

# **Analysis of Customers' Satisfaction in the Interhotel Moskva a.s.**

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Bachelor Thesis  
2010



**Tomas Bata University in Zlín**  
Faculty of Humanities

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Univerzita Tomáše Bati ve Zlíně  
Fakulta humanitních studií  
Ústav anglistiky a amerikanistiky  
akademický rok: 2009/2010

## **ZADÁNÍ BAKALÁŘSKÉ PRÁCE**

(PROJEKTU, UMĚLECKÉHO DÍLA, UMĚLECKÉHO VÝKONU)

Jméno a příjmení: **Veronika ŽERTOVÁ**  
Studijní program: **B 7310 Filologie**  
Studijní obor: **Anglický jazyk pro manažerskou praxi**

Téma práce: **Analýza spokojenosti zákazníků Interhotelu Moskva, a.s.**

Zásady pro vypracování:

**Úvod**

**Teoretická část**

**Literární rešerše vztahující se ke spokojenosti zákazníků, hotelovým službám a marketingovému výzkumu.**

**Analytická část**

**Analýza spokojenosti zákazníků se službami Interhotelu Moskva, a.s.**

**Doporučení ke zvýšení spokojenosti zákazníků.**

**Závěr**

Rozsah práce:

Rozsah příloh:

Forma zpracování bakalářské práce: **tištěná/elektronická**

Seznam odborné literatury:

**Hague, Paul N. 2003. Průzkum trhu: příprava, výběr vhodných metod, provedení, interpretace získaných údajů. Brno: Computer Press.**

**Hayes, Bob E. 1997. Measuring Customer Satisfaction: Survey Design, Use, and Statistical Analysis Methods. USA: ASQ Quality Press.**

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**Van Bennekom, Frederic C. 2002. Customer surveying: a guidebook for service manager. Canada: Customer Service Press.**

Vedoucí bakalářské práce:

**Ing. Petra Kressová, Ph.D.**

Ústav managementu a marketingu

Datum zadání bakalářské práce:

**7. ledna 2010**

Termín odevzdání bakalářské práce:

**7. května 2010**

Ve Zlíně dne 7. ledna 2010



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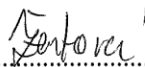
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## **ABSTRAKT**

Bakalářská práce se zabývá problematikou analýzy spokojenosti zákazníků Interhotelu Moskva a.s., Zlín. Cílem je analyzovat současnou spokojenost zákazníků s kvalitou poskytovaných služeb hotelu Moskva, konkrétně s vybavením hotelového pokoje a se službami spojenými s ubytováním v hotelu. V teoretické části zpracovávám literaturu týkající se služeb, zákazníků, marketingového výzkumu a spokojenosti zákazníků. Praktická část zahrnuje informace o hotelu Moskva, avšak nejdůležitější je část, která se týká marketingového průzkumu spokojenosti zákazníků s hotelem Moskva. Na základě výsledků průzkumů navrhuji změny v hotelovém vybavení, které by zvýšili spokojenost zákazníků.

Klíčová slova: Marketingový výzkum, marketing služeb, spokojenost zákazníků, výzkum pomocí dotazníků,

## **ABSTRACT**

This bachelor thesis deals with problems of the analysis of customers' satisfaction with services in the Interhotel Moskva a.s., Zlín. The aim of this bachelor thesis is to analyze the customers' satisfaction with the quality of provided services by hotel Moskva Zlín, especially with room equipment and services connected with accommodation. In theory I elaborate resources from literature connected with services, customers, marketing research, and customers' satisfaction. Analysis contains more information about the company; however, the most important part is a conducting survey of customers' satisfaction with hotel Moskva accommodation services through questionnaires, interviews and observation. According to results of the survey I give recommendations for changes of hotel room equipment which should improve customer satisfaction.

Keywords: Marketing research, services marketing, customer satisfaction, questionnaire research

## **ACKNOWLEDGEMENTS**

I would like to thank my supervisor Petra Kressová. for her guidance, valuable advice and comments, willingness and especially for time she dedicated to our consultations during the process of writing my bachelor thesis. Further, I would like to say thanks to Petr Svěrák, sales and marketing manager of the Interhotel Moskva a.s., Zlín , who enabled me to write this thesis and helped me as much as he could. Last but not least my word of thanks goes to all people who assisted me in writing this thesis. I regard highly their help and time they spend with assisting in my thesis realization.

**DECLARATION OF ORIGINALITY**

I hereby declare that the work presented in this thesis is my own and certify that any secondary material used has been acknowledged in the text and listed in the bibliography.

May 6th, 2010

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## INTRODUCTION

Customer is a person, company, or other entity which buys goods and services produced by another person, company, or entity. ([www.investorwords.com](http://www.investorwords.com)) Number of repeatedly sold goods and services depends mainly on the customers' experience with the bought service or product and satisfaction with the service or product. There is no doubt that customer satisfaction plays significant role in business.

Investments in the analysis of customers' satisfaction brings a lot of useful information which can be used in improving the level of overall service and therefore feed the needs of current customers while concurrently luring new customers.

The aim of this bachelor thesis is to analyze the customers' satisfaction with the quality of provided services by hotel Moskva Zlin, especially with room equipment and services connected with accommodation.

After a short discussion with the manager of hotel Moskva, I found that managers of hotel plan large hotel reconstruction in several years and that it would be useful to gather information about customer preferences. The hotel manager told me that the number of customers is decreasing and that he would like to make some changes, which would improve the financial situation of the hotel.

My thesis will be divided into two parts - theory and analysis. In the first part, I will focus on the theory, including services, customers, and marketing research.

In the analysis I will describe hotel Moskva along with its activities and then I will do concrete marketing research of the customers' preferences for room equipment and amenities and of overall satisfaction with accommodation in hotel Moskva. I will use a questionnaire for gathering information and I will evaluate each result individually with help of figures and tables.

At the end I will make recommendations regarding potential changes that can lead to higher customers satisfaction levels.

## **I. THEORY**

## 1 SERVICES

The shift away from manufacturing to service employment has started to become very significant. According to Janečková (2000, 9) the importance of services in Czech Republic is increasing during the last few decades alongside the number of people employed in the service industry. In the economically-developed world the majority of all jobs, often more than 75 percent, involve some kind of service work. Furthermore, some 9 in 10 of all new jobs are in services. (Bryson and Daniels 2007, 1) Consistent with the increasing number of services, the number of requirements closely connected with the provided services is also growing. Managers who want to lead a successful service business need to focus on customers, to analyze their needs, and to assess their satisfaction with the provided services.

### 1.1 Definitions of Services

Scholars have found it extremely difficult to construct a rigorous definition of service because services cover a vast array of different and often very complex activities. The word service was originally associated with the work that servants did for their masters (Lovelock 2007, 14). According to Bryson and Daniels (2007, 4) originally the category of services was a residual that embraced everything that was not included in extractive and manufacturing sectors of economy.

Kotler and Keller (2007, 402) define a service as any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product.

Bryson and Daniels (2007, 19) consider services as one of the main categories of all economic activities. They noted that 'services' has several meanings. They give double use of the word service, which rarely causes confusion:

- services as a group of activities: trading, playing, driving, and so on, and
- services as the products or results of these activities: sales, concerts, journeys and so on.

Peter (1989, 207) claims that marketing textbooks should devote more attention to program development for the marketing of services because the marketing of goods and the marketing of services are the same and therefore the techniques used for goods apply as well to the marketing of services. The marketer must in both cases be concerned with developing a marketing strategy.

## **1.2 Distinctive Characteristics of Services**

Services possess several unique characteristics that have a significant impact on marketing program development. Kotler and Keller (2007, 405) describe as the key characteristic of services intangibility, inseparability, variability and perishability. Characteristics could vary in dependence on the kind of service and many other factors.

### **1.2.1 Intangibility**

The intangibility of services is obviously the basic difference between goods and services. Services cannot be seen, tasted, felt, heard, or smelled before they are bought. Many of the problems encountered in the marketing of services is due to this intangible nature.

Buyers are looking for some evidence of quality. Kotler and Keller (2007, 405) claim that buyers are influenced by the quality from the place, people, equipment, communication material, symbols, and price that they see. It means that, for example, hotels should develop a look and style according to the customer's requirements. Marketers must be able to transform intangible services into concrete benefits to attract the customer's attention.

### **1.2.2 Inseparability**

Services are typically produced and consumed simultaneously. This is not true of physical goods which are manufactured and consumed later. Peter (1989, 209) claims that inseparable services cannot be inventoried and thus direct sale is the only feasible channel of distribution.

### **1.2.3 Variability**

Services are highly variable because they depend on who provides them and when and where they are provided. Service buyers are aware of this variability and often discuss the quality of offered services with others before they make a decision. There are a few steps service firms can take to increase quality control. Firms can, for example, invest in good hiring and training procedures as well as recruit the right employees and provide them with excellent training. Another thing which is considered to be very important is the monitoring of customer satisfaction. Firms can draw from the customer suggestion and complaint system, customer surveys, and comparison-shopping. (Kotler and Keller 2007, 406)

#### **1.2.4 Perishability**

Services cannot be stored and thus they are perishable. Perishability is not a problem when demand is steady but usually markets for most services fluctuate by seasons and, for many, even by day or week. For example, public transportation and distribution firms have to have service availability for peak and slack periods. (Peter 1989, 210) Hotels can for example offer special short-term discounts and promotions for the slow periods.

