

Customer Expectation in Five Star Hotels in Aqaba Special Economic Zone Authority (ASEZA)

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Background: The present paper undertakes an approach of robust design including the model of Kano to obtain the best composition of design form factors. This can improve the contentment of customers effectively and standards of the aesthetic products with various norm features.

Materials and Methods: The researcher uses the model of Kano to comprehend the relation between performance norm and the contentment of customers, and to settle a difficulty of trade-off in various norms optimisation by verifying the most important norm in the contentment of customers.

Results: This study explains the excitement needs and creates solutions for the excitement that needs transformation into basic needs over time. On the other hand, we will prove how these extra services will affect the increase in the popularity of the hotel and by result its occupancy rates.

Conclusion: Comparing the hypothetical results with the actual ones, we find that neither room complimentary coffee & tea nor priority clubs or heated swimming pools act as excitors. Hospitality is connected to customer satisfaction because this business produces and delivers customer satisfaction. Now, customer supplies can be both tangible and intangible, but filling all of them and hence meeting their requirements is called customer satisfaction.

Key words: *Expectation, Customer expectations, hotel services, Aqaba Special Economic Zone Authority, Kano Model.*

Introduction

Expectation is an attitude about the opportunities related to affairs' situation in the future (Geers et al., 2005) and the expectancy for the future actions. Expectations of consumers of hospitality have not been tackled widely in the literature review to date. Investigations of consumer expectations of hospitality vary according to personal, demographic, and hotel elements - they are not emphasised as they should be. Tourists are not obliged to go back to the same hotel, while there are many other options s/he can take, especially as this is considered variety-seeking behaviour in the industry of tourism and hospitality (Adediran and Coetzee,2019; Taylo and Geldenhuys,2018; Mhlanga,2018; Nel et al,2018; Samukelisiwe et al,2018; Tefera and Migiro,2018; Tefera and Govender,2017; Mhlanga and Machingambi,2016; Kumar and Singh,2015; Mhlanga et al,2014; Ariffin, 2008). Tourists normally go to places that are different from their home countries, and they usually like to visit a new place with different characteristics that they are not familiar with. Tourists search information about the new places to avoid any experience of unknown or dangerous products (Dodd, Pinkleton, & Gustafson,(1996).

The Kano model can be used for tourist satisfaction with other methods and processes that improve the good or service, and achieve the satisfaction of tourists, as with the QFD tool. One of the basic conditions of this process is identifying the needs and knowledge of tourists and then classifying them, and this classification is one of the preconditions in the QFD tool to determine the importance of individual goods' qualities to ensure the satisfaction of tourists, and therefore there is a prerequisite for the activities of the process directed to improve the goods. Discovering and meeting attractive needs creates a wide range of possibilities for differentiation.

The service which meets only the needs that must be one-dimensional is seen as medium and therefore interchangeable. As a general rule, the requirements (attractive), (one-dimensional) (must be) differ in the expectations of interest for different categories of tourists; in this sense they can be adapted to tailor-made solutions for customers to solve special problems, ensuring an optimum level of satisfaction for different categories of tourists.

If hotels want to have long-term and useful relations with consumers, they have to develop a quality of distinguished relations with guests (Salleh et al., 2009). Thus the owners of hotels become more conscious of the quality of provided services that are wanted from guests. Thus, the participants in the hotel industry aim to gain customers by providing a high quality of product and service to encourage customers to come back and achieve long term success (Douglas and Connor, 2003). Hospitality is considered as one of the crucial elements to capture this goal, as Lovelock et al. (2005), has classified it as one of the improvement elements of service in service industries.



The Kano Model is a theory of product development and customer satisfaction developed in 1980 by Professor Noriyaki Kano, lecturer and consultant in quality management at Tokyo University of Science. We have applied this model to the subject of our interest in user experience design.

The main aim of the study explains the excitement needs and creates solutions for the excitement needs transformation into basic needs over time. On the other hand, we will prove how these extra services will affect the increase of the popularity of the hotel and, as a result, its occupancy rates. There is no adequate measurement tool to be used by the owners of hotels to evaluate the hospitality level of hotels, even though it is very important to create magnificent experiences for the guests. Therefore, this study also suggests a measuring system for hospitality in hotels.

