

# **Analysis of Customers' Satisfaction in the Hotel CENTRO Hustopeče a.s.**

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## **ABSTRAKT**

Tato bakalářská práce se zaměřuje na spokojenost zákazníků hotelu CENTRO Hustopeče a.s. Cílem práce je analyzovat celkovou spokojenost zákazníků a zjistit, jaký je jejich názor na možnou výstavbu wellness centra. Teoretická část se zabývá spokojeností zákazníků, marketingem služeb a konkrétními kroky marketinkového výzkumu. Praktická část obsahuje představení společnosti a analýzu spokojenosti zákazníků a jejich názoru na wellness centrum. Na základě získaných poznatků autor dává doporučení, která mohou pomoci ke zvýšení spokojenosti zákazníků.

Klíčová slova: spokojenost zákazníků, marketing služeb, marketingový výzkum, průzkum pomocí dotazníků

## **ABSTRACT**

This bachelor thesis focuses on customers' satisfaction in hotel CENTRO Hustopeče a.s. The aim of thesis is to analyze overall customers' satisfaction and to find out their opinion about possible building of wellness centre. The theoretical part deals with customers' satisfaction, service marketing and particular steps of marketing research. The practical part includes the introduction of company and the survey of customers' satisfaction and their opinion about wellness centre. Based on acquired findings, the author gives recommendations that should help to increase customers' satisfaction.

Keywords: customers' satisfaction, service marketing, marketing research, questionnaire survey

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## INTRODUCTION

*"The single most important thing to remember about any enterprise is that there are no results inside its walls. The result of a business is a satisfied customer."*

*Peter Drucker on the Profession of Management (2003, 173)*

Customers are a mirror of business, their satisfaction creates success and dissatisfaction leads to failure. It is crucial in hospitality industry where customers' satisfaction is of the utmost importance. Statistics claim that a dissatisfied customer tells people about the bad experience more often than a satisfied customer tells people about their good experience. Therefore, it is useful to invest in the customers' satisfaction research which can bring valuable information. Then the management can meet customers' expectations and improve services through these findings.

The aim of this bachelor thesis is to analyze overall customers' satisfaction in hotel CENTRO Hustopeče a.s. and to find out their appreciation of possible new services.

The hotel CENTRO Hustopeče a.s. provides questionnaires regarding equipment, services, personnel, offer or attendance of restaurant places. After a discussion with the director of the hotel, the author found out that these questionnaires have never been analyzed and the management gains the information about satisfaction only through personal contact. The director said that it would be useful to gather and analyze these pieces of information properly. The management is also considering building a wellness centre and they would like to know possible visit rate and opinion of customers.

This thesis will be divided into two parts - theory and analysis. The first part will deal with theoretical knowledge of customers' satisfaction, service marketing and defining of particular steps of marketing research. The analytical part will focus on hotel CENTRO Hustopeče a.s. and mainly on satisfaction of their customers. First of all, the company will be introduced along with its history, present and also future plans. The next part will include particular marketing research of overall customers' satisfaction and their appreciation of wellness services. As a method of gathering information, questionnaires will be used, as well as observation and an interview. In the end concrete recommendations will be discussed regarding the changes which can increase customers' satisfaction.

## **I. THEORY**

## 1 CUSTOMERS' SATISFACTION

Researchers have defined customer satisfaction and its factors in different ways, however, there is no right definition. According to Kotler and Keller (2008, 124), satisfaction is in general "a person's feelings of pleasure or disappointment that result from comparing a product's perceived performance or outcome to their expectations." But Reid and Bojanic (2006, 62) explain customer satisfaction through the moment when it occurs. They say that it occurs when customers' expectations are met or exceeded by a firm's service. Szwarc (2005, 4) defines satisfaction in the simplest way possible it applies when you get what you want and if you do not, it is dissatisfaction. Pizam and Ellis (1999, 328) recapitulate what researchers have established and describe that "an individual's satisfaction with outcomes received from a hospitality experience results from a comparison of these outcomes with expectations. (...) Satisfaction is not a universal phenomenon and not everyone gets same satisfaction out of the same hospitality experience. The reason is that customers have different needs, objectives and past experiences that influence their expectations. "

### 1.1 Customer Needs, Wants and Demands

Human needs are basic things which people need for living or survival. These needs include air, food, water, clothing, warm and safety. But except for basic needs, humans have also social needs such as belonging, affection, fun and relaxation. There are also tertiary needs which respect prestige, recognition, fame and individual needs of knowledge and self-expression. These needs are not invention of marketing but they are part of human life. (Kotler, Bowen and Makens 2010, 12)

An American psychologist Abraham Maslow defined so called Maslow's hierarchy of needs in the mid 1900s. It is a model usually seen in the shape of pyramid which identifies five classes of needs. This hierarchy is organized from the lowest to the highest needs. (Reid and Bojanic 2006, 95) According to Kotler and Keller (2008, 163), Maslow arranged these needs from the most to the least pressing ones "psychological needs, safety needs, social needs, esteem needs and self-actualization needs." This hierarchy is showed by Figure 1 below.

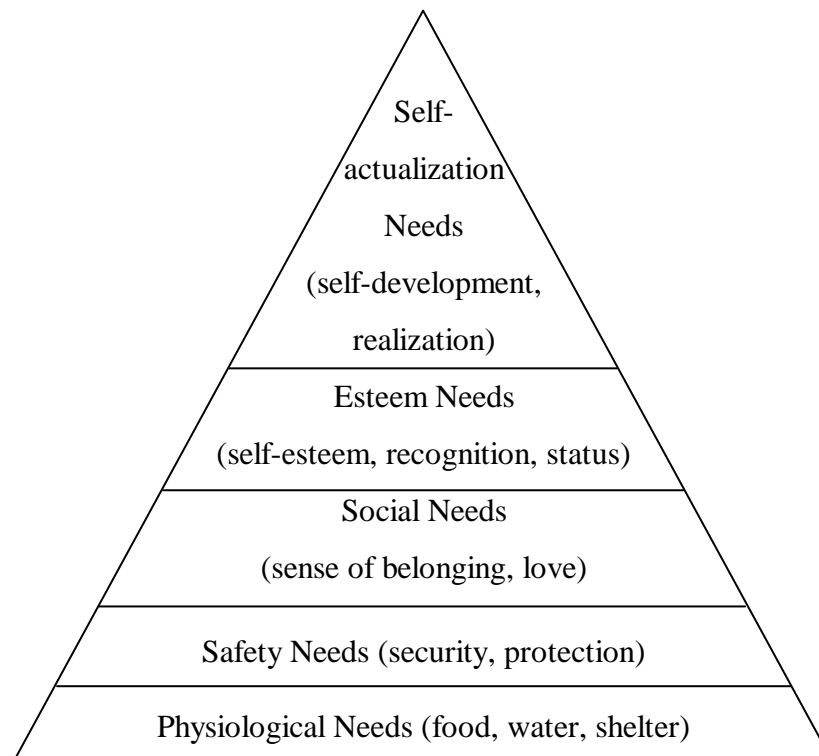


Figure 1: Maslow's Hierarchy of Needs (Kotler and Keller 2008, 163)

The principle of Maslow's hierarchy of needs lies in satisfaction of the lowest needs first because they are the most important ones. If a person succeeds, then he/she can try to satisfy a need of the higher level. This is repeated up to the highest level. (Kotler and Keller 2008, 163)

Wants are defined by Armstrong and Kotler (2005, 7) as "the form human needs take as shaped by culture and individual personality." It means that when we specify need it gets a shape of a want. Consequently if person is thirsty, he/she needs to drink but what kind of drink they choose depends on their wants.

Just as wants, similarly the needs are shaped, and demands come after the stage of wants. Demands are wants which depend on resources. People wish to want everything but their ability to get it is limited. (Kotler, Bowen and Makens 2010, 12)

## 1.2 The Role of Customers' Satisfaction in Hospitality Industry

Bowie and Buttle (2004, 283-285) indicate that customer satisfaction is an important part of success in hospitality industry. The hospitality business has to consider the cost of acquiring new customers, benefits of repeated purchases by satisfied customers and an impact of positive word-of-mouth recommendations. Researchers claim that the cost of acquiring new customers is five or six times greater than the cost of retaining an existing customer.

Therefore, the repeatedly satisfied customers are essential for the vast majority of hospitality businesses. Beside the fact of costs there are also a lot of noneconomic benefits as they know what to expect and their expectations can be met, they already know where and how to book or how to find the premises. The most cost-effective form of customer acquisition is a word-of-mouth recommendation. It has a positive influence on customers because the source of a message is usually one of our friends or relatives who is considered to be highly trusted.

Statistics claim that a dissatisfied customer tells people about their bad experience more often than a satisfied customer tells people about their good experience. (Reid and Bojanic 2006, 62) To get a satisfied customer it is necessary to meet the customer's expectations. These expectations are based on the past buying experience, friends' opinions, and market information. Marketers have to set the right level of expectations – a low level can satisfy buyers, but it fails to attract new customers; a high level means disappointed buyers. In the hospitality industry it is easy to set the high level of expectations because guests are not able to judge until they try the product. The right way is to promise only what can be delivered and then deliver more than it was promised. (Kotler, Bowen and Makens 2010, 14)

## 2 SERVICE MARKETING

According to Kiráľová (2006, 12), services are the most important indicator of customers' satisfaction. There are many definitions of services. According to Kotler and Keller (2008, 346), a service is "any act of performance 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." Lovelock (2007, 15) describes services as "economic activities between two parties, implying an exchange of value between seller and buyer in the marketplace."

In the hospitality industry services are more important than they are in other branches. Services and customers' satisfaction are interconnected – low quality of services leads to unsatisfied customers. Through the quality of services is recognized satisfaction of customers.