### **1.3 Service Marketing Mix**

The original 4P's model of marketing mix is, in the case of service marketing, insufficient because characteristics of services are different from the characteristics of goods. That is the reason why the need for adding other P's to the traditional marketing mix has risen. (Kincl 2004, 121). Product elements, place and time, price and promotion, and education are extended by the three elements associated with service delivery: physical environment, process, and people. These seven elements are referred to as the "7 P's" of service marketing and they are considered as the eight strategic levels of service marketing. (Lovelock 2007, 22)

#### **1.3.1 Product Element**

Product is everything that an organization offers to customers to satisfy their tangible and intangible needs. Speaking about pure services, we recognize product as a certain process without the help of tangible results. (Janečková 2001, 29)

Service products consist of a core product that responds to the customer's primary need and an array of supplementary service elements that help customers to use the core product effectively. (Lovelock 2007, 23)

#### **1.3.2 Place and Time**

The main goal of decisions of distribution is to facilitate an access to services for customers. (Kincl 2004, 123) Delivery may involve use of physical or electronic channels, depending on the nature of service. Use of the Internet allows information-based services to be delivered in cyberspace for retrieval, wherever and whenever it suits customers. Firms can also deliver services directly to end users through intermediary organizations. Speed and convenience of place and time have become important determinants of effective service delivery. (Lovelock 2007, 23-24)

### **1.3.3 Price**

Price can be defined as the amount of money changed for a product of service or the sum of the values that consumer exchange for the benefits of having or using the product or service. Price is an important indicator of service quality. Customers connect the value of prices with the quality of offered services (Kincl 2004, 122). To calculate whether a particular service is "worth it", customers may go beyond money and also assess the outlays of their time and effort. Service marketing, therefore, must seek to minimize other outlays that customers incur in using the service. (Lovelock 2007, 24)

### **1.3.4 Promotion and Education**

No marketing program can succeed without effective communication, which includes needed information and advice, persuading target customers of the merits of a specific brand or service product, and encouraging them to take action at specific times. In service marketing, much communication is educational in nature, especially for new customers. Suppliers need to teach these customers about the benefits and possibilities of the service to get the best results. (Lovelock 2007, 25)

### **1.3.5 Process**

Process can be defined as an element of service that monitors the customer experience and an organization's offering. (marketingteacher.com) Creating and delivering product elements requires design and implementation of effective processes. It is necessary to monitor and simplify the process to reach the best results and the satisfaction of customers. (Janečková 2001, 31)

### **1.3.6 Physical Environment**

Physical environment is the material part of service. It includes the appearance of buildings, landscaping, uniforms, furnishing, and other visible cues all provide tangible evidence of a firm's service quality. (marketingteacher.com) Customer's impressions are highly influenced by physical evidence of service firms and that is the reason why managers control physical evidence with care. (Lovelock 2007, 25)

### **1.3.7 People**

People play a very important role in services. People who influence at least a little of the buyer's perception play a crucial role: employees, providers, customers and fellow customers ( Kincl 2004, 124)

Because services usually require direct interaction between the customer and contact personnel, (dis)satisfaction with service quality often reflects customers' assessments of front-line staff. Successful service firms devote a large effort to recruiting, training, and motivating employees. (Lovelock 2007, 25)



## **2 CUSTOMERS**

Customers are undoubtedly the key area in the hotel environment and we can divide them into several categories. On the one hand there are hotel customers living in a hotel, and on the other hand there are guests using other services offered by hotel such as a restaurant or office space. (Beránek, Kotek 1996, 18)

### **2.1 Customer Behaviour**

Analysis of shopping behaviour and customer decisions belong among the basic tasks of marketing research. How customers will behave depends on the way their needs will be fulfilled. Fulfilling customers' needs becomes, within the marketing concept, the core field which influences other marketing activities in the company. This fact motivates many companies to monitor and analyze customers' needs and behaviour as much as possible. (Foret 2008, 71)

The ways in which customers are behaving should be studied by all good marketers. It is easier for marketers to adjust to customers' needs the structure of offered services, prices, promotion, and distribution channels, when they are able to understand customers' consuming behaviour. Human behaviour is influenced by both personal and interpersonal factors. Relative meaning of information is evaluated by both business and personal recourses. All customers go through several steps of the decision-making process during a shopping experience, all of which are important for sellers to consider. (Kortison 1995, 70)

### **2.2 Customer Needs**

Knowing and understanding customer needs and wants is at the centre of every successful business. Need is a problem that customers intend to solve with the purchase of a good or service (businessDictionary.com). A human need can be defined according to Kotler et al. (2009, 12) as a state of felt deprivation. Included are the basic physical needs for food, drink, sleep, and shelter, which are essential to survival; as well as social needs such as fame, prestige, love, and friendship, which are important for our well-being.

According to Holloway et al. (2009, 60) many people believe that we also have inherently within us the need to master our environment and understand the nature of the society in which we live.

American psychologist Abraham Albert Maslow (1908-1970) grouped all needs into a hierarchy (see Figure 1), suggesting that the more fundamental needs have to be satisfied before we seek to satisfy the higher-levels ones. (Foret et al. 2001, 72) Maslow's hierarchy

of needs, in the order of importance, are: physiological needs, safety needs, social needs, ego needs, and self-actualization needs. A person tries to satisfy the most important need first. When that important need is satisfied, it will stop being a motivator, and the person will then try to satisfy the next most important need.

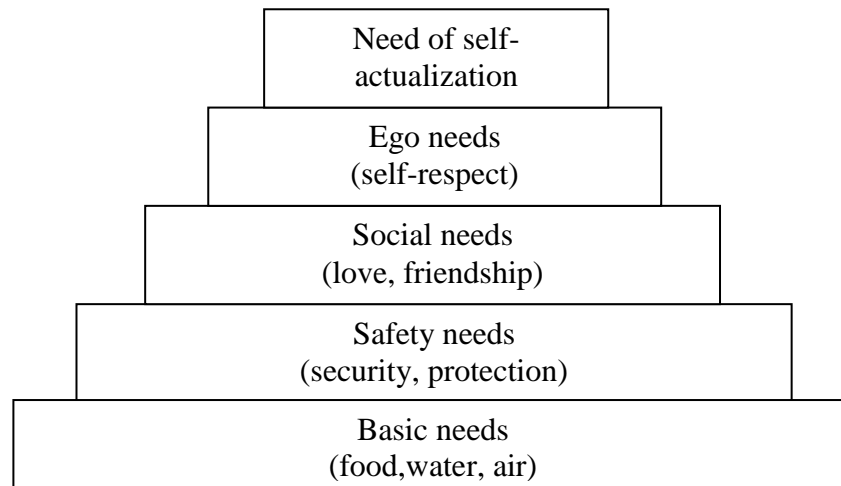


Figure 1: Maslow's hierarchy of needs (Foret et al. 2001, 72)

As was stated before, a professional understanding of the consumer is at the core of the successful business practice in the tourist industry. Service providers should not neglect this hierarchy of needs because the customers will to satisfy their basic needs is first and foremost.

### 3 MARKETING RESEARCH PROCESS

Marketing research has not been ever such a famous marketing activity as today. Popularity of making marketing research increased recently. Further are several arguments against conducting marketing research which were spread in past.

To such arguments belong, for example, opinions that firms providing services are mostly too small to pay for marketing research and they do not have enough educated staff for conducting marketing research. They should also have their own circle of customers whose needs and preferences are explored already and therefore there is no other need for further analysis. (Vaštiková 2008, 8)

Of course, all of these arguments against conducting marketing research in services are behind the times, and nowadays managers know that marketing research is very useful tool that should belong in their daily marketing activities.

Most large companies have their own marketing research departments, which often play crucial roles within the organization. But even companies with their own departments hire outside researchers, possibly because they wish for objective. Small hotels and restaurants can obtain relatively cheap research help from local universities or colleges with business programs. Students are often instructed by their teachers to gain marketing research experience through the four steps marketing research process, which will be further explained. (Kotler et al. 2009, 125)

Before dealing with the particular steps of the marketing research process, the meaning of marketing research must be defined.

Various authors distinguish various definitions of marketing research with a different content of the complete marketing research process. Differences are mostly seen between particular phases of the research process. All authors agree on the systematic running of particular stages of the process and consequently they agree that particular research studies have more and less different process. The advantage is that all of this research can be generalized. (Kozel et al. 2006, 48)

According to Kotler and Keller (2007, 102) marketing research is defined as the *"systematic design, collection, analysis, and reporting of data and findings relevant to a specific marketing situation facing the organization."*

Marketing research and marketing survey are sometimes confused. Marketing survey is in fact only a part of marketing research. Survey and research mainly differs in time needed for conducting. Survey is very short and not repeated very often.

Marketing research involves the identification, collection, analysis, and dissemination of information. Each step of this process is crucial. Marketing projects start with the identification of the research problem, which often leads to opportunities in business. Marketing research is systematic, which means that it follows a pre-defined plan. (Malhotra 2009, 30-31)

Every marketing research study is unique because of the different factors that influence the research, and which arise from the heterogeneity of the investigated problems. Kozel et al. (2006, 70) distinguishes two basic phases of the process of marketing research: the phase of preparation and the phase of realization. Both phases include additional steps which strictly follow each other according to the plan.

According to Armstrong and Kotler (2005, 113) the marketing research process has four steps (see Figure 2): defining the problem and research objectives, implementing the research plan, and interpreting and reporting the findings. In this analysis Armstrong and Kotler's division together with other author's divisions will be used. Finally, the marketing research process consists of five steps:

### **3.1 Defining the Problem and Research Objectives**

The first step in any marketing research project is to define the problem and research objectives. This introductory phase of the marketing research process should not be underestimated because it is the most important phase and often the most difficult step of the complete marketing research process. It usually takes more than fifty percent of the time alone just to solve the research problem. However, if the problem is defined successfully it spares time, which allows for cost savings. (Kozel et al. 2006, 71)

The exact definition of the problem assists in understanding the information that will be needed, and therefore helps in identifying the research objectives. (Wilson 2006, 20) A marketing research project can have one of three types of objectives: (Armstrong and Keller 2005, 113-114)

#### **3.1.1 The Objective of Exploratory Research**

The objective of exploratory research is to gather preliminary information that will help define the problem and suggest hypotheses. As Kotler and Keller (2007, 104) say-the goal of this research is to shed light on the real nature of the problem and suggest possible solution or new ideas.