Literature Review

Dran & Zhang (2000) examined the application of the Kano quality model to develop a conceptual structure to achieve specific features in a web-based site based on satisfaction, performance and the specific needs of potential tourists. The aim of the study is to develop a theoretical model to evaluate the quality of website services from the perspective of customer satisfaction in the United States.

It is not possible to achieve the goal of reaching the highest quality and obtaining complete satisfaction of tourists all at once, but it can be achieved at hierarchical levels graded according to the scientist Noriyaki Kano. Kano explained that this pyramid consists of three degrees or hierarchical levels of requirements for the organisation to meet gradually. These requirements start with the base, which is the basic requirement that must be met in the commodity or service, to the top of the pyramid, where it can include characteristics not imagined by tourists, which maximise their happiness and joy.

Customer satisfaction is the most important consideration in the development or design of any product or service, and plays a key role in the success of any business, so retaining the current satisfied tourists can bring in potential customers and increase the final returns, which is the ultimate goal of any business plan, and to move towards customer satisfaction must be considered. Considering their voices are influential, satisfied tourists are the key to success in any business. The question now is how can an organisation integrate current and future customers' stated and implied needs and requirements into a good or service? The Kano model is one of the methods associated with customer satisfaction that indicates that tourists are more satisfied when the implied requirements are fulfilled, while the level of dissatisfaction increases if the stated requirements are not met.

It consists of two main axes. The horizontal axis refers to the level of functionality to the specific requirements and characteristics of the customer, ranging from high performance to low performance, while the vertical axis refers to the level of customer satisfaction or dissatisfaction with the level of performance.

The requirements and characteristics of tourists are shown in three curves illustrating the different relationships between the satisfaction of tourists and the level of completion of requirements.

These requirements and characteristics change over time as attractive properties turn into one-dimensional properties and one-dimensional properties become essential, ie. the customer's return to the commodity makes the presence of attractive features very important, therefore requires constant change in the design of the product or service that leads to customer satisfaction which helps the good or service to stay.

Prerequisites: Must-Be Requirements

There are characteristics that should be included in the service provided, and if these characteristics are not met, tourists will be completely dissatisfied; as if not met, this will not increase the satisfaction of tourists. Therefore, the provision of basic requirements is simply to remove the reasons for the dissatisfaction of tourists. Tourists see these mandatory and inevitable features as requirements representing the basic criteria in the product or service requested by tourists and represented by the bottom right curve of the Kano model, and these requirements must be available in the good or service. They are (intuitive, implicit, clear, not private), and their presence does not mean that the customer is fully satisfied with the product or service, as they are recognised requirements, and are critical and competitive factors for the organisation.

Performance Requirements (One-Dimensional Requirements)

According to the one-way performance requirements, the level of satisfaction of tourists is directly proportional to the degree of meeting these requirements. The higher the degree of satisfaction of these requirements, the higher the level of satisfaction and vice versa. The measurable (shown in the model diagonally) diagonally (easily recognizable and expected to meet, proportional to satisfaction level). With the extent to which their requirements are met, if these requirements are fulfilled, customers will be satisfied and if not they will be unsatisfied.

Attractive Requirements

The standards of a product or service that have the greatest impact on the satisfaction of tourists on a particular product or service are characterised by (not expressed, attract the

customer, cause delight, designed for the customer), and represented by the curve in the upper left side of the Kano model; these requirements are not required by the customer. They do not expect them because they do not think they exist. They represent the capabilities, innovations and new creations that will cause excitement for tourists and are seen as superior and lasting value that exceeds the expectations of tourists. The fulfilment of these requirements leads to increased customer satisfaction and loyalty to the organisation after complacency.

The management of the organisation benefits from the classification of the Kano model of service requirements the most important of which is that this classification helps management to prioritise the development of the service, directing management efforts to develop performance requirements and attractive requirements rather than basic requirements if the latter exist. In terms of satisfying tourists, in terms of collecting information about tourists, there are many methods, such as interview and observation.

After finding and categorising the customer's requirements from the Kano model point of view, the data is generated by asking a pair of questions (a functional question and a non-functional question) pertaining to the provided product or service that enables beneficiary tourists to answer this pair of questions in one of the five tests for each part of the question (Jawabreh et al,201).