### 2.1 Characteristics of Service Marketing

The design of marketing programs is greatly affected by four distinctive characteristics of services. These characteristics are intangibility, inseparability, variability and perishability. (Kotler and Keller 2008, 349)

- **Intangibility** – Customers cannot try services before they purchase them. It means that services cannot be seen, tasted, felt, or even smelled before the actual purchase. Service intangibility causes particular uncertainty because customers do not know the services until they have experienced them. To reduce this uncertainty buyers look for tangible signals of providing quality of intangible services. (Kotler, Bowen and Makens, 2005, 35-36) According to Kotler and Keller (2008, 349), these tangible signals could be seen through place (exterior and interior), people (personnel), equipment, communication material (printed materials), symbols (the name and symbol) and price.
- **Inseparability** – Producing and consuming services typically come together. It means that the presence of the service provider and the customer are necessary for the occurring transaction. Consequently an interaction between provider and customer is a special feature of service marketing. (Kotler and Keller, 2008, 350) Kotler, Bowen and Makens (2005, 36) claim that service inseparability also means that customers are part of the product. It means that if some customers make other

customers disappointed, it depends on managers how they would manage them. Customers should not create dissatisfaction for others.

- **Variability** – Service quality depends on the person who provides the services, when they are provided and where. It causes high variability of services. It leads customers to search opinions of others before they select a service provider. (Kotler and Keller, 2008, 350) According to Kotler, Bowen and Makens (2005, 38), there are three steps which could reduce variability in hospitality firms:
  - a) Standardizing the service-performance process in the whole organization
  - b) Investing in hiring and training procedures
  - c) Regular monitoring of customer satisfaction
- **Perishability** – Especially in hospitality industry services cannot be stored and their perishability could be a problem. The loss of revenues from not selling rooms one night is gone forever. It causes companies to charge a fee for no-showing. (Kotler, Bowen and Makens, 2005, 39) Kotler and Keller (2008, 351) highlight that to maximize profitability the right services must be available to the right customer at the right time and the right place and also for the right price.

## 2.2 Service Quality

Service quality is customers' evaluation of performance which is overall and formed in long-term period. Every person who has a contact with customer influences quality of services. (Reid and Bojanic 2006, 54)

Kotler and Keller (2008, 360) mention that service quality can be identified by five determinants which were described by researchers. They are ordered based on their importance:

- **Reliability** – Promised service is performed reliably and precisely.
- **Responsiveness** – Each employee willingly helps customers and provides services properly.
- **Assurance** – Ability of employees to provide reliance, be polite and knowledgeable.
- **Empathy** – To treat every customer well and provide him/her with one's individual attention and care.
- **Tangibles** – An appearance of equipment, personnel, facilities, and provided communication materials (e. g. advertisements, websites, or brochures).



### 2.2.1 Managing and Measuring Service Quality

High-quality service is dependent on each and every member of the staff. They have to be aware of their priority number one, which are customers themselves. Except for this they have to be cautious about a way of delivering. (Reid and Bojanic 2006, 58)

For a company it is important to offer higher quality of services than others do. According to Kotler, Bowen and Makens (2005, 41-42), the company can differentiate itself by offering higher quality of service. One of the possible ways to do that is to determine customers' expectations. Customers always have some expectations which are based on the past experience, word-of-mouth and service firm advertising. A service provider has to identify these expectations because through them he/she can know their customer and then deliver a proper quality. After identifying expectations the manager should develop the right service delivery system which delivers a service corresponding with the customers' expectations.

Measurement is important to find out if the required goals were reached after some improvement. Service quality measures can be divided among hard and soft ones. Soft measures are realized by talking to customers, employees or others, which leads to difficulties with their observation. On the other hand, hard measures are characteristics and activities which can be measured through audits. It includes data such as failure rates or delivery costs. (Lovelock 2007, 426-428)

### 2.2.2 Service Quality Gaps

For service quality the five-gap model is widely used. According to this model, service quality is meeting customer expectations. The first step in delivering service quality is to know the customers' expectations. (Kotler, Bowen and Makens 2010, 567)

Reid and Bojanic (2006, 54-58) say that this service quality gaps create a direct relation to customer satisfaction and because of that firms should really consider them. They describe five-quality gaps as follows:

- **Knowledge gap** (GAP 1) – The first possible gap occurs when management's perceptions differ from the customers' expectations.
- **Standards gap** (GAP 2) – The second gap is basically a conflict between management's perception of customers' expectations and the design of service delivery to meet those expectations.

- **Delivery gap** (GAP 3) – The third gap which might occur is when specifications of service delivery differ from actual service delivery.
- **Communication gap** (GAP 4) – The fourth gap appears when the external communication with customer promises a service which differs from an actual service being delivered.
- **Service gap** (GAP 5) – The last gap occurs when customers consume a service and their perceptions differ from what they had expected. This gap occurs every time when any of the first four gaps occurs because the service did not meet the customers' expectations.

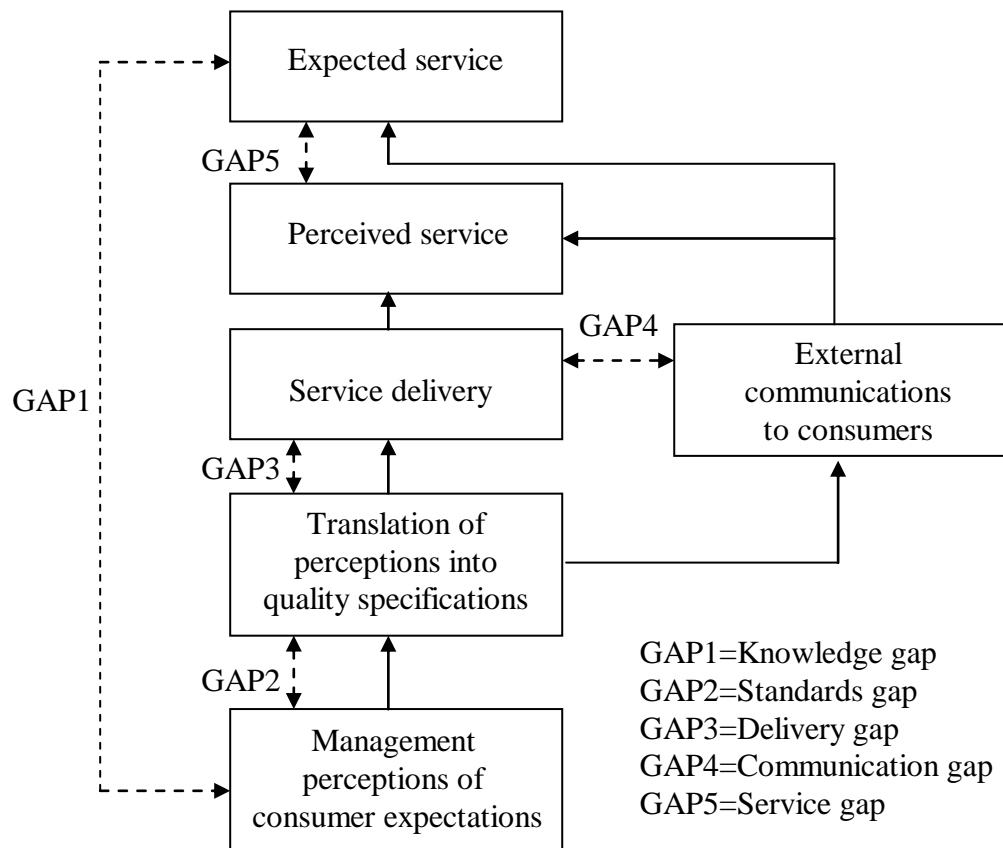


Figure 2: Service Quality Process (Reid and Bojanic 2006, 56)

## 2.3 Marketing Mix

Armstrong and Kotler (2005, 57) describe marketing mix as "the set of controllable, tactical marketing tools that the firm blends to produce the response it wants in the target market."

In fact, it is everything what a firm can use to increase the demand for their product.

### 2.3.1 Traditional Marketing Mix

Bojanic (2008, 61) explains that traditional marketing mix was developed in the 1950s but the nowadays form was used at first by a marketer, E. Jerome McCarthy in the 1970s. His model is well-known as four P's. Armstrong and Kotler (2005, 57) describe marketing tools which are hidden under four P's:

- **Product** – This point means a combination of goods and services which are offered by a company to consumers. This combination is unique and Reid and Bojanic (2006, 18) add that a product also includes tangible and intangible components of the offered service.
- **Price** – This component is connected with value of the product or service. It means an exact amount of money which customers have to pay for the service.
- **Place** – It includes all activities of a company which brings a product to customers. It also includes a manner of delivering a product.
- **Promotion** – The last P represents promotion element which means that all communication activities persuade customers to buy a product or service. According to Bojanic (2008, 64), promotion includes four elements which are "advertising, personal selling, publicity, and sales promotion."

### 2.3.2 Service Marketing Mix

According to Lovelock (2007, 22), service performances have the distinctive nature, and original terminology of product, place, price and promotion have to be extended by adding other elements associated with service delivery. Bojanic (2008, 60+80) explains that characteristics of services (intangibility, inseparability, variability, perishability) led to a creation of an expanded marketing mix for services. This service marketing mix contains 7 P's, including the original 4 ones mentioned above, plus physical evidence, people and process which Lovelock (2008, 25) describes as:

- **Physical Evidence** – This is an essential ingredient of the service marketing mix which has an impact on customers' perception. It is "the appearance of buildings,

landscaping, vehicles, interior furnishing, equipment, staff members' uniforms, signs, printed materials, and other visible cues all provide tangible evidence of a firm's service quality." (Lovelock 2008, 25)

- **People** – This element emphasizes an importance of people in service production and delivery processes. A lot of services require direct interaction between customers and personnel. The nature of this interaction strongly influences customers' perception of service quality. The service firms insist on recruiting the right employees and training them. They know that customers' (dis)satisfaction with service quality often reflects customers' assessment of front-line staff.
- **Process** – This element is connected with delivery of a service to customers. Design and implementation of effective process is necessary for creating and delivering product elements. Customers are often involved in this process as co-producers.

