence, the hotel industry policy should emphasize on improving customer satisfaction and customer loyalty both. Below mentioned cases are some of the techniques for increasing customer loyalty.

4.2.2.1 Discounting and presenting unique benefits

Hotels always wish to increase their share in the market through promotion and reducing the price. This policy is an effect on short-term but continuing the procedure have a negative influence on hotel's profitability in long-term. Therefore, it is the quality of service rather than the price that has become the key to a hotel's ability to differentiate itself from its competitors and to gain customer loyalty (Kandampully et al., 2000). Offering free city tour or upgrading loyal guest's room type can develop customer loyalty.

4.2.2.2 Brand image making

Quality shows the existence of service and it's a profitable coloration image root. A famous brand represents the service information. It shows the obligation of a business. It makes the conditions in which there is minimum buying risk and maximum trust about shopping. A famous brand can also satisfy guest's demands socially and psychologically, hence, it can affect customer's selection and priority. It means brand loyalty. Therefore, creating a positive brand image through making high quality, improving the united image is essential to improve customer loyalty.

4.2.2.3 Improving staff loyalty

Workers are the important components of a company. As already was said, they are the most significant strong point and advantage of a hotel. So, a loyalty worker can determine the steadiness of a business. Customer loyalty is created through the workers of a company. In addition, the connection of the guests and staffs can result in faith, following communication between workers and customers. Therefore, the hotel should create a co-worker connection with the staffs and regard their feelings, and promote them to make the maximum benefit for the hotel.

4.2.2.4 Customer centered attitude

There should be created a customer relations department in Vistamar hotel which has to follow the idea of thinking what the guests' demands and requires. For instance, they should connect with the guests to find their consent about the hotel service and their ideas about the competitor hotels. Creating watchful service which is unlike the competitors' can improve guest's loyalty also. Private service can be presented for all re-appeared guests. (Jing 2010.)

Customer Relationship Management (CRM) is an IT-enhanced value process, which identifies, mature, combine and focuses the various capabilities of the organization to deliver an exceptional customer service, at a profit, to well-known existing and future customer segments (UKEssays, 2003).

A strong customer service is the most important factor for a Hotel to keep and continue in the competition. Every request, need, special event or any problem and complaint of customers can be recorded in guest's profile. So all departments will access the guest information. Then they can give more and better service to the same guests in their next staying in the hotel.

For example, a guest who had stayed in the hotel and asked to have a big or small pillow because of neck pain, a top floor room or a room facing the sun to use the sunlight all along days, and a reported complaint with the TV or loud music sound during the stay. The information was recorded in his profile by front desk staff. On the next reservation, when receptionist sees the profile, the recorded information will be taken into consideration to meet the guest's needs according to the previous requests. The profile should be marked as the repeat customer and the requests and comments should be clear for front desk and housekeeping. The Housekeeping Manager and receptionist must check the room facilities and location is according to the customer's preferences. They can leave a special message for the guest in the room as welcome back note.

Questionnaires are also a key factor to find if the customer experience was positive or not. In the hotel rooms, a questionnaire should be left before customer's arrival. The questions can focus on booking process efficiency, reception friendly behavior, quality of breakfast and dinner, cleanness of room and hotel area, overall experience, if the guest would like to come again or offer to others and some personal information. After filling the questionnaires by guests, they will go to the hotel manager and then to the reception director. He can put the answers in an SPSS programme to make analysis and find if the customers like what the hotel is doing or which departments have problems and need changing or improving.

Travel websites such as TripAdvisor are helpful tools to find information about guests experience in a hotel. It can inform hotel manager about the problems in guest's look and can be useful to improve customer satisfaction. Positive reviews can give a hotel higher ranking. Some of the points of views should be answered by the hotel manager.

A Loyalty Program, such as creating a Loyalty Club and membership in the club can be useful to have loyal customers. Direct clients will take points according to the staying nights and can use discounts and gifts such as early check-in and late check-out (Based on availability), free Wi-Fi, promotions whole the year, free drinks and parking.

Chapter 5: CONCLUSIONS

It was a valuable experience to work in Vistamar hotel. I must say that living in a new country gave me the chance to adapt to a new culture, work style. It was a good opportunity to obtain some skills of hotel performance. Of course, I had already worked in a hostel in Portugal, but working in Vistamar hotel was a completely different experience.

The first suggestion of the work is that hotel managers can not suppose that their customers will certainly repeat purchasing only by satisfying them. While, indications show that hotel service quality effect directly on guest satisfaction, and as a result on guest loyalty, but if the level of the service doesn't fit the expected quality, the impact won't be strong. Hence, for a hotel, it is necessary to keep the stability of service standards.

It seems that increasing guest loyalty not only relies on the hotel capacity to develop customer satisfaction in regards service operation but considering to create beneficial viewpoints about hotel plan and facilities. Hotel managers can take more financial benefit if they invest more for making the rooms of the hotel more comfortable and equip them with new furniture and a well decorated public area which will be resulted to make unforgettable experiences for the guests of the hotel.

All parts of the hotel performance don't have the same significance for the customers. It seems that the rooms of the hotel following to present excellent service are main elements deciding guest loyalty. In fact, to develop the quality of a hotel we should touch the guests' satisfaction with a perfect guest room. Hence, to manage the hotel it is necessary to turn over assets for upgrading guest room services regarding the customers' demands.

At last, some items should be considered to make better conditions of working for employees. The food quality of Staff isn't good and should improve. Salary should be modified. Satisfying employees effect on business running well. If the workers are satisfied they will be motivated and act effectively, so they will present a perfect customer service.

Recommendations

- Providing services at promised times to guests and if the hotel can not, for any reason, Present them to guests, inform them in advance and apologize for that.
- Creating motivation for employees and make them interested in serving guests.
- Organizing training courses for employees to do their job properly.
- Special considering rooms cleanliness and comfort, equipping the hotel with a beautiful and modern decoration.
- Making a connection with guests in the way that they feel that they are important for the hotel and the employees understand them.
- Creating shopping center and children club in the hotel as there are some unused spaces in the hotel.
- Establishing appropriate pricing strategies at different times and especially for loyal guests.
- Putting a shelf in public area of the hotel and leaving some books, newspapers, and magazines.
- Creating CRM department and inspecting guest's complaints and answering them. There should be a box or desk to receive guest's complaint and making a process to handle the complaints. Considering to market research, finding guest's demands, expectations and presenting plans to direct services quality can be obtained by the research.
- Having a centralized accounting department.
- Increasing the employee numbers of reception and housekeeping departments.
- Having 24 hours maintenance service as the hotel building is old.
- Providing not only enough kitchen and room appliances but also some spare equipment for all apartments. It's not good for the hotel to move kettle, hair dryer or TV remote controls from one room to another one.
- food quality has been neglected in this hotel and there are many complaints about it. Changing menu and adding some international food can help to improve the quality of food, as the guests are from different countries.

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