### **3.1.2 The Objective of Descriptive Research**

The objective of descriptive research is to describe things, such as the marketing potential for a product or the demographics and attitudes of consumers who buy the product or service. It seeks to ascertain certain magnitudes.

### **3.1.3 The Objective of Casual Research**

Some research is casual, which typically aims at testing hypotheses and cause-effect relationship.

Managers often begin with exploratory research and later follow with descriptive and/or causal research.

## **3.2 Developing the Research Plan**

According to Kozel et al. division of the marketing research process and developing the research plan is the final step of the preparation phase. It includes information needed for a successful resolution of the problem. The research plan outlines sources of existing data and spells out the specific research approaches, contact methods, sampling plans, and instruments that research methods will employ.

## **3.3 Collection of Data**

The researchers can gather secondary data, primary data, or both. Secondary data are data that were collected for another purpose and already exist somewhere. Primary data are data freshly gathered for a specific purpose or for a specific research project. (Kotler and Keller 2007, 104)

## **3.4 Collection of Secondary Data**

Researchers usually start with collecting secondary data. There are two basic sources of secondary data: data available within the organization, which is called internal data and include sales reports, information from customer loyalty cards and information in the internal marketing information system. Information available from published and electronic sources originating from outside the organization are called external data, which may also include government reports, newspapers, the Internet, and published research reports. (Wilson 2006, 36)

### 3.5 Collection of Primary Data

If the specific information required is not available from secondary sources, managers must gather primary data. Gathering primary data is more expensive than collecting secondary data but primary data is considered to be more valuable in solving the problem. (Vašítková 2008, 86)

Hair et al. (2000, 39) defines primary data: *"as firsthand raw data and structures that have yet to receive any type of meaningful interpretation"*. Primary data are raw data and structures of variables that have been specifically collected for the current information research problem. Once managers decide to collect primary data, then they must choose what method of gathering data they are going to use. The most widely used means of gathering primary data is the survey method. Other methods are observational method and the experimental method. (Goeldner and Brent 2009, 514)

Designing a plan for primary data collection calls for a number of decisions on research approaches, contact methods, sampling plans, and research instruments.

Marketing research is carried out as qualitative or quantitative according to the method used for its realization.

#### 3.5.1 Qualitative Research

Qualitative research focuses on the questions of motivation, on psychological aspects, on buyer attitudes, and so on. Researchers need to use specific skills and techniques to gather detailed information from respondents. Qualitative research is used mainly in cases when there is a lack of information about an object of research, when it is necessary to search for basic connections, and when managers search for an answer for the "how" and "why" questions. (Cibáková et al. 2008)

To techniques of qualitative research belong for example shadowing, which is observing people using products, shopping, using their cell phones. (Kotler and Keller 2007, 107)

#### 3.5.2 Quantitative Research

Quantitative research can be defined as research for which is typical usage of structured research approach with a sample of population to produce quantifiable insights into behavior, motivations and attitudes. (Wilson 2006, 135)

Quantitative research calls for the answer of the question: "How much?" This kind of research deals with the information about the number of appearances of something which happened or is just now happening. (Kozel et al. 2006, 120)

Research approaches typical for gathering primary data include observation, survey, and experiments.

- a) **Observational method:** This type of research includes gathering data by observing people, actions, and situations. (Armstrong and Kotler 2005, 117) Observational research is used in cases when the researchers do not want the objects of observation to know that they are the objects of research. Kozel et al. (2006, 87) claim that observation is also suitable in cases when oral expression would cause observation problems and therefore is not recommended for research purposes.
- b) **Experimental research:** Experimental research is used for gathering causal information and is a part of the most scientifically valid research. It is used in situations when it is very difficult to gather information in real life. Researchers ask respondents to come prepared to an environment, simulate the situation, and watch respondents' reactions. (Kozel et al. 2006, 88)
- c) **Survey research:** Survey research is the most widely used method for primary data collection and it is often called the questionnaire technique because researchers gather information by asking questions. Survey research presents the best choice for projects when a company wants to know about people's knowledge, attitudes, preferences, or buying behaviors. This information is gathered by personal interviews, mail, Internet, or telephone methods. (Goeldner and Brent 2009, 515) Survey research will be further described.

### **3.6 Analyzing Data**

The next to last step in the process is to extract findings from collected data. Wilson (2006, 38) says that the type of analysis undertaken in a project depends on the nature of the data and specific data collection technique used.

There are significant differences between the analysis approaches adopted for qualitative research to those used for quantitative research. According to Kincl et al. (2004, 60) During quantitative research statistical analysis methods are used while on the other hand qualitative research is explored case-by-case and various psychological methods of analysis are employed.

### **3.7 Interpreting and Reporting the Findings**

Finally, the researchers interpret the findings, draw up a conclusion, and report the conclusion to management. (Kotler et al. 2009, 138)

It is imperative that the whole marketing research project be properly documented and accounted for. Wilson (2006, 38) adds that most projects are generally completed by research teams preparing a formal written report and an oral presentation. Often the presentation and communication of the research findings is more important than the research itself. The written report should address the specific research questions: describe the approach, the research design, data collection, and data analysis procedure. The written report is enriched by tables, graphs, and figures. (Malhotra 2009, 37)

Marketing research is a thoroughly linked process, wherein every step is individually as well as collectively important. A slight mistake or shortcoming in any of these steps can largely affect the eventual success or failure of the entire marketing research campaign.



## **4 CUSTOMER SATISFACTION AND METHODS OF ITS MEASURING**

### **4.1 Customer Satisfaction**

Satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance in relation to his or her expectations. The level of customer satisfaction depends on the offer's performance in relation to the buyer's expectations. (Kotler and Keller 2007, 144)

Kozel et al. (2006, 190) defines satisfaction as a subjective feeling of man about his or her fulfilling needs and wishes which are decided by the condition of his or her experiences and expectations. According to Foret (2003, 109) customer satisfaction is an intangible resources which is crucial for a company's success. Foret speaks about the theory of divergence, which lies in setting customer's expectations regarding service characteristics and confrontation with characteristics of service after purchase.

Customers are simply not satisfied if they do not reach what they expect, and this leads them not to purchase the service or product again which is an undesirable outcome for the service provider or producer.

### **4.2 Survey Research**

The best method for measuring customer satisfaction is according to the characteristics of information survey research. This research belongs in the quantitative method category and allows researchers to procure a great deal of information about individual customers at once. It is a commonly employed strategy in business and management research and is most frequently used to answer who-, what-, how much-, and how many-type questions. (Saunders et al. 2007, 138)

Discussed in literature are many definitions of surveying. One of them defines surveying as a process of examining some area of interest. The purpose of surveys is to gather data about some large group of interest, known as the population. This portion of the customer population is called the sample. Not everyone in the sample will participate in the survey, so those in the sample who actually provide us data are called respondents. (Van Bennekom 2002, 14-19)

Surveys generally involve the use of a structured and semi-structured questionnaire which can be administered according to Van Bennekom ( 2002, 120) by six ways: Hard copy by

postal mail or interdepartmental mail, telephone interviews, electronic mail using ASCII text or an attachment, web-form, or survey "by disk".

The three common methods of conducting surveys appropriate for customer satisfaction measuring are: personal interviews, telephone interviews, and mail surveys.

- a) Personal interviews: Personal interviews allow the use of complex questionnaires, product demonstrations, and the collection of large amounts of data. They are much more flexible than either mail or telephone surveys because the interviewer can adapt to the situation and the respondent. Personal interviews can be completed in a relatively short time period but the major limitation is the relatively high cost. It is also very time consuming process which presents the major disadvantage of this type of method. (Goeldner and Brent 2009, 516-517)
- b) Telephone interviews: Many respondents who may not be available for a face-to-face interview will be willing to do a telephone interview. The process of conducting a telephone interview is similar to that of a face-to-face interview. The only difference is only in selecting the sample when researchers use during telephone interview random dialing procedure or select numbers from a prespecified list. (Kumar 2000, 164) Telephone surveys can be completed rapidly, provide good sample control, and are relatively cheap. (Hawkins et al. 1989, 765)
- c) Mail surveys: Mail surveys have the potential of being the lowest-cost method of research. It involves mailing questionnaires to carefully selected sample respondents and requesting them to return them. (Goeldner and Brent 2009, 518) The disadvantage it that the nonresponse rate in a mail survey is very high and this causes problems to researchers who want to logically gather lots of information in a short period. The other problem appears in no control over the questionnaire once it has been mailed out. Respondents may answer questions selectively-ignoring personal issues and whatnot-and may possibly misinterpret some questions. (Kumar 2000, 172)

All surveys and many experiments use questionnaires as data collection devices. The questionnaire is by far the most common instrument, whether administered in person, by phone, or online.

## 5 THEORETICAL PART SUMMARY

Theory discussed topics as services, customers, marketing research process, and customers' satisfaction.

Because of increasing Services' importance, managers who want to lead a successful service business need to focus on customers, to analyze their needs, and to assess their satisfaction with the provided services.

Services possess several unique characteristics that have a significant impact on marketing program development. Kotler and Keller (2007, 405) describe as the key characteristic of services intangibility, inseparability, variability and perishability. Characteristics could vary in dependence on the kind of service and many other factors.