### 2.3.3 Marketing Mix in Hospitality Industry

Goods differ from services and some researchers believe that marketing mix consisting of four or seven P's cannot be applied to hospitality industry. That led to development of marketing mix for hospitality industry. (Bojanic 2008, 81)

Reid and Bojanic (2006, 19-20) demonstrated a marketing mix which was modified for hospitality as follows:

- **Product-service mix** – In hospitality industry, customers' satisfaction depends on delivering both products and services. This combination includes them and their tangible and intangible elements. Bojanic (2008, 81) explains the term 'product-service mix' which "is supposed to capture the fact that hospitality firms offer a blend of product and services."
- **Presentation mix** – In this component there is an important role of marketing managers who have to increase product-service mix based on customers' perceptions. It encompasses elements such as atmosphere or location.
- **Communication mix** – It includes all kinds of communication which are conducted between hospitality operation and customer.
- **Pricing mix** – Beside an actual price of charges it also includes customers' perception of value. The pricing mix also encompasses all kinds of discounts which are provided for customers, e. g. volume discount.

- **Distribution mix** – The last component of hospitality marketing mix consists of all distribution channels which appear between the company and the market.

Of course, similarities and differences between the above three types of marketing mix can be found. In the hospitality marketing mix the element of product broadens because it includes distribution aspects. People are included in the process of production of services and the consumer is present in distribution process. The promotion element is almost the same as communication mix, except for the hospitality version which adds some other communication strategies (for example marketing research). The biggest difference occurs in the case of presentation mix. It comprises the price and some other elements being the part of traditional marketing mix, including place. Besides, it also offers some additional elements. (Reid and Bojanic 2006, 20)

### 3 MARKETING RESEARCH

Kotler and Keller (2005, 90) define marketing research as "the systematic design, collection, analysis, and reporting of data and findings relevant to a specific marketing situation facing the company." An appropriate marketing research consists of six steps – defining the problem and research objectives, developing a research plan, collecting data, analyzing the data and interpreting and reporting findings. (Reid and Bojanic 2006, 218)

#### 3.1 Defining the Problem and Research Objectives

Defining the right problem and also the right way to handle it is very important for the research as such. To define the problem and research objectives managers and marketing researchers must cooperate closely. A manager has to be careful not to collect unnecessary information or take too narrow a view of the problem. The researcher has to know how to obtain the needed information properly. Insufficient communication between them could make the research proceed in a wrong way, or the reported findings be interpreted incorrectly. However, if they cooperate in the right way they can help each other, for example, an exact definition of a problem will help to design the research. (Kotler and Keller 2008, 91)

After defining the problem, the management and marketing researchers can set up certain research objectives. Kotler, Bowen and Makens (2010, 125) divide the objectives of marketing research project between three types:

- **Exploratory research** – puts preliminary information together, shows the real nature of the problem and proposes a probable hypothesis
- **Descriptive research** – describes the market's size and composition, tries to quantify the demand
- **Causal research** – tests cause-and-effect relationships

Exploratory research usually comes first. Descriptive and/or causal research often follow(s) up after that.

#### 3.2 Developing the Research Plan

The second stage of marketing research is developing the research plan. The company should consider all of the possibilities connected with the plan, such as how much it will cost or what kind of data are needed. Marketing researchers have to think about it properly to select an efficient plan. (Kotler, Bowen and Makens 2010, 126) According to Kotler and

Keller (2008, 92), they have to decide about the sources and types of data, approaches and instruments of the research, sampling, and how people will be contacted.

### 3.2.1 Sources and Types of Data

According to Bowie and Buttle (2004, 41-42), there are two sources of information. The first one is *internal* information which is held by and within the organization. What is meant here is personal information such as customer records, guest history, department reports or marketing and sales reports. On the other hand, there is *external* information which can be collected from a large number of sources such as published marketing data and an analysis coming from international and national government organizations, reports from marketing research organizations or market information from trade associations. Within internal and external sources the following types of data can be found:

- **Primary and Secondary Data** – *Primary data* consist of information which has to be collected for the purpose of research project. *Secondary data* already exist somewhere, but, they were gathered for a different purpose. Researchers can gather just one of them, or both of them. (Kotler and Keller 2008, 92)
- **Quantitative and Qualitative Data** – *Quantitative data* refers to numerical or contain data that can be quantified. Such data are usually turned into information in the form of charts or graphs. Then they help to describe or present relationships or trends within quantitative data. (Saunders, Lewis and Thornhill 2007, 406) On the other hand, *qualitative data* are all non-numerical data which cannot be quantified. It is for example open-ended questions used in questionnaires or transcripts of interviews. To make these data useful they have to be analyzed and the meanings need to be understood. (Saunders, Lewis and Thornhill 2007, 470)

### 3.2.2 Research Approaches and Sampling Plan

Kotler, Bowen and Makens (2010, 127) describe four basic ways of gathering primary data. The first is *observational research* which is done through observation of people, settings and situations. This method has a disadvantage because the researcher can observe how customers feel or what motivates them to buy only with difficulty. Another way is *ethnographic research* which Saunders, Lewis and Thornhill (2007, 142-143) describe as quite time consuming because a researcher has to merge with the researched world and describe it as greatly as possible. The third type of research is *survey research* which is the

best type to be used to collect descriptive information. There are two possible ways of it – structured research which asks all respondents the same questions in the same way, and unstructured one which is actually an interview heading where the respondent's answers go. (Kotler, Bowen and Makens 2010, 128) The last type is *experimental research* which is the best way to collect causal information. Saunders, Lewis and Thornhill (2007, 136) explain that "purpose of experiment is to study causal links; whether a change in one independent variable produces a change in another dependent variable or not."

According to Reid and Bojanic (2006, 228), sampling is "the process of using a small subset of the population to obtain information that can be used to make inferences about the total population." Marketing researchers must decide for a sample unit which concerns those who will be surveyed; a sample size which means how many people will be surveyed; and sampling procedures which includes how the respondents will be chosen.

### 3.3 Collecting Data

This step of marketing research is usually the most expensive one because a lot of problems can occur. E. g., it means that a respondent is not available at the time of collecting data which means that he/she has to be contacted again. Another problem is when the respondent simply refuses to cooperate or does cooperate but gives dishonest answers. (Kotler and Keller 2008, 101)

Reid and Bojanic (2006, 222-227) describe three methods of collecting primary data:

- **Observation** – It means watching customers and making notes or recording their behavior, but it is important to treat all observers in the same way. Observation is usually disguised and cannot affect the customers' behavior. This method is complicated because behavior, attitude and motivation are difficult to interpret and to analyze.
- **Survey** – It means asking customers about issues surrounding the research problem and using questionnaires or comment cards. The survey method can gather a lot of useful information and is adaptable to a variety of situations. It can be filled in by researcher or the respondent themselves. The survey includes a number of different methods, such as personal interview and telephone or direct mail survey
- **Experiment** – The process of doing an experiment consists of dividing the sample of people into different groups and exposing each group to a different treatment. During the experiment it is important to try to control other factors that may affect



the outcome. Experiments can be carried out under normal conditions or in laboratory setting where the interfering elements can be more easily controlled.

Choosing the method depends on the research objectives. Exploratory research uses observation and surveys, descriptive research uses all of the data collection methods and for a common research experiments are used. (Reid and Bojanic, 2006, 222)

### **3.4 Analyzing Data**

Once the data are collected, the complete responses can be analyzed and the results summarized and interpreted. (Hsu and Powers 2002, 112) It is important to order the data because findings will be derived from them. Pizam (2010, s.v. "Marketing research") describes two basic methods of analysis:

- **Descriptive analysis** – This type of analysis uses all collected data for illustrating the typical respondent. It also shows how respondents vary from a created profile.
- **Inferential analysis** – The second type of analysis tests hypotheses and estimated parameters of population. It also uses sample statistics.

### **3.5 Interpreting and Reporting Findings**

It is the last step of the research which means that researchers have to interpret what they found out, have to draw conclusions and report to the management. It is not recommended to use a big amount of numbers or complicated techniques. Managers are interested in exact major findings which they can use to make a decision. Interpretation cannot be left out because findings could be understood in a wrong way. Discussion between managers and researchers is an important part because it helps to understand the situation best. The data gathered forming the research could be handed to managers because they can be used for another analysis. (Kotler, Bowen and Makens 2010, 138)

## 4 SUMMARY OF THEORETICAL PART

The thesis is focused on analysis of customers' satisfaction in hospitality industry. The theoretical part deals with topics as customers' satisfaction, service marketing and marketing research.

The part focused on customers' satisfaction describes it in general. It gives a lot of definitions of the term but explains that, in fact, there is no right explanation. To gain satisfied customers it is important to know the customer needs, wants and demands. In the connection with the needs their hierarchy from the lowest to the highest is mentioned, which was created by Abraham Maslow. The last part of this section deals with a role of customers' satisfaction in hospitality industry.

