

# Changing Customer Expectations in Five Star Hotels in the Aqaba Special Economic Zone Authority, Aseza (Jordan)

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**Background:** The present paper seeks to improve hotel occupancy rates. It identifies the expectations of hotel guests as a rapidly changing variable, excitement. As basic needs are met, new demands arise. This paper offers a model for identifying excitement needs and demands, so that they can be met, thereby improving hotel occupancy rates in Aqaba, Jordan. **Materials and Methods:** The researchers use the Kano Model to relate performance norms to the contentment of customers, and to settle a difficulty of trade-off in various norms optimization by verifying the most important norm in customer contentment. **Results:** This study explains excitement needs and demands to create solutions for them, by recognising excitement as a demand which transforms over time into a basic need. Also, we prove how these extra services will affect the increase in the popularity of the hotel and therefore its occupancy rates. **Conclusion:** Having hypothesised that demands for complimentary tea and coffee in rooms, priority club, and heated swimming pools are exciting demands that could be seen as needs by hotel guests, we found that none of them are in fact any more “Exciters” than other demands we examined. However, we identified methods for identifying needs and demands, set out below, for creating loyalty from guests to hotels.

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

## Introduction

Expectation is an attitude about future opportunities (Geers et al., 2005); an expectation as to future actions. The expectations of hospitality consumers are not tackled widely in the literature. It has not been sufficiently emphasized that they vary according to personal, demographic, personal and hotel elements. Tourists are not obliged to go back to the same hotel but instead can take many other options, as part of variety-seeking behaviour in 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. They usually like to visit a new place with different, unfamiliar characteristics. However, they search for information about new places, to avoid unknown or dangerous tourist products (Dodd, Pinkleton, & Gustafson, 1996).

The Kano Model is a technique of classifying customer needs for products and services. It was developed in the 1980s by Professor Noriki Kano, lecturer and consultant in quality management at Tokyo University of Science. It can help uncover, classify and integrate guests' needs, and assign products or services. The model can relate tourist satisfaction to other methods and processes that improve goods or services, and achieve satisfaction with tourists, as with the QFD tool. One of the basic conditions is to identify the needs and knowledge of tourists and then classify it; classification being a precondition in the QFD toolkit. This enables determination of the importance of individual goods, and hence qualities, to ensure tourists' satisfaction. It is, therefore, a prerequisite for determining the activities necessary to improve the goods. Discovering and meeting attractive needs creates a wide range of possibilities for differentiation.

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

If hotels want long-term and useful relations with consumers, they have to develop the quality of distinguished relations with guests (Salleh et al., 2009). This differentiation leads to a greater consciousness, on the part of hotel owners, of the quality that guests want from the services provided. Thus, hotel industry participants aim at gaining customers by providing a high quality of product and service, to force customers to come back, and thereby achieve long term success (Douglas and Connor, 2003). Hospitality is a crucial element for capturing this goal, and Lovelock et al. (2005) classified it as an improvement element of service in

service industries. As a theory of product development and customer satisfaction, the Kano Model can apply to user experience design in this area.

The main aim of the study is to explain excitement needs. The study also recognises the progressive transformation, over time, of superfluous excitement needs into basic needs, as described below. It then creates solutions for problems created by that transformation. We will prove how these extra services increase the popularity of hotels, and consequently their occupancy rates. There is no adequate measurement tool by which hotel owners can evaluate the hospitality of hotels, despite the great importance of creating magnificent experiences for guests. Therefore, this study also tries to suggest an evaluation system for hotel hospitality.

### **Literature Review**

Dran & Zhang (2000) examined the application of the Kano Model. They sought to develop a conceptual structure for achieving specific, web-based features about 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 immediately achieve the goal of reaching highest quality, and obtaining complete satisfaction for tourists. However, it can be achieved at hierarchical levels graded by the scientist Noriyaki Kano. He explained that this pyramid of satisfaction consists of three degrees or hierarchical levels of requirements, for the organization to meet gradually. These requirements start with the base; the basic requirements that must be met in the commodity or service. The top of the pyramid includes characteristics not even imagined by tourists, which yet maximize their happiness and joy.

Customer satisfaction is the most important consideration in the development or design of any product or service. It plays a key role in the success of any business. Therefore retaining currently satisfied tourists is important. Likewise, bringing in new potential customers also increases final returns; the ultimate goal of any business plan. Thus, moving towards customer satisfaction is important. Considering the voice of customers, namely satisfied tourists, is the key to success in any business. The question now is how can an organization integrate the current and future customers' stated and implied needs and requirements into a good or service? The Kano Model is one methods associated with customer satisfaction which indicates that tourists are more satisfied when the implied requirements are fulfilled, while the level of dissatisfaction increases if stated requirements are not met.

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

Tourists requirements and characteristics are shown in three curves illustrating the different relationships between their satisfaction, 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 constant change in the design of the product or service are a requirement, which leads to customer satisfaction with the overall goods or service maintained.

### ***Prerequisites (Must-Be) Requirements***

These are characteristics that should be provided in the service. If these characteristics are not met, tourists will be completely dissatisfied. Yet meeting them will not increase tourist satisfaction. Therefore, the provision of basic requirements, by an industry such as hotels, is simply to remove the reasons for tourists being dissatisfied. Tourists see these mandatory and inevitable features as basic requirements in the product or service. These features are represented by the bottom right curve of the Kano Model, and must be available in the good or service. To be clear, they are intuitive, implicit, clear, not private, and their provision by an industry does not mean that the customer is fully satisfied with the product or service. Instead they are recognized as requirements, and critical and competitive factors for the organization seeking the customer.