Service marketing mix includes the original 4P's added by other P's to the traditional marketing mix. (Kincl 2004, 121). Product elements, place and time, price and promotion, and education are extended by the three elements associated with service delivery: physical environment, process, and people. These seven elements are referred to as the "7 P's" of service marketing and they are considered as the eight strategic levels of service marketing. (Lovelock 2007, 22)

Customers are undoubtedly the key area in the hotel environment. Analysis of shopping behaviour and customer decisions belong among the basic tasks of marketing research. How customers will behave depends on the way their needs will be fulfilled. Fulfilling customers' needs becomes, within the marketing concept, the core field which influences other marketing activities in the company. (Foret 2008, 71)

Marketing research involves the identification, collection, analysis, and dissemination of information. Each step of this process is crucial. Marketing projects start with the identification of the research problem, which often leads to opportunities in business. Marketing research is systematic, which means that it follows a pre-defined plan. (Malhotra 2009, 30-31)

Customers are simply not satisfied if they do not reach what they expect. The best method for measuring customer satisfaction is according to the characteristics of information survey research. (Saunders et al 2006, 138)

The three common methods of conducting surveys appropriate for customer satisfaction measuring are: personal interviews, telephone interviews, and mail surveys.

All surveys and many experiments use questionnaires as data collection devices. The questionnaire is by far the most common instrument, whether administered in person, by phone, or online.

## **II. ANALYSIS**

## 6 HOTEL MOSKVA

Hotel Moskva is the largest hotel in Zlín providing a gracious welcome to business executives and leisure travellers alike. This three star hotel in ten-storey building is one of the dominant of the Náměstí Práce (the Labour Square) which completes with its typical design of building characteristic architecture of Thomas Bata Zlin.

Hotel Moskva has a total of 120 rooms, including 11 single-bed rooms, 109 two-bed rooms, of which currently 83 twin beds, 20 double beds and 6 suites. These rooms offer a total of 222 beds. All rooms have their own bathroom with bathtub or shower and toilet, satellite TV, radio, refrigerator and minibar (upon request) and direct-dial telephone. Breakfasts are served buffet-style in the Restaurant Česká and in the Mini Market Café. These restaurants, together with other dining rooms, are available to the guests even during the day. The hotel operates its own protected parking lot for cars and buses.

The hotel houses a total of 6 restaurants and 3 bars to truly satisfy everybody. They differ mainly in internal design, offer of meals served and also price relations in order to satisfy demands of wide customers scale.

The hotel is an ideal place for organizing training, seminars, congresses and teambuilding events. With its capacity of up to 500 seats and 540 m<sup>2</sup>, this is among one of the largest congress centres in the county. Further the hotel offers casino, wellness center, bowling, winter indoor tennis court and other additional services such as hairdressing, solarium, nail studio, etc.

These prices are valid until December 31st 2010 and include all taxes and hotel charges. The price does not include price for breakfast in the amount of around CZK 110.00 / person, which will be added to the overall price of your stay. ([www.moskva-zlin.cz](http://www.moskva-zlin.cz))

1/1	CZK 1.200,-
1/2 twin	CZK 1.500,-
1/2 double	CZK 1.800,-
Junior suites	CZK 2.000,-
Senior Suite	CZK 2.220,-
Presidential Rooftop Suite	CZK 3.720,-

## 6.1 Organizational Structure of Interhotel Moskva a.s.

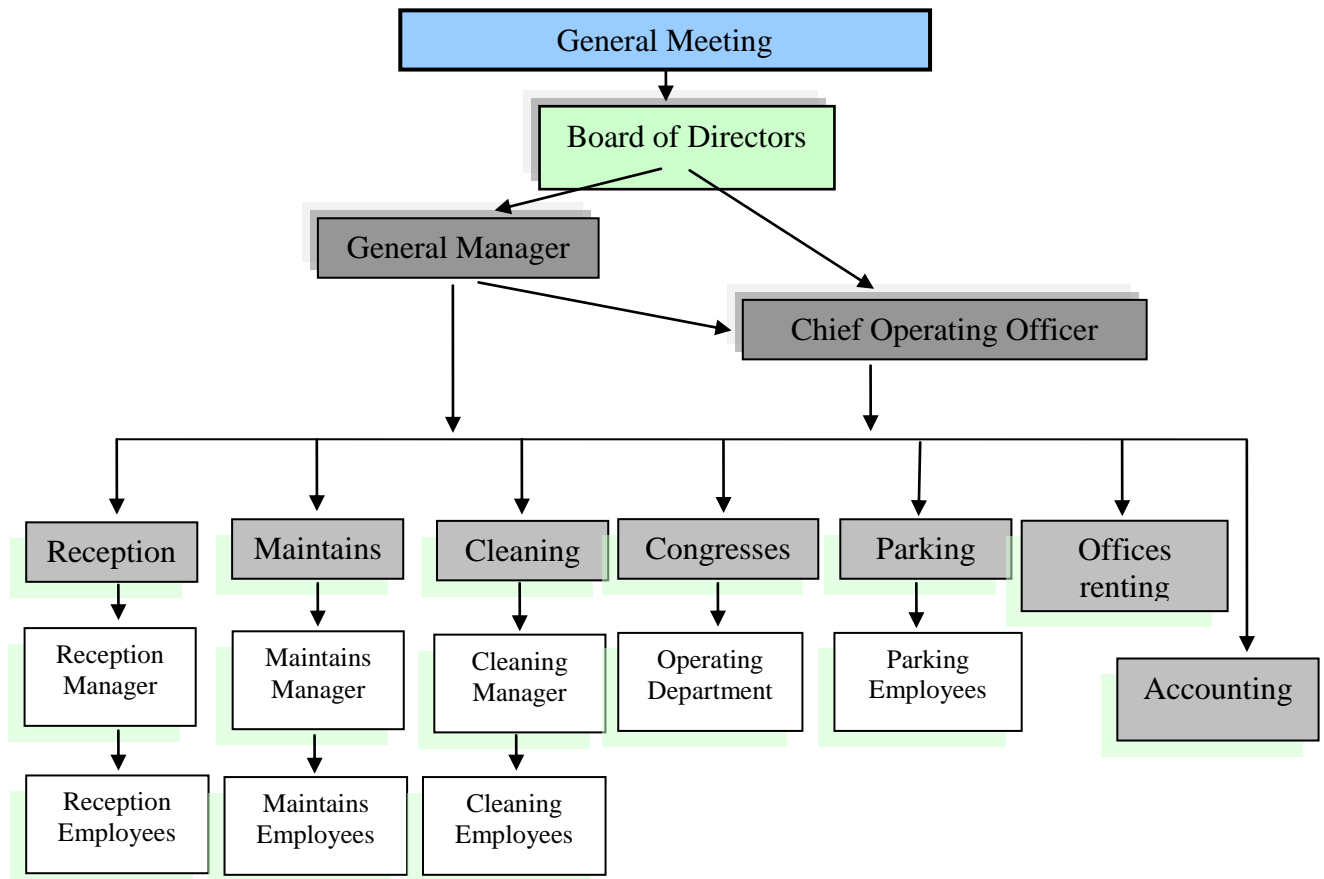


Figure 2: Organizational chart of Interhotel Moskva a.s. (Internal source of hotel Moskva)

## 6.2 History of Hotel Moskva

Hotel Moskva was built in 1932, and therefore has its roots in the Bata development era. The hotel was part of the Bata company up until the end of WWII. The modern, ten-storey high building is the city's dominant, standing at the perimeter of the Náměstí Práce (the Labour Square). During its 65-year existence, Hotel Moskva has become a central gastronomic establishment offering services on a high European standard. In the past several years, it has become the centre of social events, cultural and business activities for the city of Zlín, as well as the entire region. A great benefit to the hotel itself was its at the end of 1960s in the Interhotel network, under Čedok Trust. This was the umbrella for top hotels in the country mainly because of the level of services it had offered. In 1990, within the privatization process of the Čedok company, the state enterprise Interhotel Moskva

Zlín was created, which included hotels Moskva and Družba (Friendship) in Zlín and Hotel Alexandria in Luhačovice. After the introduction of government legislation on April 30th 1992, a joint stock company Interhotel Moskva was incorporated. Presently, reconstruction of the accommodation half of the hotel is finished. It was from the very beginning when the joint stock company originated, but especially after the appearance of the majority shareholder, at a general meeting in October 1994, when the entrepreneurial intent has changed, where the hotel had undergone change from being strictly a hotel-type business to being social and entrepreneurial centre of Zlín. One half of the hotel was rebuilt for rental of office space to important companies and businesses. At the present time, there has been a total replacement of the TUV, the telephone switchboard as well as the service side had been upgraded. The reconstruction is ongoing and continues in such a way, where the guest's comfort is guaranteed. Because only a satisfied guest will be coming back again and again and this is what the company is fully aware of. ([www.worldsitehotels.com](http://www.worldsitehotels.com))

### **6.3 Present of Hotel Moskva**

Currently, Interhotel Moskva is multifunctional building. Part of the building is used for rental office space for offices and corporate headquarters, other part of the building serves for long-term accommodation and student accommodation, another part of hotel is reserved for hotel services, for accommodation, catering and convention services.

The hotel is the center of social life in Zlín. All major balls, press conferences and receptions take place just in its premises. The hotel is also tightly linked to the key cultural, sporting, academic and scientific events of the Zlín Region: for example an International Film Festival for Children and Youth, Barum Rally or regular International Diabetes Congress. (Internal sources of Interhotel Moskva)

### **6.4 Future Plans and Goals of Hotel Moskva**

Between short-term plans belongs maintaining the hotel and improving accommodation standards, as well as the quality of the offered catering and conference services.

The main longterm goal is to change the categorization of the hotel from 3 \*\*\* to 4 \*\*\*\*. Based on the project in terms of ROP should be organized a large-scale reconstruction of the hotel buildings, interiors, bedrooms, bathrooms, social and conference space, especially in the second storey so as to create a modern and functional space for both seminars and congresses, but also for banquets, receptions and other social events and meetings. The



entire reconstruction is estimated at 30 million CZK. There is a vision to build and maintain a reputation of quality hotel, which currently lacks significantly.