Service marketing has four distinctive characteristics of services. These characteristics are intangibility, inseparability, variability and perishability. A company has to know how services are perceived, and according to this, services have to be managed and measured. It is also important to know that 5 service quality gaps can occur, and how to deal with them. These gaps are the knowledge gap, standards gap, delivery gap, communication gap and service gap. They influence the relation with customer satisfaction. A part of service marketing also includes description of marketing mix, and as the thesis is focused on hospitality and services, traditional marketing mix, service marketing mix and marketing mix in hospitality industry are mentioned. Traditional marketing mix includes four P's product, price, place and promotion; service marketing mix includes the previous four P's plus physical environment, process and people. Marketing mix of hospitality industry consists of product-service mix, presentation mix, communication mix, pricing mix and distribution mix.

The theory concludes with concrete steps of marketing research. It begins with defining the problem and research objectives. The next point is developing the research plan and collecting the data. The last part shows when the data are analyzed, which leads to interpreting and reporting findings.

## **II. ANALYSIS**

## 5 HOTEL CENTRO HUSTOPEČE A.S.

The sources of information in this chapter were personal observation, an interview with the director and questionnaire survey.

### 5.1 The General Information

Hotel CENTRO is situated in Hustopeče which is a city with almost 6000 inhabitants in southern Moravia. The hotel is the largest complex offering accommodation services in the city. As indicated on the hotel CENTRO Web site, this three star hotel is an interesting complex of buildings, which combines modern architecture with the Italian Renaissance architecture – The House of the Lords of Vizovice. The underground is hiding old wine cellars, allegedly built by German settlers, who significantly influenced the history of the city until last century. There was a house, originally within the hotel resort, where mother of the first Czechoslovak president Tomas Garrigue Masaryk was born. The inner courtyard of the hotel provides a pleasant garden seating in the summer. The hotel has also private parking which is free of charge for hotel guests.



Figure 3: Hotel CENTRO Hustopeče a.s. ( <http://www.centro.cz/en/gallery>)

The hotel offers 43 rooms, including 1 triple bedroom, 1 single room, 35 double bedrooms, 1 double bedroom handicap access and 5 comfortable suites (two extra beds possible). A total number of beds are 96 or 114, including extra beds. All rooms are equipped with private bathroom with shower and toilet, television, telephone and the apartments have a safe and a small fridge.

Conference facilities of the CENTRO hotel offer seven lounges that seat six to two hundred people. They can be used separately, or they can be combined as needed.

Free-of-charge Wi-Fi and modern media equipment are available in all lounges. Some lounges are air-conditioned. Conference facilities are furnished in contemporary or historical style. The hotel facilities also offer premises for associated product presentations, registrations or coffee breaks. During summer months the hotel also offers catering services and outdoor sitting in the hotel garden, and during outdoor parties grilled specials are prepared right in front of guests. All types of firm events can be spiced up with indoor or outdoor teambuilding activities or social events.

The cuisine is provided to the guests at three different places. The Pálava Restaurant with 80 – 90 seats is suitable for weddings, graduations, lunch and dinner for individuals and groups. There are also buffet-style breakfasts served. The Panský Dvůr Pub offers 4 kinds of draft beer and local specialities. Food and beverages are also served in the Café bar which can be provided also in the summer garden in case of a nice weather.

A part of the hotel is also the Centro Club offering a range of sport activities – 3 bowling alleys, 2 pool tables, 2 darts, billiard, snooker and table football. There is also an internet point and wine cellar with a comfortable and pleasant setting for private gatherings offering local meals, wine tasting and sommelier lectures or cimbalom band performance.

Type of room	Person	Price in CZK/EUR
Double room	1 person	1 340,- Kč / 54 EUR
Double room	2 persons	1 590,- Kč / 64 EUR
Triple room	3 persons	2 400,- Kč / 96 EUR
Suite	2 persons	2 700,- Kč / 108 EUR
Extra bed	1 person	620,- Kč / 25 EUR

Table 1: Price List ([www.centro.cz/en/price-list](http://www.centro.cz/en/price-list))

The price list, indicated in table 1, is valid until 22nd December 2010 and includes breakfast, value added tax and other taxes.

The hotel provides special types of stays like Historical Romance, 3 Days of Wine, The Perfect Romantic Retreat or Summer Vacations for Families. These stays contain services like a bowl of fruit in room, romantic dinner with candles in historical lounge, partial aromatherapy massage or romantically furnished room. The hotel provides also wedding services, including wedding preparation from the beginning to the end.

Apart from the accommodation and conference services, the hotel CENTRO also provides social events like wine tasting, poker tournaments or balls.

## **5.2 The History of Hotel CENTRO Hustopeče a.s.**

The hotel CENTRO Hustopeče a.s. was founded in 2000 by Karel Losenický. The reason of founding was connected with a company AGROTEC a.s. The company has over 1 000 employees and their management needed sleeping accommodation for them during conferences. They decided to build a hotel which would be a part of the concern. All services were provided mainly to AGROTEC a.s. and their business partners but the number of recreation customers gradually increased. The hotel management felt lack of relaxation services and they decided to build Centro Club which was later connected to the wine cellar. That way they created a place for conferences, seminars, presentations and also for relax with sport activities. The offer was broaden also about catering services. In 2004 new accommodation facilities were built and management decided increase a hotel level to a European standard. The hotel initiated a new software and restored facilities, especially kitchen. Two years later The House of Lords of Vizovice was purchased which had been only leased until then. This year was important because the hotel CENTRO was detached from the AGROTEC a.s. concern. This event influenced the operation of the whole hotel but the influence over customers or suppliers was not so significant. As the principal aims were determined the creation of the stable business partners, modernization and enlargement of accommodation facilities and higher utilization of conference facilities. Managing of the hotel was soon transferred to hotel chain Westbohemia Hotels, about twenty employees were released and the financial situation stabilized. The last significant change so far was a reconstruction in 2010 connected with design changes and improvement in both technical and furnishing facilities.

## **5.3 The House of Lords of Vizovice**

The House of Lords of Vizovice is situated in the hotel's courtyard. The building was restored in 2002 but the history dates back into 15th century. Hotel CENTRO Web site states that it was originally built between 1488 and 1492. Kryštof of Vizovice (1556 - 1614) and his wife Uršula Hausotter of Litovel are real "historical personalities" of the town. Kryštof was, in today's terms, a mayor, while Uršula Hausotter of Litovel was (at least according to a legend) a distant relative of Jan Amos Komenský. The entry portal suggests influence by the Italian Renaissance period. Above the portal there is an embossment depicting two lions holding a cartouche with an escutcheon and a faded abbreviation K.I.Z.V. The embossment bears the year 1594. A municipal pharmacy was opened in the

building at the end of the 18th century; it was named "At Virgin Mary the Helper". Originally it was operated by a Piarist monastery. After 1866 it was operated by private owners.

For the time being the former main rooms of the house serve as lounges that have been named after the aforementioned personalities, i.e. Kryštof, Uršula and Jan. Three suites and one double room are located on the second floor. The ground floor offers a barrel-ceiling room for comfortable sitting in combination with an outdoor patio.

#### **5.4 The Present Situation of Hotel CENTRO Hustopeče a.s.**

The hotel CENTRO Hustopeče a.s. has the dominant position in accommodation and conference services in the region which is maintained despite the increasing competition both in the city and in vicinity.

The purpose of customers' stay is both business and recreation. Therefore, the hotel's management constantly enlarges the amount of possibilities to book a stay. The offer of accommodation is available at many travel agencies and also over 40 internet servers. The offer of stays enlarges as well. The management constantly adds the new one according to season and demand (e. g. New Year's Eve at Hotel CENTRO, Valentine's Weekend or wedding services).

#### **5.5 The Future Aims of Hotel CENTRO Hustopeče a.s.**

In the short term view, the management plans to build up a wellness centre in the hotel complex. Furthermore, they want to enlarge the accommodation capacity because of a high visit rate in the main season. The total visit rate for 2010 was 51 %.

As the main long term aim is considered the improvement in categorization of the hotel according to the Czech Association of the Hotels and Restaurants and Official Standard Classification of the Accommodation Facilities in the Czech Republic. According to Hotelstars Web site, the hotel has currently classification \*\*\* Standard and they want to achieve \*\*\*\* First Class. The mandatory requirements for \*\*\*\* First Class are included in the Appendix P III. Consequently, the management prepares for possible reconstruction and changes.

## 5.6 The Organizational Structure of Hotel CENTRO Hustopeče a.s.

The hotel's building is the property of Karel Losenický and the company is managed by the hotel chain Westbohemia Hotels s.r.o. This chain covers 4 hotels – Hotel Heluan in Karlovy Vary, Hotel Krušnohor in Ostrov u Karlových Varů, Hotel coop Kriváň in Mariánské Lázně and Hotel CENTRO in Hustopeče. These hotels cooperate in mutual recommendations to customers, the distribution of printed materials and exchange of stays.

The management of the hotel itself is in hands of three people – the director, F&B Manager and Sales & Marketing Manager. All personnel consist of 49 employees, including 25 essential for the run of hotel.

The hotel includes four restaurant facilities – restaurant, pub and café bar in the hotel complex and a works canteen outside. The works canteen provides meal for their own employees and also for the personnel of local companies.

An important part of hotel is the reception because it creates the first and the last impression of the hotel. This department employs 4 receptionists who provide 24 hours service. The whole hotel is interconnected by a computer system called Mefisto. It contains all accounts, reservations for rooms and conferences.