The Kano model enables a deeper understanding of service and goods requirements. The characteristics that severely affect the satisfaction of tourists can be identified and met by FAO. In the event of deficiencies in certain features of a product or service, for financial or technical reasons that the organisation cannot provide at the same time, the organisation can revert to Kano characteristics to determine which feature has the greatest impact on tourist satisfaction. There is increasing pressure in our world today for improvement. For continuous products and services, organisations move strategically towards innovative service and commodity design to acquire new attributes; the Kano model is able to identify attractive attributes that will create the greatest satisfaction for tourists.

Lashley (2008) has introduced a very useful framework based on the three-domain model of hospitality. These are determined as “cultural/social, private/domestic and commercial” domains. The cultural domain includes providing hospitality to others such as strangers. It is a commitment requirement in both cultural values and religious customs. Nouwen (1975) identifies a hotel has to welcome the guest by presenting the best possible gifts and the guest can also respond if he or she wishes to. It can be in a cultural or social setting. Regarding this, Derrida (1999) maintains complete hospitality needs the hosts to permit their visitors to do what they like. No compulsion is forced in true hospitality for the visitors to reply.

The reception offices staff have to show pleasure and delight as the actors on a stage to entertain the audience. Concerning “lots of little surprises” as one of the key dimensions of hospitality (Hemington, 2007), Ritzer’s (2007) also suggests that predictability and control are among the factors which act as barriers to hospitality in creating “memorable” service experiences. Lashley et al. (2005) study on “memorable meals” revealed that emotional aspects were found to be much more influential than the quality of the food in creating memorable dining experiences. It is the quality of the interactions between the front-liners and guests, as well as the atmosphere created by the hospitality setting that develops the emotional value. Guest satisfaction would be then generated by the quality of the emotions generated from these experiences (Lashley, 2008). The ultimate aim of hospitality is to achieve extremely high levels of guest satisfaction and loyalty. However, it is also very important to note that Telfer (2000), suggests that truly hospitable behaviour is motivated by genuine need to please and care for the guests, and should not be practiced to deliberately impress the guest or with expectations of repayment. Authenticity of the service behaviour is another important aspect of commercial hospitality. Abu Rumman et al,2013; Alananzeh et al,2018; Al-Hussein et al,2015; ALSarayreh et al,2011; Amyan and Jawabreh,2011; Bazazo et al,2017; Jawabreh,2014aAngelo (2016) found service executives must reflect investigation not as a cost or a tool for detecting and gruelling unsuitable or criminal behaviour, but rather, as a chance for ornamental the client service experience. They can invest in services cape design elements, technological surveillance solutions and continuous training of security personnel to meet their customers’ adequate and desired service levels.

A study by Kam and Wang (2015), extends the request of the service quality model to the background of belief-themed hotels. As this study assumed the Delphi technique through criterion sampling, future studies should use a larger random sample to verify the results of this study.

Meeting customer expectation is the first step in attaining facility quality. Although customer expectation is a main construct in measuring service quality, it has been poorly defined in the literature Yüksel, A. and Yüksel, F, 2001; ; Jawabreh and Al Sarayreh,2017). Hubbert et al, 1995). Most studies on service quality do not specify the type of expectation being studied. (Nelson, 2000), recommended that one of the main causes of the gaps among the perceptions of clienteles and breadwinners was the supposition between breadwinners that they know best. In a mainstream of cases, although senior managers were charged with the principal responsibility of meaningful and sympathetic customers' prospects, usually they had the least contact with customers and were not able to assess customer needs precisely.

Experiments with images of different expressions have shown that people recognise natural or genuine smiles and react less positively to inauthentic smiles (Frank et al., 1993).

Customer expectations are the beliefs about service delivery that serve as the benchmarks or standards against which the actual performance is evaluated (Zeithaml et al., 2006).

Guest expectations of hospitality are also expected to be influenced by hotel characteristics such as the star rating. Star rating can be considered as a form of explicit service promise, and, according to Zeithaml et al. (2006), explicit service promises are one of the factors that influence service expectations. Guests may infer that a hotel with a higher star rating will provide higher levels of hospitality (Jawabreh et al, 2015; Jawabreh, 2017b; Jawabreh, 2017c; Omar et al, 2018; Omar et al, 2017; Qusay et al, 2018; Tauseef et al, 2012).

Methodology

Accordingly, we will do a case study for an existing five star hotel in Jeddah city and categorise the guests' needs in that hotel, then define the excitement needs that would increase the guests' satisfaction in this specific hotel.

To achieve that, we will use a methodology for mapping consumer responses to a questionnaire onto the Kano Survey to analyse customer needs and categorise them according to the Kano model.