**6.5 SWOT Analysis of Interhotel Moskva a.s.**

SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

(www.en.wikipedia.org)

<p style="text-align: center;">S Strengths</p>	<ul style="list-style-type: none"> <li>• The largest hotel in the region</li> <li>• Location in the center of Náměstí práce square, good transport accessibility</li> <li>• Own parking places in front of the hotel</li> <li>• Wide range of accommodation, catering, conference and training space, including wellness</li> <li>• Largest conference hall with restaurant facilities in Zlin</li> <li>• Ability to accommodate large events (Film Festival for Children and Youth, Barum Rally etc..)</li> <li>• Location of support services such as hairdressing, nailstudia, solariums, etc.</li> </ul>
<p style="text-align: center;">W Weaknesses</p>	<ul style="list-style-type: none"> <li>• Poor awareness in the eyes of local residents because of "wild past" and society which previously met in a hotel</li> <li>• Poor communication and collaboration with the Regional Office and the Statutory City of Zlin</li> <li>• The interiors of the hotel public areas heavily affected by past management and his desire to hire "every meter" to other entities</li> <li>• Old interiors of rooms and their outdated design with the needs of today's guest</li> <li>• Morally and physically obsolete equipment, bathrooms and toilets</li> <li>•The need for reconstruction of the other two lifts</li> </ul>

O Opportunities	<ul style="list-style-type: none"><li>• Strong links to Bata's tradition which is subscribed to by the vast majority of local residents</li><li>• The possibility of obtaining subsidies from EU funds for expansion and upgrading of accommodation facilities</li></ul>
T Threats	<ul style="list-style-type: none"><li>• Construction of a new convention center, even though the city still does not gather all funds for its building</li><li>• Possibility of building a new hotel in Zlín, which would significantly influence occupancy</li><li>• The loss of cooperation with the organizers of social events due to outdated and inadequate interior qualities and accommodation</li></ul>

Table 1: SWOT analysis of Interhotel Moskva a.s. (own resource)

## **7 ANALYSIS OF CUSTOMERS' SATISFACTION IN THE HOTEL MOSKVA A.S.**

Hotel Moskva is the largest hotel in the Zlin region. The most frequent hotel guests are businessmen and people who are coming to Zlin to attend some conferences or educational events. These people are usually accommodated just for few days and their demands for accommodation may vary from the demands of people who visit hotel just only for the vocation or rest reasons.

Hotel management's goal is to offer all guests the best services which will fulfill their all demands and provide them high satisfaction. In order to reach this goal it is very important to know customers' preferences and wishes, that is the reason the hotel management conducts time-to-time customer satisfaction analysis.

Accommodation service is the most important service offered by any hotel. Hotel rooms are the places where guests are spending most of their time and that is the comfortable place where they relax after a busy day. There is no doubt that guests always demand the hotel rooms with the best quality. Customers should feel in hotel as at their home and they should not feel that they are missing anything in order to be completely satisfied.

After gathering information and conducting some analysis about customers' preferences concerning hotel room equipment and we can come to conclusion what is necessary for their full satisfaction. Based on research results and proposals for the equipment to be used in the rooms some recommendations can be given out advised to fill the gabs.

### **7.1 Defining the Objectives of the Analysis**

The hotel management is planning large reconstruction in the near future, which should contribute in increasing the standards of accommodation and improving the level of services. Hotel customers' opinion is the key element for the decision making process for this hotel reconstruction.

The analysis aim is to analyze customer satisfaction with hotel accommodation services and indicate preferences as well as defined demands on the hotel room equipment.

## 7.2 The Methods of Analysis

This capture includes methods of gathering information for the research. Further will be discussed data achieving from secondary data resources, gathering data through survey method, observational method and interview.

First data were obtained from the secondary data analysis. The author gathered information from company archives, websites and internal sources of hotel (marketing manager of IH). The author discussed with hotel manager the current situation of the hotel and together they set the goals of the survey. From the previous theses that were done by some other students about hotel Moskva provided the author with a lot of useful information such as financial situation of the past few years hotel of the last few years or hotel occupancy of the whole year.

The author used survey as quantitative methods for gathering the further information. Survey was organized using a questionnaire method along with observations and interviews.

### Questionnaire Design

Questionnaire was constructed in four phrases. First, the author determined the questions according to the survey objective. Then the response format was selected. Next was chosen scaling method as the best method for getting information from respondents, and finally, the author wrote the introduction to the questionnaire and determined the content of the final questionnaire.

All the items are constructed to be asked from hotel guests. Customers are asked to fill questionnaire and one part of the questionnaire is rating importance of rooms' equipment with help of the five – point Likert scale.

First three questions of the questionnaire gather basic information about respondents. These questions are close-ended and respondents are to mark the best answer with a sign X. Only one question was constructed as an open-ended question and respondents had therefore the possibility to express directly what they missed in hotel room. Totally, questionnaire is compounded of 14 questions.

Questionnaires were multilingual (Czech and English) because some respondents were foreigners and they would not understand the Czech version.

The author chose customers randomly to answer the questions. She asked respondents personally to answer the questions from the questionnaire at the reception after they were about to depart from the hotel.

Totally, she gained 40 filled questionnaires. Some guests refused filling the questionnaire, but overall, guests were willing to fill out questionnaires. She left the questionnaires at the reception too, but they were left unfilled. Personal interview was the most effective method for collecting data from respondents in this survey.

Data were collected during April, when the hotel was filled nearly by 80 %.

Table of scale degree for customer satisfaction values.

<i>final mark</i>	<i>explanation</i>
1 - 1,9	very essential, crucial influence on satisfaction, it is impossible to reach guest satisfaction without this factor equipment
2 - 2,5	significant impact on satisfaction, considered very important by guests, it is very difficult to reach guest satisfaction without this factor equipment
2,5 - 2,9	smaller impact on satisfaction, but guest tends to such equipment, if the guest does not have this equipment and has a previous one, it is possible to reach his satisfaction
3 - 3,9	minimal impact on satisfaction, guest does not need this equipment and does not seek it.
4 - 5.	No impact on satisfaction, guest does not care if hotel room is or is not equipped with this equipment, it is almost impossible to influence guest satisfaction with this equipment

Table 2: Methodology of Satisfaction Marking (own resource)

### **Observation research**

One of the best advantages of observation research is the fact that the respondent or consumer is unaware that they are being observed, allowing their behaviour to be observed naturally. The author observed during her staying in hotel behaviour and reaction of employees and hotel customers. Notes from this type of research brought important contribution into results of survey.

### **Interview**

Several interviews were conducting during survey process, for example with receptionists and managers of hotel. Their opinions are for the survey very valuable because these employees know hotel operation very well and they are in close contact with hotel

customers and they can evaluate from their own personal observational how hotel customers are satisfied and what should be improved for their satisfaction.

Total costs have reached approximately 300 CZK

- 100 CZK the printing of questionnaires
- 200 CZK for gifts for people who helped me during survey process

Survey evaluation was done step by step. Particular questions were analyzed and results were inserted into tables. Percentage and numbers of results are displayed in figures. Both you can find at the end of this work in appendixes.

## **8 ANALYTICAL FINDINGS**

This part of survey is crucial. Bad analyzed data may not be valuable and concurrently may cause problems in the final report and in recommendation formulation. The author deeply focuses on the analytical part of the survey, especially on accurate results. She used two decimal places numbers and repeatedly checked the particular results from the questionnaires.

She analyzed completely 40 questionnaires. Totally responded 9 women and 31 men out of which 26 questionnaires were filled in Czech and 5 in English.

### **8.1 Characteristics of survey respondents**

As it was mentioned in previous sections, hotel Moskva is primarily used for business trips, business meetings and for congress tourism. Leisure and weekend stays are used infrequently.

Therefore, the characteristics of the respondents correspond to economically active people whose income is above average, these are the people whose purpose of staying in the hotel is business meetings and conferences. This fact is based in many findings of the analysis in further parts of the work.

Generally, it can be said that the hotel accommodates more men than women, as it is confirmed by this survey. Age border corresponds to the proven facts that the most frequent visitors are people in the range of 40-50 years old of age. According to the internal resources of hotel Moskva (hotel management – sales and marketing dept.) the most frequent guests are from the Czech Republic.

Detailed division and subsequent analysis of obtained information is based on logical sequences of asked questions and corresponds with a questionnaire, which is annexed at the end of this work.

The author will operate with the questions from the questionnaire in the next part of this work.

#### **8.1.1 Detailed Analysis of Gender, Age and Nationality**

Obtained information and subsequent analysis demonstrated that 78 % of respondents were men. From this part of only respondents were 5 foreigners. The majority of the visitors are Italians followed by Germans and Canadians. The total part of male foreigners is occupied by 16 %. The age level corresponded with above mentioned findings that the most

interviewed respondents belonged to category number 3, especially from age interval 41-50 years.

The participants of the marketing survey were by 9 women, which means 22 % of total correspondents. Age segmentation also corresponds with above mentioned fact that the most interviewed respondents belonged to category number 3, especially from age interval 41-50 years.

There were none female foreigners in the respondents group which means all the female respondents were Czech.

Following figure demonstrates female/ male segmentation.