## 5.7 SWOT Analysis of Hotel CENTRO Hustopeče a.s.

The SWOT analysis is "an overall evaluation of company's strengths, weaknesses, opportunities and threats". (Kotler and Keller 2008, 49) The SWOT analysis of hotel CENTRO Hustopeče a.s. is indicated in table 2.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• The largest hotel in Hustopeče</li> <li>• Location near highway (an important connection with Brno)</li> <li>• Location near to the city centre</li> <li>• Conference services for 20 – 200 people in 7 conference lounges</li> <li>• Ability to interconnect conference with accommodation</li> <li>• Wide range of types of stays</li> <li>• Three different restaurant facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Missing own viniculture</li> <li>• Missing wellness services</li> <li>• Missing the indicator of the location of an outer The House of Lords of Vizovice</li> <li>• Smoking ground floor (smoke runs through whole hotel)</li> <li>• Rooms without air-condition</li> <li>• Location of some rooms near disco (connected with noise)</li> </ul>



<ul style="list-style-type: none"> <li>• 24hours Front Office services</li> <li>• Own parking place</li> </ul>	
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Local events (festivals in Hustopeče)</li> <li>• Events in wider surroundings (Brno)</li> <li>• European Social Fund in the Czech Republic</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing competition of accommodation facilities in a small region</li> <li>• The bankruptcy of business partners</li> <li>• Economic crisis</li> </ul>

Table 2: SWOT Analysis of Hotel CENTRO Hustopeče a.s.

## **6 ANALYSIS OF CUSTOMERS' SATISFACTION IN THE HOTEL CENTRO HUSTOPEČE A.S.**

The hotel CENTRO Hustopeče a.s. is a business hotel because the major part of customers consists of businessmen and people who organize or attend a conference in the hotel. The second largest part of customers is connected with holiday. The attendance of this category is crucial mainly from May until September. However, the management tries to maintain these customers through special types of stays for whole year. Other customers consist of people who just need to spend a night or collective tours.

The types of customers vary a lot as well as their interests and needs. It is important to know them be able to provide the right services and reach satisfied customers. The management gains these pieces of information mostly from personal contact but it is useful to carry out a survey occasionally and analyze customers' opinions more properly.

The management of hotel CENTRO Hustopeče a.s. tries to gain a higher level of categorization according to the Czech Association of the Hotels and Restaurants and also wants to build a wellness centre. Furthermore, there already exist the questionnaires dealing with satisfaction but they have never been analyzed. For these reasons it is the right time to carry out a survey about a possible visit rate of the wellness centre and to find out the main drawbacks of customers' satisfaction.

### **6.1 The Aim of Analysis**

The management wants to achieve a higher classification of hotel CENTRO Hustopeče a.s. Therefore, they have to obey regulations and the changes conform to prescribed rules, which are indicated in Appendix P III. On the other hand they also want to consider customers' opinions. The planned reconstruction is also connected with the implementation of wellness services. The hotel's management aims at building a wellness centre.

The aim of this survey is to analyze current situation of customers' satisfaction and to find out their attitude to the possibility of wellness services.

### **6.2 The Methods of Analysis**

For gathering information, mostly internal sources were used. The data were used qualitative, quantitative, primary and secondary.

Firstly, the author used secondary data such as company's internal sources (annual reports of company) or websites. Primary data were obtained from an interview with the

director of the hotel and the author's personal observation. In the questionnaire research were used both quantitative and qualitative data.

### 6.2.1 Questionnaire

The questionnaire was designed in a few steps. The existing hotel's satisfaction questionnaire was applied as a sample. The questions were selected according to the author's personal observation and discussion with the director of the hotel. Then types of questions, response format and scale were determined. Finally, the introduction and design were formed. The customers of hotel CENTRO Hustopeče a.s. were chosen as the respondents.

The questionnaire is divided into seven parts which can be seen in Appendix P I. The first part introduces the whole survey and its purpose. This is connected with filling the number of customer's room. The next part consists of personal information such as type of guest, age and nationality. The answers are prescribed and respondent can mark an answer using X as well as in other closed-end questions. The following part includes two open-end questions focused on missing items in room and service. The fourth part deals with rating of 8 factors e.g. the furnishing of the room or the staff of service. The respondent can choose from five point rating scale. After that follows appreciation of wellness services in the hotel. There are prescribed four types of services and the customer can choose from five point intention-to-buy scale. The last question is yes-no question, connected with an overall satisfaction with hotel CENTRO Hustopeče a.s. At the end there are acknowledgements for completing the questionnaire and the request for delivering the questionnaire to the reception.

The questionnaires were provided in three language versions (Czech, English and German) because of customers' different nationalities. They were available at the table in the room along with pencil with the logo of hotel CENTRO Hustopeče a.s. Moreover, receptionists asked customers for completing the questionnaire after arrival or before leaving.

The research carried out from January till February 2011 when the hospitality industry has not the main season. Total amount of filled questionnaires was 183 but there were useless pieces such as unfilled second page or missing valuable information dealing with personal information. The total amount of questionnaires suitable for analysis was 140. The

overall visit rate of the hotel was 1802 guests which means that 10.15 % customers filled the questionnaire but only 7.7 % were complete.

The gathered data were analyzed using statistical methods. The appendix P II contains complete charts of gathered data, absolute and relative frequency, arithmetic mean, mode and median. The questionnaire consists of 8 questions. For the questions focused on customers' personal information were used percentages from total amount of customers. The open-end questions were analyzed verbally because of huge amount of answers. The following part connected with rating of factors in the hotel (e. g. the furnishing of the room) is described using all mentioned statistical methods as well as the next part dealing with appreciation of possible wellness services. The last yes-no question is interpreted through percentage.

### **6.2.2 Observation**

The major advantage of observation is gaining valuable information. The respondents do not know about observation and they can behave naturally.

The personal observation was the part of the author's internship. The author worked as a receptionist in hotel CENTRO Hustopeče a.s. from the half of June till August 2010. It brings a lot of useful information to the survey because the receptionist meets hotel's customers from their arrival till their leaving and can observe their opinions, moods or evaluations through the whole stay. The receptionist meets not only the customers but also employees and management which was important as well as the cognition of analyzed setting. All these factors give to the author deep insight to the analyzed situation.

### **6.2.3 Interview**

The author's observational internship was full of interviews but the specific one was done for the purpose of the analysis, the interview with the director of the hotel. It gives a lot of beneficial information especially connected with current situation of hotel CENTRO Hustopeče a.s. and also their future plans.

## **6.3 Questionnaire Survey**

### **6.3.1 The Characteristic of Respondents**

The highest visit rate had individuals, 34 %, the customers in group and couples had a bit lower, 30 %. The high attendance of individuals and groups is connected with the period of

gathering the data – during winter. It is out of the main hospitality season and the customers arrive mostly because of conferences. For the same reason families had the lowest visit rate. Considerable high attendance had also couples because of lots of special types of stays like Historical Romance or The Perfect Romantic Retreat. The couples visit hotel CENTRO Hustopeče a.s. thanks to these stays constantly during whole year.

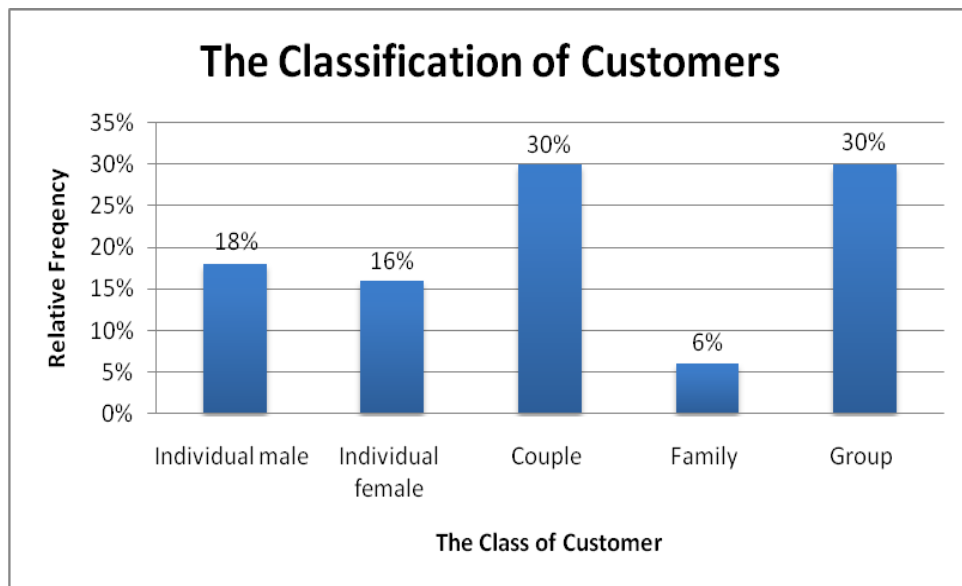


Figure 4: The Classification of Customers

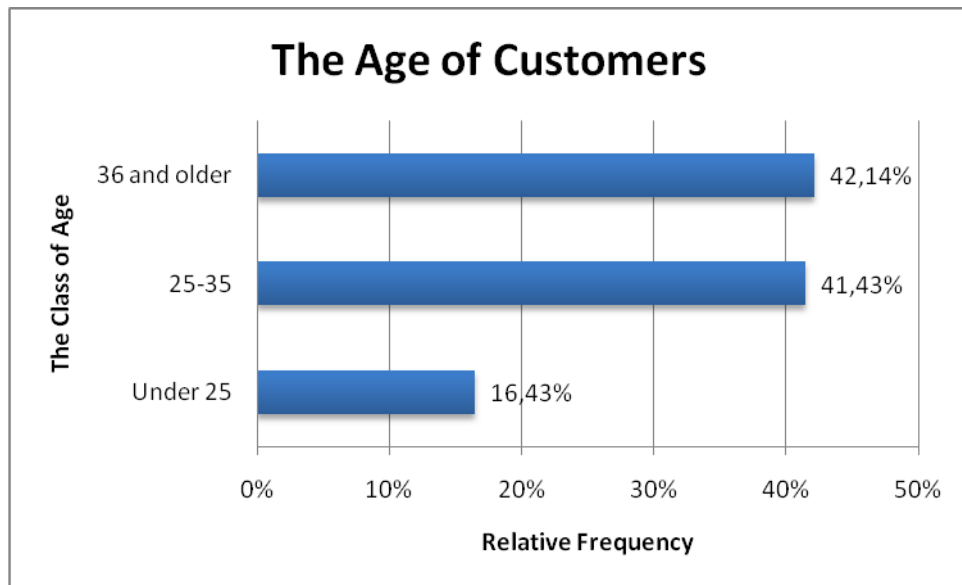


Figure 5: The Age of Customers

The two of three classes of age shows relatively the same values, around 42 %. It means that key customers are older than 25 years. This phenomenon is again connected with the period of gathering data. The major vast of people under 25 were couples or individuals which supports the idea of romantic stay or participants of a conference.