The Three Assumptions

As we carry out the full project, we present three assumptions.

- 1-There, is a relationship between the types of high-impact basic services provided to residents in the five star hotels in Jeddah city and satisfaction?
- 2-There is a relationship between the impact of the expected services of the guests in the five star hotels in Jeddah city and satisfaction?
- 3-There is a relationship between the impact of the excitement services of the guests in the five star hotels in Jeddah city and satisfaction?

Project Problem

Different wishes of the five star hotel customers in Jeddah in terms of the nature of their needs and desires, and that provokes us to formulate the study problem by asking: Do the five star hotels in Jeddah take into consideration their customer expectations?

Study objectives

The purpose of this study is to determine the most important products that should be provided by five star hotels in Jeddah to their customers in order to achieve their satisfaction and be within their expectations.

The Importance of this Study

The study reveals some perceptions of product features which are important to hotel guests. This is useful to provide instructions and explanations for a product due to improved development for better comprehension. It also emphasises the varieties of product characteristics as well as the guests needs.

This study will determine whether the services provided by five star hotels in Jeddah and guest expectations are compatible, in order for these hotels to be able to study and analyse the needs and wishes of their customers in the future to match expectations with the services provided by them.

Kano Model

Expectations of guests are attitudes about norms and points that judge the performance of delivery service. The owner of hotels can take care of their guests and provide great service, if they determine the needs of guests very well. It is useful to classify the needs of guests based on the Kano Model so that the owners can recognise how providing and improving those requirements influences customer satisfaction.

The Kano Model is a technique for classifying customer needs for products and services. It was developed in the 1980's by Professor Noriki Kano, its main goal is to help uncover, classify and integrate three classes of guest needs and assign the products or services they are improving according to three core tents:

- 1- Value attracts customers.
- 2- Quality keeps customers and builds loyalty.
- 3- Innovation is necessary to differentiate and compete in the market.

Kano relies on three essential kinds of need:

Basic Requirements

The key point of evaluation in the Kano model is the basic requirements of the product that are appropriate for customer needs. Those are expected, assumed, given. The contentment of the customer relies on these wanted requirements. The hygiene factor; lack of these results in discontent, but no quantity of performance quality will lead to favourable contentment, it will reduce discontent such as toilet rolls in hotel rooms.

NO toilet rolls equals unpleasant customer.

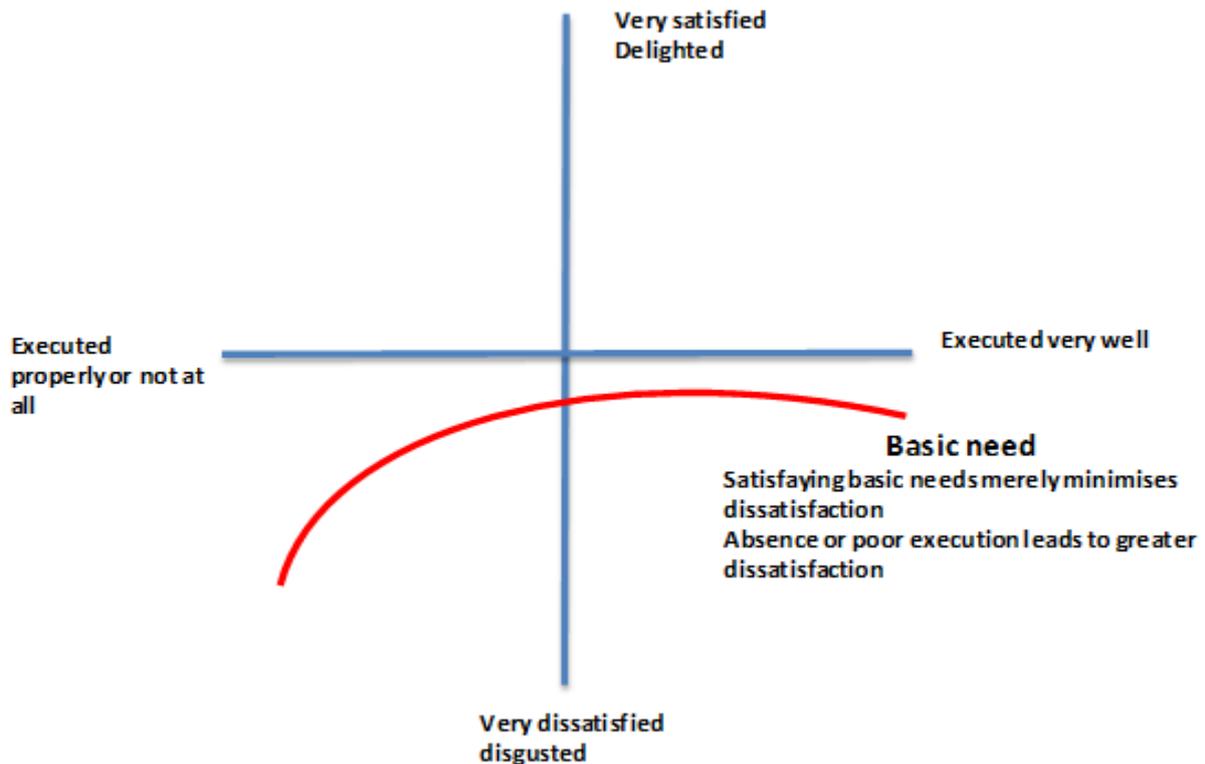
While three extra toilet rolls = not unhappy, but not happy customer.