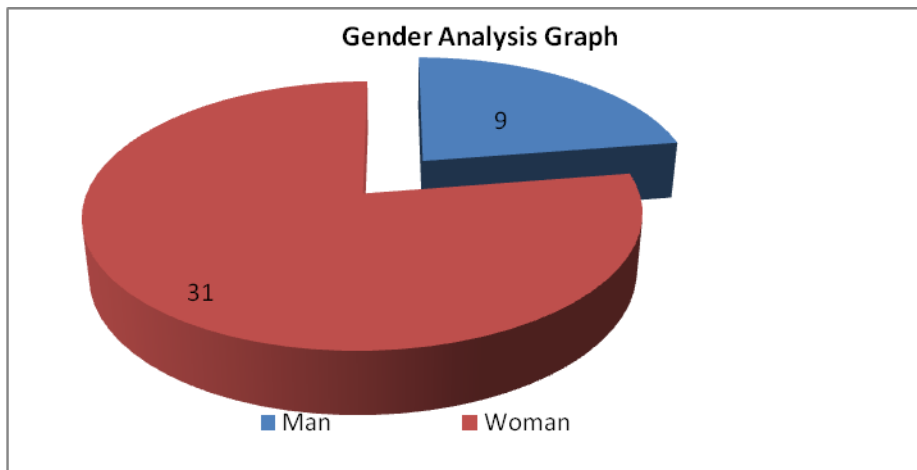


Figure 3: Number of customers considering their gender (own resource)

This table shows the respondents age segmentation and confirms mentioned fact that group number 3 was the most numerous.

age	number	Relative frequency %
<30 years (group 1)	5	12
31-40 years (group 2)	9	22
41-50 years (group 3)	17	43
51-60 years (group 4)	8	20
61-70 years (group 5)	0	0
71< years (group 6)	1	3

Table 3: Fission of Customers According their Age (own resource)

Analysis of respondent's age showed the fact that the most frequent hotel guests are from the age group number 3, which is 41 to 50 years interval. This group dominates with 43 %



of total respondents. The second biggest group according to age segmentation is interval between 31 – 40 years with 22 %. The next range is between 51 – 60 years with 20% is closely followed by another age group, in interval up to 30 years with 13 %. Last group of age scaling belongs to the oldest, especially age group of 70 and more years with 3%. None of respondents answering this research were from group number 5, which illustrates following figure.

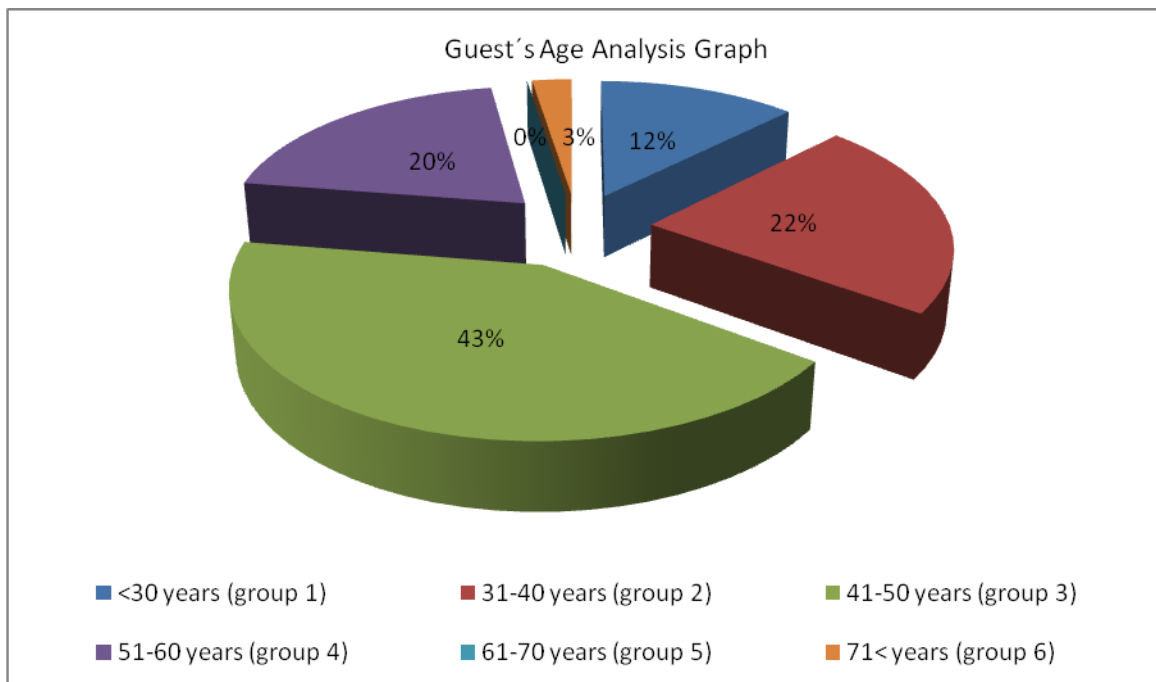


Figure 4: Percentage of customers considering their age (own resource)

The most female respondents were from age group number 3, which is interval from 41 to 50 years.

Following figure illustrates age segmentation.

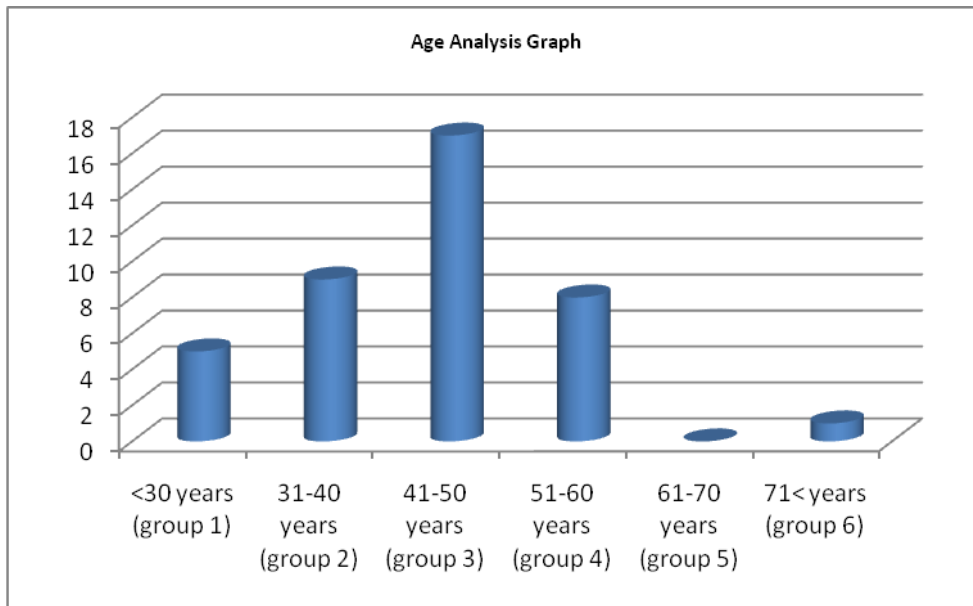


Figure 5: Age Analysis (own resource)

According to the hotel management information the average foreigner occupation is higher than this survey shows. This could be explained by fact that at the time data gathering there was held congress mostly organised for Czech customers. That fact corresponds with low number of customers coming from abroad.

Following figure shows above mentioned fact that the major part of correspondents were from the Czech Republic:

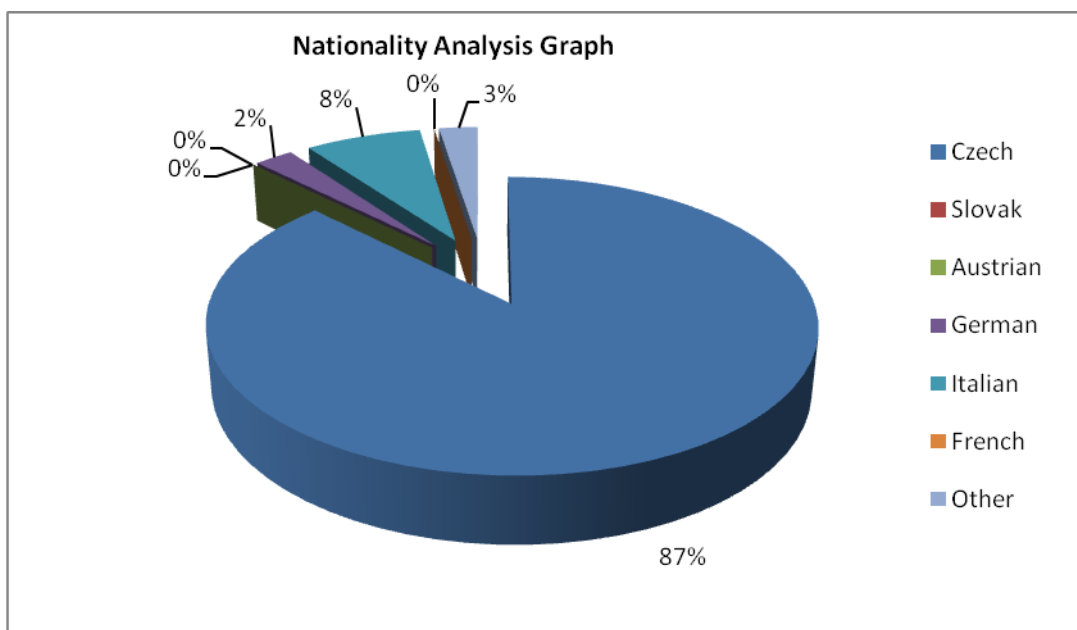


Figure 6: Respondents Nationality Analysis (own resource)

This table demonstrates exact state of origin segmentation.

<i>State of Origin</i>	<i>amount</i>	<i>Relative frequency %</i>
Czech	35	88
Slovak	0	0
Austrian	0	0
German	1	3
Italian	3	8
French	0	0
Other	1	3

Table 4: State of Origin Guests Information (own resource)

As was noted above the most respondents came from the Czech Republic with 88 %, the second numerous group were Italians with 8 % followed by German and other country residents with 3 %.

## **8.2 Analysis of Equipment Influence on Guests Satisfaction**

As the hotel management is aware of equipment influence importance, decided to properly focus on question selection. Following analysis results from the questionnaire as well as corresponds with question order.

### **8.2.1 Analysis of Hotel Equipment Satisfaction Effect**

In conformity with chapter number 6.2, where the value scale was exactly determined, was made up a list of items from the most important and influential issues concerning satisfaction to the least important and influential ones.