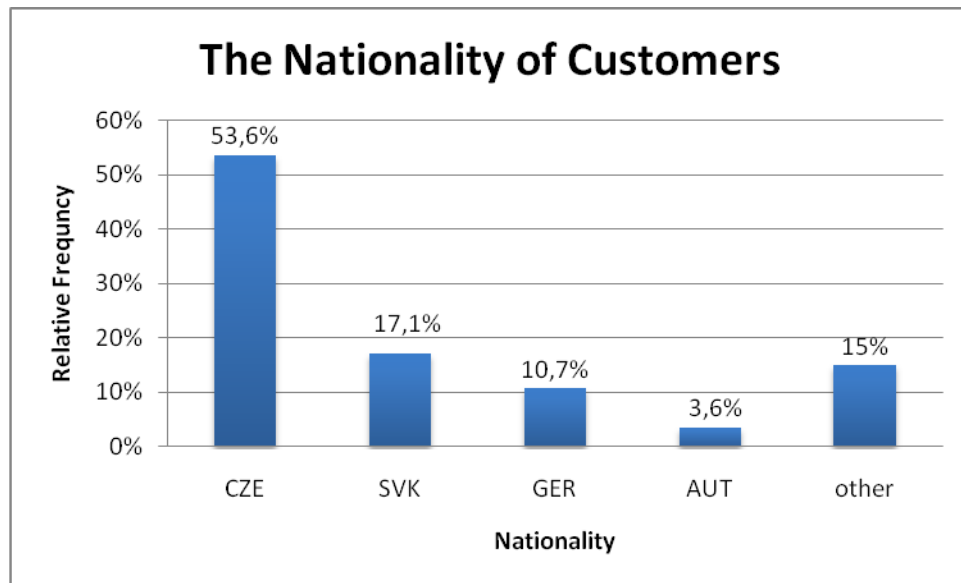


Figure 6: The Nationality of Customers

The Czech nationality is represented the most, 53.6 %. It is because of the location of the hotel. The companies, holding conferences in hotel CENTRO Hustopeče a.s., employ a lot of Slovak people. That is why the second highest value of nationality is Slovak. The other nationalities create 29.3 % from all customers. They were mostly individuals which supports the fact that they just needed to spend a night during business trip.

### 6.3.2 The Missing Items in Room and Services

In fact, 71 % of customers let this space empty or just expressed their overall satisfaction. The concrete numbers are included in table 3 below, however, a customer mostly mentioned more missing items. For this reason the absolute frequencies are not the same as the amount of respondents who answered.

The most often mentioned missing item in the room was a fridge. However, the fridge is available in more expensive suites. It means that receptionist should offer a room with better furnishing even if for higher price. The next most often mentioned missing item was hangers both in bathroom and in wardrobe. In the wardrobe there are two coat-hangers but according to the customers it is not enough. There are no hooks in the bathroom. Another frequent answer was connected with the air-condition both in the room and bathroom. There is no air-condition in the room and customers miss it a lot in hot weather. The air-condition in the bathroom turns on simultaneously with light but the customers would prefer manual actuation. Some customers used this open-end question for complaining about a dirty bathroom or the whole room. Items such as a missing hair dryer, another armchair or

a minibar were mentioned just a few times. The hair dryer is available at the reception so this misunderstanding is again caused by unsatisfactory information. The next items have to be considered as an investment.

Question about some missing item of the hotel's services was mostly answered by complaint. People were complaining mostly about noise. It is caused by the location of a few rooms to the street where a disco is situated. It can be solved by soundproof windows. However, not only the disco causes the noise. It is sometimes caused by teambuilding activities lasting till morning or noise from collective tours which usually arrive in the late night. The customers are not advised of silence in advance which is a possible reason of their noise. Other complaints were connected with personnel. Some people have to wait for their meal for 30 minutes and even if menu was recently innovated, the quality of meals did not increase. They complained about low quality of meals and also not sufficient warmth. Customers also lack information about surroundings from personnel which can be caused by missing information on the hotel's web pages. To the most often mentioned missing items belongs also a relax centre or swimming pool. The wellness centre is already in the hotel's future plans so this drawback will be soon solved. Approximately 500 meters far from the hotel there is a sport centre providing both indoor and outdoor pool. For this reason the building of swimming pool is not needed.

Missing Item	Absolute Frequency
Fridge	10
Hangers	10
Air-condition	9
Complaints about noise	9
Complaints about dirty	9
Hair-dryer	8
Armchair	8
Minibar	8
Complaints about personnel	8
Relax centre	7
Swimming pool	7

Table 3: The Missing Items in Room and Services

6.3.3 The Rating of Customers' Satisfaction Factors



Figure 7: The Rating of Customers' Satisfaction Factors

These factors include all hotel's services from furnishing to the overall atmosphere. The cleaning service was identified as the best with almost 76 %. It has also the lowest values of other rating points. The worse evaluation gained the quality of meals both at breakfast and restaurants. It is also connected with complaints about the personnel mentioned by customers in the previous question. It shows the fact that the management should consider the increase in qualification of kitchen personnel. The values of furnishing both the room and bathroom are comparable. The furnishing of the rooms gained a little bit better evaluation, 67.6 %, than the furnishing of the bathroom, 62.1 %. The lower evaluation of the furnishing of the bathroom is connected also with the previous question where customers mentioned missing hangers or manual actuation of the air-condition. The last three factors (the reception, the staff of service and the overall atmosphere in the hotel) reached similar values.

The customers are in general satisfied with these factors in hotel CENTRO Hustopeče a.s. It is supported by the fact that the most frequent value was 1, excellent. It shows more concrete statistical evaluation of questionnaires in the Appendix P II.



6.3.4 The Appreciation of Wellness Services

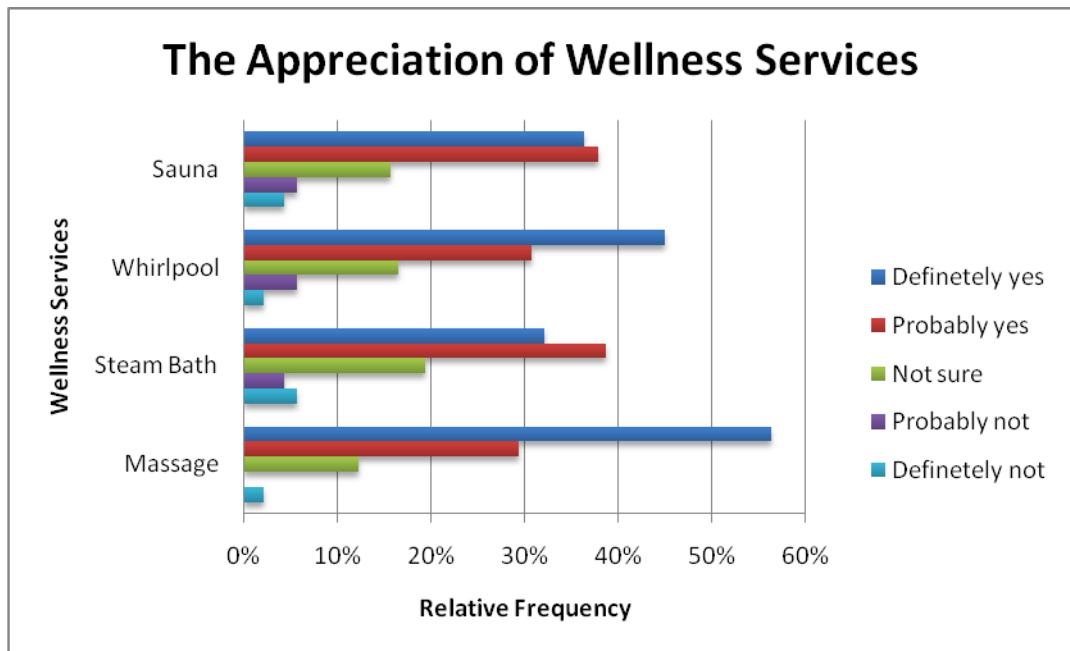


Figure 8: The Appreciation of Wellness Services

The best appreciated wellness service was a massage. More than half of customers, 56.4 %, answered using the highest evaluation. Other wellness services were not so popular but the rating of their possible visit is still high. A steam bath represents the highest customers’ uncertainty. This service had the highest rate of negative answers and not sure customers.

According to the customers’ evaluation, building of wellness centre in can be a good investment. It is supported by the fact that the most frequent values were 1 or 2 which are the positive answers. These data includes concrete table in the statistical evaluation of questionnaires in Appendix P II.