A consumer can rationally assume that we will receive a clear and specific need that we have approved before. A consumer will seldom list these needs, so it is necessary to analyse the products in detail to obtain the requirements. New products have to be investigated by using fundamental needs to satisfy the consumer.

Performance

Basic needs are so fundamental to the hospitality services and products that the customer takes them for granted, they are assessed by the consumer while getting the service. Problems only appear when there is something wrong! They are the essential hopes of the product and the product may conclude to be of worth without them. A consumer considers that a hotel is going to achieve expected needs such as a smooth check-in/out. Satisfaction is relative to the way in which these are executed, starting from dissatisfaction due to slow, poor or absent execution through to high satisfaction due to quick, powerful or exquisite execution.

Figure 1. Model of Kano for five classifications of quality features.



Perhaps the easiest way to list the wanted needs based on consumers feedback is by using surveys, focus group and so on. These requirements primarily rely on the fast/efficient need to satisfy the consumer.

These needs mainly depend on fast/efficient service in satisfying the customer– the faster/more efficient (or slower less efficient) the service, the more the customer likes (or dislikes) it.

Example: waiting time for check in; Less time = greater satisfaction.

Pleasure

They are different reflections to services or qualities such as wows, innovations and buzz. Using them motivates and pleases the customers and the customers expect them, but if they are not used, the customers behave like they do not expect them.

For example: A welcome drink or a hot/cold towel upon arrival in a star hotel are not expected,
, so customers are not going to be upset if not offered, but of course they will be pleased if it is offered.

It is hard to come up with and difficult to discover, and really needs a whole comprehension of hidden needs which can only be obtained through surveys or unbelievable intuition.

This extra need surprises the client and adds worth to service and pleases the client.

Problem

The main problem is that what is today considered as excitement needs over time becomes performance needs, and then basic needs.

Therefore, care has to be taken to improve the provided quality of services by the hotels. it is important to analyse the present services and any new service that that hotel suggests introducing according to the above listed needs.

At the end of this project, we will generate solutions for this common problem and show how to avoid it.

The Kano Survey

Kano Questionnaire

The model of Kano starts with customer observations. It is planned to comprehend consumer needs and determine chances to improve the provided services. Clients are questioned about product qualities, and whether they are satisfied or not with the service.

Functional question: “How would you feel if the product had feature X ?”

I like it

I expect it

I'm neutral

I live with it

I dislike it

Dysfunctional question: "How would you feel if the product didn't have feature X?"

I like it

I expect it

I'm neutral

I live with it

I dislike it

Kano Analysis

The Kano Analysis consists of replies of each questioned client and for each function. There are six available classifications that the clients can answer in one way or five different ways.

The five different requirements:

- E = Exciter
- M = Must-have (Basic)
- L = Linear (One dimensional/Performance)
- I = Indifferent
- R = Reversed
- Q = Questionable

The researcher has defined already the first three with indifferent, these are the main elements in Kano analysis.