One of the key requirements that were pointed out in the questionnaires by the was the demand for high quality bed with comfortable mattress. From obtained information results, preferences were given to the high quality bed. There were no significant differences among equipment in the rooms. The average mark for high quality bed is 1.425 which is the highest mark from the others. It was interesting to notice the fact that both domestic and foreign guests all agreed on the preferring high quality bed. This factor is also considered a important by all age groups.

This thesis illustrates following figure:

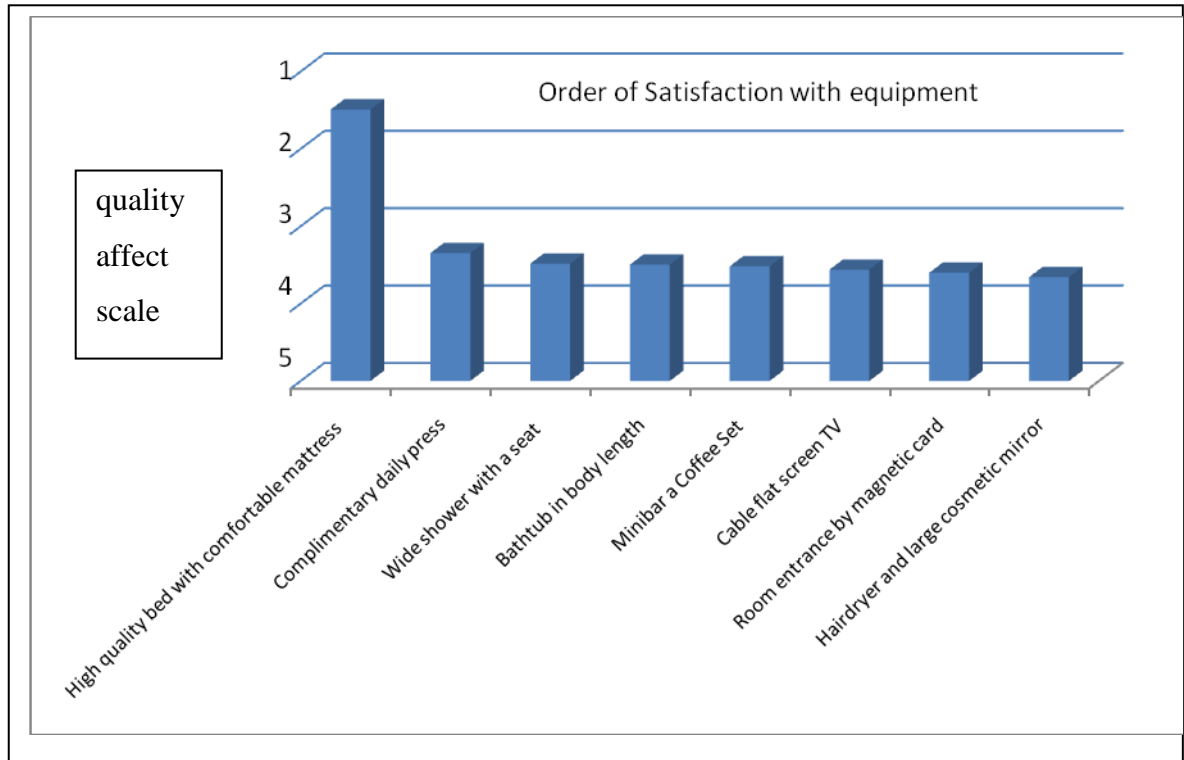


Figure 7: Order of Satisfaction Effect (own resource)

Surprisingly, the analysis proved that the second most important element in guests' preferences is complimentary daily press. One of the important needs to be said is that all equipment except high quality bed recorded similar values. So we can say that impact on guest satisfaction have these measured elements almost identical.

Another interesting finding is that the bathtub is preferred mostly by female guests. The male bathtub or shower preferences were not significant.

Another element affecting the guest satisfaction is minibar and coffee set with average mark 3.375. Gender segmentation showed bigger importance of minibar on guest satisfaction with male guests. Accentuation of this element is highly evaluated by Italians but Germans or Canadians do not consider this factor as important at all.

Cable flat screen TV is preliminary appreciated by men whereas female guests do not consider this factor as important which proves low mark on level 4,4. This element is highly evaluated by Italians with high mark. It could be said that this element is considered as basic standard mostly by foreigners.

The last but not least on the place on the preference scale is occupied by magnetic card room entrance. Also this element is considered as basic standard mostly by foreigners. Average mark of this factor was 3,575.

On the last place on the list of preferences are hairdryers and large cosmetic mirrors with average mark of 3, 725. This finding could be explained by fact, that while the data gathering information mostly male guests took participation in the survey.

Following figure shows allocation of guests' preferences among offered amenities:

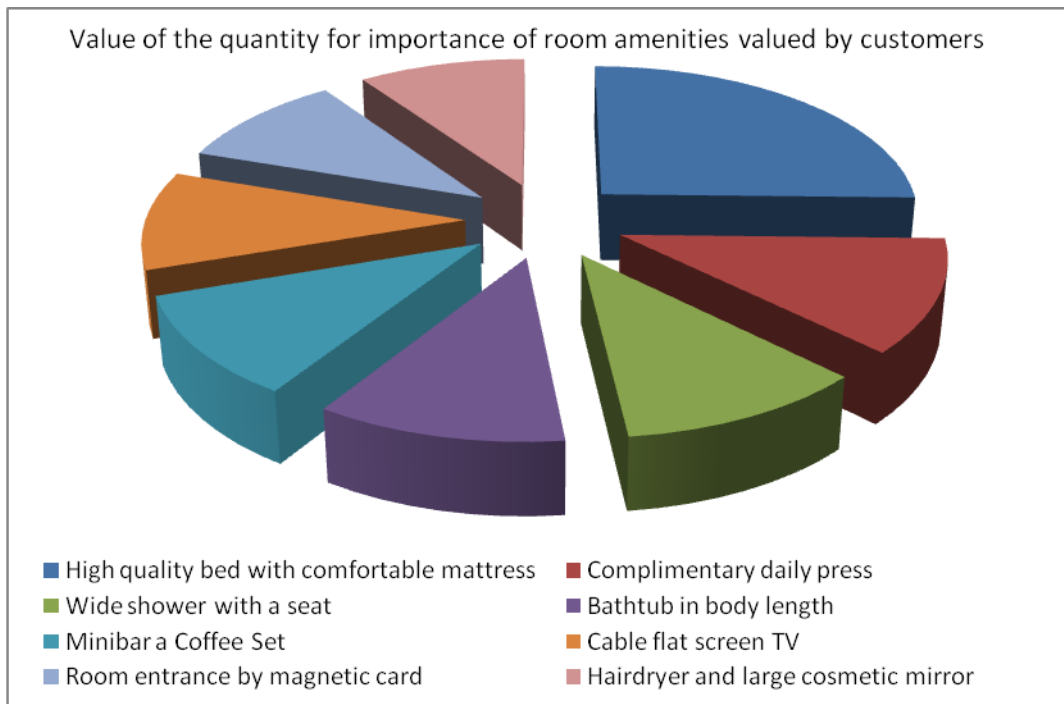


Figure 8: Value of the quantity for importance of room amenities valued by customer (own source)

### 8.2.2 Open Question Analysis

Open question analysis revealed the following findings. Most responses were related to equipment, which was yet analyzed in above questions of questionnaire. Despite this fact, there were few new wishes for room equipment. Guests mostly complained about traces of smoke in the rooms and suggested to determine special non-smoking sections. Another finding concerned the proposal for better bed illumination and better lighting in the bathroom. One wish that seemed rather funny to us was a request by one guest to have balcony room.

### 8.3 Questionnaire Survey Summary

This survey aimed to analyse customer satisfaction with hotel room equipment. The author found out with the questionnaires which equipment guests considered as the most important in the hotel rooms. With comparing with present room equipment is possible to define the value of customers' satisfaction with accommodation along with suggestions for rooms' equipments which would grow customers' satisfaction.

First questions of questionnaire concerned respondents' characteristics such as gender, age and nationality.

- **Gender**

From the survey emerged that 78 % of respondents were men. From this part of only respondents were 5 foreigners. There were none female foreigners in the respondents group which means all the female respondents were Czech.

The most interviewed respondents belonged to category number 3, especially from age interval 41-50 years.

- **Age**

The most frequent hotel guests are from the age group number 3, which is 41 to 50 years interval. The second biggest group according to age segmentation is interval between 31 – 40 years with 22 %. The next range is between 51 – 60 years with 20% is closely followed by another age group, in interval up to 30 years with 13 %. Last group of age scaling belongs to the oldest, especially age group of 70 and more years with 3%.

- **Analysis of equipment influence on guests' satisfaction**

In conformity with chapter number 6.2, where the value scale was exactly determined, was made up a list of items from the most important and influential issues concerning satisfaction to the least important and influential ones.

From obtained information results, preferences were given to the high quality bed. There were no significant differences among equipment in the rooms. The average mark for high quality bed is 1.425 which is the highest mark from the others.

The analysis proved that the second most important element in guests' preferences is complimentary daily press. Another interesting finding is that the bathtub is preferred mostly by female guests. Another element affecting the guest satisfaction is minibar and coffee set with average mark 3.375. Gender segmentation showed bigger importance of

minibar on guest satisfaction with male guests. Cable flat screen TV is preliminary appreciated by men whereas female guests do not consider this factor as important which proves low mark on level 4,4. This element is highly evaluated by Italians with high mark. It could be said that this element is considered as basic standard mostly by foreigners.

The last but not least on the place on the preference scale is occupied by magnetic card room entrance. On the last place on the list of preferences are hairdryers and large cosmetic mirrors with average mark of 3, 725.

Survey clearly proved that customer satisfaction could not be achieved without quality bed equipment.

Analysis results.