6.3.5 The Overall Satisfaction with the Hotel

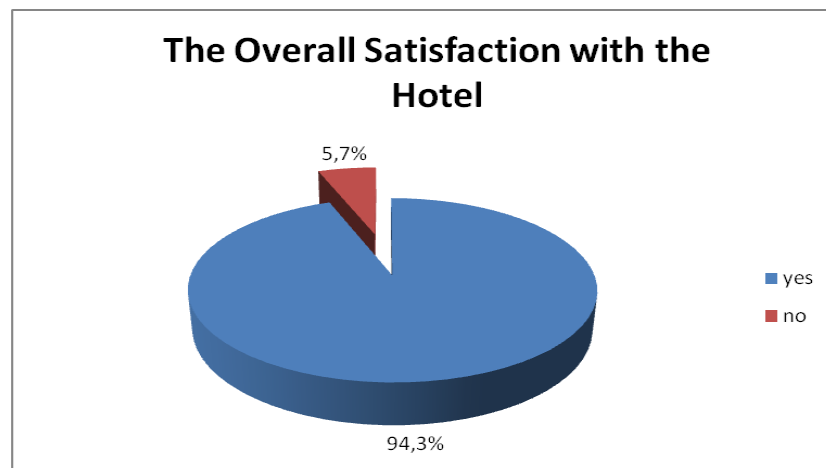


Figure 9: The Overall Satisfaction with the Hotel

The customers were mostly satisfied with the hotel CENTRO Hustopeče a.s. Only 5.7 % of customers express their dissatisfaction. However, these 8 customers answered negatively in the most questions.

#### **6.4 The Summary of Analytical Findings**

Customers are in general satisfied in the hotel CENTRO Hustopeče. However, the survey discovered some drawbacks.

The furnishing of the room misses equipments like a fridge, air-condition, a minibar or a hair dryer. The customers also search for more hangers in a wardrobe and more armchairs. The bathroom misses better actuating of air-condition and also hooks for towels or clothes. The customers expressed lack of information from the personnel and also the high level of their busyness. They had to wait for meal for a long time and their dissatisfaction increased. They were also complaining about noise and the absence of relax centre. The highest dissatisfaction was expressed in the quality of meals both at breakfast and in restaurants.

The possible solution of these problems can be reconstruction, enlargement of equipment and personnel training.

The hotel's management was aware of satisfaction of their customers. However, they lacked the information about concrete drawbacks and customers' opinions. Their presumption approved by 94.3 % satisfied customers in general. They also considered building a wellness centre. The survey supported the fact that it would be a good investment.

## 7 RECOMMENDATIONS

This part deals with suggestions and recommendations resulted from the author's analysis. These recommendations lead to an increase in customers' satisfaction in hotel CENTRO Hustopeče a.s. The analyzed findings come from a questionnaire survey, personal observation and an interview.

The drawbacks were discovered in three main fields – furnishing of the room and bathroom, the quality of meal and personnel. The customer's attitude to wellness services was one of the aims of the survey.

### 7.1 The Furnishing of Room and Bathroom

Firstly, the customers missed a fridge or a minibar. In fact, some rooms have a small fridge but it is only in more expensive suites. This information is available on the hotel's web page, however, customers can find the hotel's offer in other way (e. g. web pages for hotels' reservations). The possible solution of this problem is that the receptionists have to offer more than customers are requesting. It is important to inform them about better services even if for more money. The author recommends offering better type of accommodation through a receptionist's response to customer's reservation. The minibar is not available in any room. According to mandatory requirements for \*\*\*\* First Class hotel in Appendix III, minibar can also be met by fulfillment drinks 24 hours a day through room service. This service can be met by receptionists and the hotel's management does not have to spend money for buying minibar to every room. However, customers complained about missing minibar in the room. The author suggests filling fridges in suites by drinks and offering them also like a minibar service. The minibar has to be controlled before customer's arrival, therefore, it is connected with job enlargement of some position, probably cleaning women or receptionist.

As another missing item was discovered air-condition. The rooms miss air-condition at all and air-condition of bathrooms has wrong actuation. The manual actuation had to be considered before the building of hotel. The improvement of actuation would be connected with large reconstruction and high expenses. For this reason the author recommends to keep the current situation of air-condition in bathroom. Air-condition in the room is not a mandatory requirement for a higher classification of the hotel, however, it has a high point evaluation within the requirements and management can increase customers' satisfaction through it. The author's recommendation is to buy air-condition to every room.

Customers often complained about noise. There are two reasons – the room is suited to the street (some rooms are near a disco) and the holding of teambuilding activities or arrival of collective tour in the late night. To solve the first problem, the author recommends buying soundproof windows, especially in the rooms near the disco. The exact costs depend on the type and amount of windows, supplier and possible discount. The second problem is in the competence of the receptionist. However, she notes to the loud customers that there are also other customers who want to sleep, the author recommends warning them during arrival.

The other missing items are connected with insufficient equipment of the room. The customers expressed the absence of a hair dryer, more armchairs and hangers. The hair dryer is available at reception but there is not any information about it. The author's recommendation is to place this on hotel's web page. The mandatory requirements for \*\*\*\* First Class hotel require 1 seating per bed (at least a chair) and one comfortable seating (e.g. upholstered chair, armchair or sofa). In fact, there are enough seating possibilities in case of no extra person in the room. If there is an extra person in the room, the bed is made from armchair in room. Adequate number of coat hangers and towel hooks are also mandatory for \*\*\*\* First Class hotel. The author recommends one more armchair and two more coat hangers to every room and two towel hooks to every bathroom.

<b>The Calculation of Missing Items</b>	
Missing item	Costs
Air-condition	8 000 CZK
Armchair	4 000 CZK
Two coat hangers	2 x 30 CZK
Two towel hooks	2 x 300 CZK
<b>Subtotal</b>	12 660 CZK
For 43 rooms	*43
Drinks for minibar (into 5 suites)	5 x 200 CZK
<b>Total costs</b>	<b>545 380 CZK</b>

Table 4: The Calculation of Missing Items

The total costs of recommended improvements are 545 380 CZK which shows table 4. It has to be mentioned that a higher level of the hotel's classification will lead to an increase in prices and acquired costs will turn back.

## 7.2 Personnel

The customers lack the information about surroundings of the hotel from the personnel. It is fact that their competences are not only providing service but also providing the needed information. The solution of this problem is a personnel training. There is a museum which employs experts in the field of history and present of Hustopeče. The expert will provide useful information in active way for personnel in contact with customers. Another way of enriching personnel's knowledge is passive. The author suggested providing printed materials with information about the hotel's surroundings to personnel for home studying. They have to be able to answer basic questions about Hustopeče and for more information direct customers to the reception or to the information centre in Hustopeče where they can get all possible printed materials and tips for trips. The next suggestion is to place information about city on the hotel's web page.

The next recommendation deals with time of waiting. The customers complain that they have to wait for a long time for their meal. It is caused by a lack of personnel in the kitchen. Instead of hiring a chef with high qualification, the management hired only few servants. There are only one cook and one servant at the weekend. When a lot of people come in rush hours around noon, they are not able to cook quickly for all of the customers. The author strongly recommends hiring one more chef. Therefore, the management has to consider gross wage which is according to the web page of the Records of Occupation Types around 20 000 CZK in the Czech Republic; social and health insurance paid by an employer which is in recent time 25 % and 9 % and costs for employee benefits which depends on the employer's offer.

## 7.3 The Quality of Meals

The quality of meal is closely connected with previous point. Customers complain about waiting time as well as the quality of provided meals. There is lack of personnel in the kitchen and the quality of meals reflects it. There is not enough personnel and few people are not able to cook a quality dinner. Another problem connected with this is the change of trend in cooking. There are about 55 years old cooks and their style of cooking is old-fashioned even if the management tries to innovate the offer. The author's recommendation is to hire high-quality chef who can improve the style of cooking, bring new ideas and attract the attention of new customers.

## 7.4 Wellness

The one of aims of survey was focused on customers' opinion about new wellness services. The findings showed that the implementation of wellness will be a good investment, especially the massage. The reached data demonstrate the fact that customers will visit these services and it will contribute to their overall satisfaction.

The management considered the building of relax centre and the author supports their idea because all mentioned wellness services (sauna, whirlpool, steam bath and massage) reached high appreciation. What is more, the customers indicated the massage so high that the author recommends giving the massage services the broadest extent which means to ensure serving simultaneously as many people as possible.

## CONCLUSION

This bachelor thesis deals with marketing research in hotel CENTRO Hustopeče a.s. The hotel is the largest complex offering accommodation services in the city. It also provides conference facilities for 20 to 200 people and cuisine at three different places. The author focused on customers' satisfaction and also their possible attitude to certain wellness services.

Firstly, the theoretical knowledge including customers' satisfaction in general, the essentials of service marketing and concrete steps of marketing research were presented. The gained information was applied to a concrete analysis. The data dealing with customers' satisfaction were gathered while using a questionnaire survey, personal observation and interview. The findings demonstrated the fact that the customers were mostly satisfied. The main drawbacks were found in furnishing of rooms and bathrooms, quality of meals and the personnel. The findings showed that the possibility of building new wellness centre would be a good investment.

The management tries to reach higher classification of the hotel. Currently, it has classification \*\*\* Standard, and they want to achieve \*\*\*\* First Class. Consequently, the management gets ready for possible reconstruction and changes. The author recommended to enlarge the equipment of the rooms (minibar, air-condition, hangers, soundproof windows) along with planned reconstruction. The other recommendations are connected with training of personnel and hiring a high-qualified chef.

The results of the complete research were given to the hotel's management. They appreciated such a proper analysis and considered the suggested recommendations.

The aim of the analysis was to find out the extent of customers' satisfaction which was met with a positive result. The next task was to discover customers' opinion of wellness services which met with appreciation, and helped the real planning of implementations.

Finally, the result of this research ended with success and the author wishes the hotel CENTRO Hustopeče a.s. gaining the fourth star.