Table 1: Kano analysis model

Customer Requirements		Dysfunctional Question				
Functional Question	Like	Q	E	E	E	L
	Expect	R	I	I	I	M
	Neutral	R	I	I	I	M
	Live With	R	I	I	I	M
	Dislike	R	R	R	R	Q

M: Must- have, L: linear, E : Exciter, R: Reverse, Q: Questionable, I : Indifferent



I = Indifferent:

A customer could be indifferent to an element quality and would be approximately placed along the horizontal axis. That is, the client is satisfied or not whether a service is useful and practical or not.

R = Reverse:

A theoretical finding of functional and dysfunctional was the customer's feedback. The characteristic of this service or product is desired by the customers and they expect the reverse.

Q = questionable:

The answers of customers are different and contradict the questions. Scores of Questionable indicate that the question was formulated wrongly, or the interviewer misunderstood it or interchanged the answers by mistake.

In this case study, we adapted the following questionnaire for 19 different services offered at the Inter Continental Jeddah Hotel (five star). The questionnaire has been filled out by tourists who were staying at the five star hotel in Jeddah. 50 surveys were distributed among the tourists and four of them were given back.

Table 2. Rate your satisfaction in the hotel

	Rate your satisfaction if the Hotel has this attribute?					Rate your satisfaction if the Hotel <i>did not have</i> this attribute?				
Valet Service	A	B	C	D	E	A	B	C	D	E
Welcome Drink (Yogurt)	A	B	C	D	E	A	B	C	D	E
Smooth Check-in/out	A	B	C	D	E	A	B	C	D	E
In room Ironing supplies	A	B	C	D	E	A	B	C	D	E
In room complimentary Coffee & Tea amenities	A	B	C	D	E	A	B	C	D	E
Priority Club	A	B	C	D	E	A	B	C	D	E
High Speed Internet in the Lobby	A	B	C	D	E	A	B	C	D	E
Heated Swimming Pool	A	B	C	D	E	A	B	C	D	E
Spa & Health Club	A	B	C	D	E	A	B	C	D	E
Business Center	A	B	C	D	E	A	B	C	D	E
Disabled Facilities	A	B	C	D	E	A	B	C	D	E
Bell staff services	A	B	C	D	E	A	B	C	D	E
Room cleanliness	A	B	C	D	E	A	B	C	D	E
Heating/Cooling within rooms	A	B	C	D	E	A	B	C	D	E
Promptness of service in restaurants	A	B	C	D	E	A	B	C	D	E
Hotel Nightlife	A	B	C	D	E	A	B	C	D	E
Concierge Services	A	B	C	D	E	A	B	C	D	E
Green Key Holder	A	B	C	D	E	A	B	C	D	E
Non-Smoking rooms	A	B	C	D	E	A	B	C	D	E

A= Satisfied B= It must be that way C= Neutral D= Cant live with it E= Dissatisfied

Sample Result

Before the results of the survey were filled out, we have hypothesised these two theories:

1. There is a high-impact relationship between the type of basic provided services to the five star hotels guests in the city of Jeddah and their satisfaction.
2. There is a relationship between the impact of the services expected by the guests of the five star hotels Jeddah city and their satisfaction.

Also, we have assigned the following theoretical results for the services mentioned in the Questionnaire:

Table 3: Questionnaire for 19 different services.

1	Valet Service	Performance/Basic
2	Welcome Drink	Exciter
3	Smooth Check-in/out	Performance
4	In Room Complimentary Coffee & Tea	Exciter
5	In Room Ironing Supplies	Exciter
6	Priority Club	Exciter
7	High Speed Internet in the lobby	Basic
8	Heated Swimming Pool	Exciter
9	Spa & Health club	Basic
10	Business Centre	Basic
11	Disabled Facilities	Basic
12	Bell Staff Services	Performance
13	Room Cleanliness	Performance
14	Heating/Cooling within Room	Performance
15	Promptness of service in Restaurants	Performance
16	Hotel Nightlife	Basic
17	Concierge Services	Performance
18	Green Key Holder	Exciter
19	Non-Smoking Rooms	Performance

Table 4: Survey Results :