<i>order</i>	<i>item</i>	<i>Arithmetic mean simple</i>
1.	High quality bed with comfortable mattress	1,425
2.	Complimentary daily press	3,025
3.	Wide shower with a seat	3,300
4.	Bathtub in body length	3,325
5.	Minibar a Coffee Set	3,375
6.	Cable flat screen TV	3,475
7.	Room entrance by magnetic card	3,575
8.	Hairdryer and large cosmetic mirror	3,725

Table 5: Results of customers' preferences for hotel room amenities (own resource)

## 9 RECOMMENDATIONS

In this part of my thesis I am dealing with recommendations and suggestions leading to guest satisfaction advancement. All estimated costs are coming out of hotel's internal materials (hotel management – GM)

- **High quality bed with comfortable mattress**

As marketing survey proved the most significant change in respondents satisfaction could be done by providing hotel rooms with new beds. This element I consider as a key fact. Following tables show costs calculation in case hotel management decides to change beds in entire hotel:

<i>1 / 1 single bed calculation</i>	
bed frame	5 500 CZK
mattress holder - grid	1 000 CZK
comfortable mattress 200 cm x 100 cm	4 500 CZK
bed cover	1 500 CZK
<b>TOTAL</b>	<b>12 500 CZK</b>

Table 6: Single Room Calculation (own resource)

<i>1 / 2 double or twin bed calculation</i>	
bed frame	4 500 CZK
bed frame	4 500 CZK
mattress holder - grid	1 000 CZK
mattress holder - grid	1 000 CZK
comfortable mattress 200 cm x 100 cm	4 900 CZK
comfortable mattress 200 cm x 100 cm	4 900 CZK
bed cover	1 500 CZK
<b>TOTAL</b>	<b>22 300 CZK</b>

Table 7: Double Bed or Twin Bed Room Calculation (own resource)

This table finally shows total bed calculation. Total costs for this important equipment are close to 3 million CZK.

<i>item</i>	<i>price per item</i>	<i>number of rooms</i>	<i>subtotal</i>
1 / 2 double or twin bed total	22 300 CZK	110	2 453 000 CZK
1 / 1 single bed total	12 500 CZK	11	137 500 CZK
<b>TOTAL</b>			<b>2 590 500 CZK</b>

Table 8: New Bed Total Calculation (own resource)

As my recommendations could be determined that providing the hotel with quality mattresses is definitely worth it and could change in guests' satisfaction significantly.



- **Complimentary Daily Press**

Another important element in guest satisfaction is complimentary daily press. As this factor is not expensive as other mentioned, elevating of satisfaction is the matter of low amount of money. Numerously expressed it means provide hotel room with two kinds of newspaper.

With about 45 % average occupancy of total 120 rooms, it means approx. 60 rooms, which needs to be equipped. In CZK it means amount of about 1 200 CZK daily which is approximately price of one single-bed room. Impact on respondent’s satisfaction would be significant.

- **Wide Shower with a Seat / Bathtub in Body Length**

As female guests prefer bathtub and male guests give priority to flat screen TV there is offering a way, how to save some renovation or remodelling costs. I suggest providing a minor amount of room with the bathtub and with the hairdryer and cosmetic mirror as well. This step would make significant change in female respondents’ satisfaction.

Similar procedure could be done with male guests. Most of the rooms could be provided with flat screen TV and with minibar at once. That would affect male guests’ satisfaction essentially.

Following table describes cost overview.

<i>new bathroom calculation</i>	
new door with doorframe	5 500 CZK
tiles and paving	9 000 CZK
new hang-on toilette	6 500 CZK
new wash basin	5 000 CZK
new wide mirror	1 000 CZK
new lights	2 500 CZK
new bathtub / new shower	20 000 CZK
labor costs	15 000 CZK
<b>SUBTOTAL</b>	64 500 CZK
120 rooms needs to be remodeled	* 120
<b>TOTAL</b>	7 740 000 CZK

Table 9: New Bathroom Calculation (own resource)

- **Cable Flat Screen TV and Minibar with Coffee Set**

Next table shows cost description connected with cable flat screen Tv and minibar providing.

<i>new flat sreen and minibar calculation</i>	
flatscreen TV (26 inches wide)	5 500 CZK
wall holder	1 500 CZK
cabling	1 500 CZK
minibar	5 800 CZK
labor costs	3 500 CZK
<b>SUBTOTAL</b>	17 800 CZK
120 rooms needs to be remodeled	* 120
<b>TOTAL</b>	2 136 000 CZK

Table 10: New Flat Screen and Minibar Calculation (own resource)

- **Room Entrance by Magnetic Card**

This element affects guest satisfaction minimally. As steps mentioned above are very expensive and this one would be expensive too and additionally hotel management doesn't count with it, I don't recommend to equip hotel rooms with this feature.

Total cost for all my suggestions makes total compound of quality bed with comfortable mattress, complimentary daily press, bathtub or shower and flat screen TV and minibar are closely to 13 million CZK.

## CONCLUSION

In this bachelor thesis I dealt with questions connected with marketing research, concretely with measuring customers' satisfaction with services in hotel Moskva.

In theoretical part I elaborated resources from literature connected with services, customers, marketing research, and customers' satisfaction.

Bachelor theses proceeded with analysis which was based on gained theoretical resources applied on analysing results, which I achieved from the survey. These results were gained from the survey which was conducted during April 2010 in hotel Moskva. From the survey results analysis emerged the fact that the most important room equipment is the high quality bed with comfortable mattress. Concurrently I have decided to choose this factor as the most important factor which I would recommend to hotel manager to focus on.

The rest analysed equipment did not prove any significant differences among measured values but each of them has significant impact on particular group of customers. This fact motivated me to give also recommendations for the other changes for room equipment, which would be considered during the planned reconstruction.

From the survey results is clear that all guests are overall satisfied with offered services and all guests agreed on the fact that if the rooms were equipped according to their preferences it would increase their satisfaction.

This analysis is based on real data gained from conducted marketing survey and its results were given to the marketing management department of hotel.

Finally, I would like to add that service accommodation standards are continuously increasing along with guests' demands, which should inspire the hotel to consider founded survey results.

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## **APPENDICES**

- P I Czech Version of Questionnaire
- P II English Version of Questionnaire
- P III Gathered data



## APPENDIX P I: CZECH VERSION OF QUESTIONNAIRE



### Dotazník spokojenosti

Vážení hosté,  
děkujeme Vám za návštěvu našeho hotelu. Velmi nás těší, že jste si vybrali právě IH Moskva. V nejbližší době plánujeme rozsáhlou rekonstrukci hotelu, která by měla zvýšit standard ubytování a zlepšit úroveň poskytovaných služeb. Rádi bychom znali Váš názor, který je klíčový pro rozhodovací proces rekonstrukce, a proto se na Vás obracíme s prosbou o laskavé vyplnění tohoto dotazníku.

Napište prosím do rámečku číslo Vašeho pokoje:

a dále už prosím křížkujte

rámečky podle Vámi zvolených odpovědí.

---

1/ Pohlaví:

Muž

Žena

2/ Věk:

do 30

51-60

31-40

61-70

41-50

70 a více let

3/ Stát:

CZE

SVK

AUT

GER

ITA

FRA

Jiný

4/ Co považujete za nejdůležitější pro Vaši spokojenost v hotelovém pokoji?

Ohodnoťte jako ve škole vepsáním známky do políčka (1=nejdůležitější, 5=nejméně důležité)	
Kvalitní lůžko s komfortní matrací	<input type="checkbox"/>
LCD televize s kabelovým připojením	<input type="checkbox"/>
Vstup do pokoje pomocí magnetické karty	<input type="checkbox"/>
Vysoušeč vlasů a extra velké kosmetické zrcadlo	<input type="checkbox"/>
Široká sprcha se sedátkem	<input type="checkbox"/>
Vana na délku postavy	<input type="checkbox"/>
Minibar a Coffee Set	<input type="checkbox"/>
Denní tisk zdarma	<input type="checkbox"/>
Jaké jiné vybavení Vám u nás chybí?	

5/ Jste všeobecně spokojeni s ubytováním v IH Moskva?

- Ano  
 Ne

6/ Pokud by se pokoje vybavily podle Vašich preferencí, zvýšila by se tím Vaše spokojenost?

- Ano  
 Ne

Děkujeme Vám za čas, který jste věnovali tomuto dotazníku, a těšíme se na další setkání s Vámi.

Ing. Robert Klívar  
ředitel hotelu  
info@moskva-zlin.cz

## APPENDIX P II: ENGLISH VERSION OF QUESTIONNAIRE



### Customer Satisfaction Questionnaire

Dear guests,

We would like to thank you for choosing to stay at the IH Moscow. Please let us ask you to cooperate with us on upcoming reconstruction and renovation of our hotel which should increase standard of accommodation and improve the level of our services. Please be so kind and fill out this questionnaire.

Your room number:

*Please mark your answer with sign X.*

---

1/ Gender:

Male

Female

2/ Age:

Under 30

51-60

31-40

61-70

41-50

70 or older

3/ State:

CZE

SVK

AUT

GER

ITA

FRA

Other

4/ How would you rate the importance of the hotel room amenities?

<i>Please mark 1 for the most important – 5 for the least important</i>	
High quality bed with comfortable mattress	<input type="checkbox"/>
Cable flat screen TV	<input type="checkbox"/>
Room entrance by magnetic card	<input type="checkbox"/>
Hairdryer and large cosmetic mirror	<input type="checkbox"/>
Wide shower with a seat	<input type="checkbox"/>
Bathtub in body length	<input type="checkbox"/>
Minibar a Coffee Set	<input type="checkbox"/>
Complimentary daily press	<input type="checkbox"/>
Did you miss something in your hotel room?	

5/ Overall, were you satisfied with accommodation in IH Moscow?

- Yes  
 No

6/If rooms were equipped according to your preferences, would it increase your satisfaction?

- Yes  
 No

Thank you very much for your time and have a nice time.

Ing. Robert Klívar  
hotel manager  
info@moskva-zlin.cz