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## APPENDICES

P I Questionnaire

P II The Statistical Evaluation of Questionnaires

P III The Mandatory Requirements for \*\*\*\*Fist Class Hotel



# HOTEL CENTRO

## APPENDIX P I: QUESTIONNAIRE

Dear Madam, dear Sir,

The high quality of service and customers' satisfaction are our priorities therefore it is important for us to know your opinion. Help us to improve our services through your ideas, appreciation or criticism.

This questionnaire is meant for the purposes of the hotel management. We will really appreciate, if you fill it.

Michal Nešpůrek  
The Director of Hotel

Number of your room

1) Which group are you part of? (Please mark your answer using X)

Individual  → Gender: Male  Female   
Couple   
Family with children   
The group of people

2) Your age:

Under 25   
25-35   
36 or older

3) Your nationality:

CZE  SVK  GER  AUT  other

4) What do you miss in your room?

5) What do you miss in our service?

6) How do you rate following factors?

Clue: 1-excellent; 2-very good; 3-good; 4-fair; 5-poor

	1	2	3	4	5
The furnishing of the room	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The furnishing of the bathroom	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleaning service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The quality of meals and drinks at breakfast	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The quality of meals and drinks in restaurants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The reception (politeness, willingness)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The staff of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The overall atmosphere in the hotel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7) Would you appreciate these services in our hotel?

Clue: 1-definetely yes      3-not sure      5-definetely not  
2-probably yes      4-probably not

	1	2	3	4	5
Sauna (200 CZK/hour):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Whirlpool (200 CZK/hour):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Steam Bath (200 CZK/hour):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Massage (250 CZK/hour)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8) Are you satisfied with the Hotel Centro in general?

Yes

No

We would like to thank you for the time completing our questionnaire. We are looking forward to your next visit. Please hand over this questionnaire in the reception.

Michal Nešpůrek  
The Director of Hotel

## APPENDIX P II: THE STATISTICAL EVALUATION OF QUESTIONNAIRES

### 1) The Classification of Customers

The Classification of Customers	Absolute frequency	Relative frequency
Individual male	25	18 %
Individual female	23	16%
Couple	42	30%
Family	8	6%
Group	42	30%

### 2) The Age of Customers

The Age of Customers	Absolute frequency	Relative frequency
Under 25	23	16,43 %
25-35	58	41,43 %
36 and older	59	42,14 %

### 3) The Nationality of Customers

The Nationality of Customers	Absolute frequency	Relative frequency
CZE	75	53,6 %
SVK	24	17,1 %
GER	15	10,7 %
AUT	5	3,6 %
other	21	15 %

### 4) The Overall Satisfaction with the Hotel

Answer	Absolute frequency	Relative frequency
Yes	132	94,3 %
No	8	5,7 %

5) The Appreciation of Wellness Services

Clue: 1-definetely yes      3-not sure      5-definetely not  
 2-probably yes      4-probably not

Question	Frequency	1	2	3	4	5	Total	Arithmetic mean	Mode	Median
Sauna	absolute	51	53	22	8	6	140	2,04	2	2
	relative(%)	36,4	37,9	15,7	5,7	4,3	100			
Whirlpool	absolute	63	43	23	8	3	140	1,89	1	2
	relative(%)	45	30,7	16,4	5,7	2,1	100			
Steam Bath	absolute	45	54	27	6	8	140	2,13	2	2
	relative(%)	32,1	38,6	19,3	4,3	5,7	100			
Massage	absolute	79	41	17	0	3	140	1,62	1	1
	relative(%)	56,4	29,3	12,2	0	2,1	100			

6) The Rating of Customers' Satisfaction Factors

Clue: 1-excellent; 2-very good; 3-good; 4-fair; 5-poor

Question	Frequency	1	2	3	4	5	Total	Arithmetic mean	Mode	Median
The furnishing of the room	absolute	95	37	7	0	1	140	1,39	1	1
	relative (%)	67,9	26,4	5	0	0,7	100			
The furnishing of the bathroom	absolute	87	40	12	0	1	140	1,49	1	1
	relative (%)	62,1	28,6	8,6	0	0,7	100			
Cleaning service	absolute	106	28	4	1	1	140	1,31	1	1
	relative (%)	75,7	20	2,9	0,7	0,7	100			
The quality of meals and drinks at breakfast	absolute	80	46	12	0	2	140	1,56	1	1
	relative (%)	57,1	32,9	8,6	0	1,4	100			
The quality of meals and drinks in restaurants	absolute	78	48	10	1	3	140	1,59	1	1
	relative (%)	55,7	34,4	7,1	0,7	2,1	100			
The reception (politeness, willingness)	absolute	88	40	9	1	2	140	1,49	1	1
	relative (%)	62,9	28,6	6,4	0,7	1,4	100			
The staff of service	absolute	87	42	8	1	2	140	1,49	1	1
	relative (%)	62,2	30	5,7	0,7	1,4	100			
The overall atmosphere in the hotel	absolute	88	43	7	1	1	140	1,46	1	1
	relative (%)	62,9	30,7	5	0,7	0,7	100			



## APPENDIX P III: THE MANDATORY REQUIREMENTS FOR

### \*\*\*\* FIRST CLASS HOTEL

#### Building / rooms

##### List of forms

Cleanliness and a hygienically perfect offer are basic conditions in each category

##### State of accommodation facility

All mechanisms and equipments are functional and in faultless condition

##### Overall impression

The overall impression of the accommodation facility (hereinafter referred to as the AF) corresponds to fulfilling <strong>high</strong> requirements

##### Reception

Separate, independent reception desk

##### Public areas

Separated non-smoking area in the breakfast room  
Spacious reception hall with several seats and beverage service  
Bar (open 6 days a week)

#### Furniture / equipment

##### Sanitary facilities

100% of the rooms with shower/WC or bath tub/WC  
Shower with shower curtain/shower screen  
Washbasin  
Washable bathroom rug  
Appropriate lighting at the washbasin  
Mirror  
Power socket near to the mirror  
Towel rails or towel hooks  
Heating facility in the bathroom  
Tray of a large scale  
Toothbrush tumbler  
Soap or body wash  
Bath essence or shower gel  
Shampoo  
Additional cosmetic products (e.g. shower cap, nail file, cotton swabs, cotton wool pads, body lotion) (at least 2)  
  
Cleansing tissue  
Toilet paper, spare toilet paper, toilet brush with holder, sanitary bags in toilet

1 hand towel per person  
1 bath towel per person  
Bath robe on demand  
Slippers on demand  
Hair-dryer  
Wastebin in bathroom

Quality of sleep

Single beds on the scale of min. 0,90m x 2,00m and double beds on the scale of min. 1,80m x 2,00m (matrace)  
  
Modern and well-kept mattresses of minimum 13cm thickness  
Equipment for wake-up calls (wake-up call service by telephone described in point no. 207)  
Modern and well-kept blanket  
Modern and well-kept pillow  
Additional pillow on demand  
Various choice of pillows  
Additional blanket on demand  
Possibility to darken the room (e.g. curtain)

Room equipment and furnishings

Adequate wardrobe or clothes niche  
Linen shelves  
Adequate number of coat-hangers  
Wardrobe or clothing hooks  
Possibility to hang up a suit bag  
1 seating-accommodation per bed, at least a chair  
1 pohodlné sezení (čalouněná židle, křeslo, pohovka) se stolkem  
Table, desk or desk top with a free working space of min. 0,5 m<sup>2</sup> and an appropriate lighting  
Power socket in the room  
Additional power socket next to the table, desk or desk top  
Appropriate room lighting  
Bedside table/tray  
Reading light next to the bed  
Power socket next to the bed  
Dressing mirror  
Place to put the luggage/suitcase  
Wastebin in room

Safekeeping valuables

Central safe (e.g. at the reception)

Safe in the room

Electronics

Radio

Colour-TV in an appropriate size to the room together with remote control, a configuration of the program survey, and a TV agenda - lze nahradit E formou

Telecommunications

Facsimile at the reception

Publicly available telephone for guests

Telephone in the room along with a multilingual instruction manual

Internet access in the public area (e.g. broadband, WLAN)

Internet access in the room (e.g. broadband, WLAN)

Accessible internet terminal for the guest

Number - various

Multilingual service manual A-Z

Regional information material at the reception available

Writing utensils and note pad

Correspondence folder

Laundry bag

Sewing kit in the room

Shoe polish utensils in the room

Shoe polish machine in the hotel

Services

Room cleaning / Laundry change

Daily room cleaning

Daily change of towels on demand

Change of bed linen at least twice a week

Daily change of bed linen on demand

Drinks

Beverage offer in the room / glass, bottle opener

Drinks 24 hours a day through room service

Minibar

Breakfast

Breakfast buffet with service charge or equivalent breakfast menu card also via room service

Food (apart from garnish)

Three-course menu with choice or "à la carte" or buffet

Food offer via room service until 10 pm

"À la carte"-restaurants opened at least 6 days per week (at least 1)

Reception

Reception opened 18 hours, accessible by phone 24 hours from inside and outside

Bilingual staff (Czech / one other international language)

Photocopier or the possibility to get photocopies

Luggage service on demand

Secure left-luggage service for arriving or departing guests

Laundry and ironing service

Laundry and ironing service (delivery before 9 am, return on the same day – weekend excluded)

Payments

Credit cards

Debit card (and electronic)

Various

Professional support for in-house IT

Daily newspapers

Sewing service

Shoe polish service

Offer of sanitary products (e.g. toothbrush, toothpaste, shaving kit)

Organisation of offer



Systematic complaint management systém

Mystery guesting (A proof has to be added to the application.)

Homepage with meaningful, realistic pictures of the hotel

Direction sketch / location plan on demand or in the internet