	Performance	Indifference	Exciter	Must-Have/ Basic
Valet service	30%	20%		50%
Welcome Drink		20%	70%	10%
Smooth Check-in/out	30%	10%	20%	40%
In Room Complimentary Coffee & Tea Amenities	30%	40%	20%	10%
In Room Ironing Supplies	20%	30%	30%	20%
Priority Club	30%	50%	20%	
High Speed Internet in the lobby	40%	10%	20%	30%
Heated Swimming Pool	70%	10%	10%	10%
Spa & Health club	10%	50%	20%	20%
Business Cent	10%	60%		30%
Disabled Facilities	30%	40%	20%	10%
Bell Staff Services	10%		20%	70%
Room Cleanliness	20%			80%
Heating/Cooling within Room	20%	10%	30%	40%
Promptness of service in Restaurants	40%	10%	20%	30%
Hotel Nightlife	20%	70%	10%	
Concierge Services	50%	10%	30%	10%
Green Key Holder	20%	40%	40%	
Non-Smoking Rooms	60%	20%	20%	

Conclusion

Comparing the hypothetical results with the actual ones we find that neither room complimentary coffee & tea, nor priority club or heated swimming pool are Exciters. Hospitality is connected to customer satisfaction, because this business produces and delivers customer satisfaction. Customer supplies can be both tangible and intangible, but filling all of them and hence meeting their requirements is called customer satisfaction.

We conclude that the customer has diverse expectations from a five star hotel. Nowadays, no longer is a room, strategic location and good food acceptable; guests now expect and even demand a choice of increased leisure options, they also demand having internet access in guest rooms and public places, business centres, and even receiving the bill on the room's TV. Some features of the guest involvement are timeless. They are inclined to expect cleanliness, flattering, shampoo, closeness to business meetings or and a great view. But with

the existing technologies which are included in needs of guests, hotels have to keep in touch with the present clients' needs.

This service is the most important after value and place that affects the decision of clients to book. J.D Power reveals by using an observation that, in addition to breakfast and parking, free WI-FI is essential for passengers . Gallup states that a lot of clients ask to have WI-FI even if they will not have other services, while some guests will pay extra to have better connectivity. For many visitors, Wi-Fi is a requirement, not a perk, and they indicate this at the suggestion that they should pay for a service the coffee shop is offering for free.

Likewise, one line is not enough. Businesses such as hotels must provide a lot of communication networks. The clients should have the facilities to contact the hotel by phone, email, chatting and social media. The hotels should keep the clients in proximity to websites via mobile.

In 2019, a personalisation is a good strategy of promotion not only focusing on important characteristics of a good service, But trying to personalise the hotel's message and facility to obtain a better outcome. The clients raise the communication issues based on emotion and the fact that they are tired of being treated as machines. They need a fast solution.

This shows that five star hotel guest expectations of service performance do not stay the same. Therefore, the hotel needs to be aware of how these expectations are changing by paying attention to the following points to deliver a quality service:

- 1-Know the guest's past experience, personal needs and national culture; since customer expectations depend on customer knowledge & background, customers with higher knowledge tend to have higher expectations.
- 2-Well trained employees with direct/indirect communication skills.
- 3-Monitor services provided by other five star hotels that provide a benchmark and adapt hotel services offered accordingly.

Solution: Exceeding Customer's Expectations

There are three methods to use to exceed customer expectations:

- 1-Use a software program to highlight guest's preferences, likes/dislikes, anniversaries, personal interests...etc. and create unique services according to this information.
- 2- Implement the under promise-over deliver strategy, this way the guest will keep his/her hopes up.



3-Position unique and unusual services rather than the standards using special circumstances or situations. This way the guest will be delighted but still will not expect this service next time.

Finally, every association proposes an exceptional need for the client. Listening to the clients' needs and seeking to create them distinguishes successful associations unsuccessful ones. By doing so, the services and requirements will exceed the clients' expectations.

The Hospitality Industry attracts the most devoted, well-intentioned experts who care about the requirements of their clients and know the significance of eliciting the Voice of the Client.

Therefore they always introduce and use common as well as unique methodologies to elicit the Voice of the Customer and successfully utilise it in elevating the standard of services and products offered.

The Kano model takes customer feedback individually, but the classification of requirements results from the overall vote of all respondents and thus marginalises some customers and does not take their views into consideration.

Limitations on the classification of needs and requirements: in the original Kano model, the classification of each need was based on the opinion of the majority of respondents; this method seems sufficient if there is a clear consensus in the way of thinking for customers so that there is one dominant answer to all other answers, but they are much less clear if there is a convergent distribution of answers, for example 25% represents the basic requirements, 24% represents the neutral.

We think it has become clear to many, after the application of the readings on the construction of the analysis, we will be able to locate the product on the table, and through it we find the points of contact with the client to work to fix errors and identify the advantages and development.

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