### ***Performance Requirements (One-Dimensional Requirements)***

The Kano Model also lists one-way performance requirements. The level of satisfaction of tourists is directly proportional to the degree of meeting these requirements. The higher the degree to which these requirements are satisfied, the higher the level of satisfaction and vice versa. They are measurable and shown in the model diagonally, being easily recognizable. The customer expects the industry to provide them. The degree to which they are met is proportional to the satisfaction level. If these requirements are fulfilled, customers will be satisfied. They will not be satisfied if they are unfulfilled.

### ***Attractive Requirements***

The standards of a product or service which have the greatest impact on the satisfaction of tourists, are not consciously required by the customer. They do not expect them because they do not think they exist. They are characterized (not expressed) by the customer, attract the customer, cause delight, and are designed for the customer. They are represented by the curve in the upper left side of the Kano Model. These requirements represent the capabilities, innovations and new creations that will excite tourists, and are seen as superior and lasting

values that exceed the expectations of tourists. The fulfillment of these requirements leads to increased customer satisfaction and loyalty to the organization after complacency.

The management of the organization can benefit, in several respects, from the Kano classification of service requirements. Most importantly it helps management to prioritize the development of the service, as directed management efforts to develop performance requirements and attractive requirements, rather than management directing its efforts towards the development of basic requirements if they already exist. There are many ways to collect information about tourists, and so satisfy them, such as interview and observation.

After knowing and categorizing customer's requirements from the Kano perspective, data is generated by asking a pair of (functional and non-functional) questions, which pertain to the provided product or service that enables beneficiary tourists to answer, in one of the five tests for each part of the question (Jawabreh et al., 2015).

The Kano Model helps a deeper understanding of service and goods requirements. The characteristics that severely affect the satisfaction of tourists can be identified and met by FAO. Certain features of a product or service may be deficient, for financial or technical reasons that the organization cannot overcome at the same time. The organization 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 ongoing products and services, organizations 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) introduced a very useful framework based on a three-domain model of hospitality. They 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 required by both cultural values and religious customs. Nouwen (1975) identifies hotels as having to welcome guests by presenting the best possible gifts, and the guest can also respond if he or she wishes to. The gifts can be cultural or social settings. Regarding this, Derrida (1999) maintains that complete hospitality needs hosts to permit their visitors to do what they like. In true hospitality, no compulsion forces visitors to respond.

The reception offices have to show pleasant and delightful things, like actors on a stage entertaining an audience. Providing “lots of little surprises” is one key dimension of hospitality (Hemmington, 2007). Ritzer (2007) also suggests that predictability and control are among the barriers to creating “memorable” service experiences in hospitality. Lashley et al.’s (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 then be 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 that Telfer (2000) suggests truly hospitable behaviour is motivated by genuine needs to please and care for the guests, and should not be practised to deliberately impress the guest or with expectations of repayment. Authenticity of 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, 2014a). Angelo (2016) found that service executives must reflect investigation of guests not as a cost or a tool for detecting and gruelling unsuitable or criminal behaviour, but rather, as a chance to ornament the client service experience. They can invest in services design elements, technological surveillance solutions and continuous training of security personnel, to meet their customers' adequate and desired service levels.

A 2015 study by Kam and Wang 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 expectations is the first step in attaining quality in a facility. 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 those who service them, was the supposition by the latter that they know best. In the mainstream of cases, although senior managers were charged with the principal response of meaningful and sympathetic customers' prospects, they usually 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 recognize natural or genuine smiles and those they react less positively to inauthentic smiles (Frank et al., 1993).

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

It is anticipated that guest expectations as to hospitality are 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**

This paper is a case study for an existing 5 star hotel in Jeddah city. We will categorize the guests' needs in that hotel, then define the excitement needs that would increase their 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 analyze customer needs and categorise them according to the Kano Model.

### ***The Three Assumptions***

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

## **Project Problem**

Different wishes of the 5 star hotel customers in Jeddah, in terms of their needs and desires, provoke us to formulate the study problem by asking: Do the 5 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 5 star hotels in Jeddah to their customers to satisfy them and be within their expectations.

## **The Importance of this Study**

It shows some perceptions of product features which are important to hotel guests. This is useful for providing instructions and explanations regarding a product, to comprehend how to best develop it. The study also emphasizes the varieties of product characteristics as well as the guests' needs.

This study will determine whether the services provided by 5 star hotels in Jeddah are compatible with guests' expectations. It will enable these hotels to study and analyze their customers' future needs and wishes, to match customer expectations with the services provided by the hotels.

### **Kano Model**

Guests' expectations are attitudes about norms. They are points for judging delivery service. The owner of hotels can take care of their guests and provide great service, if they determine the needs of guests very accurately. It is useful to classify the needs of guests based on the Kano Model, so that owners can recognize how providing and improving those requirements will influence customer satisfaction.

The Kano Model is a technique for classifying customer needs for products and services, originated in the 1980s by Professor Noriki Kano as indicated above. Its main goal is to help uncover, classify and integrate three classes of guests needs, and so assigns the products or services to be improved. It has three core tenets.

- 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 level of product requirements appropriate for customer needs. Those needs are expected, and assumed, given the customer reliance on these wanted requirements, for contentment. A factor such as hygiene is expected. Lack of it results in discontent, but no performance of this quality will lead to favourable responses and contentment. The lack toilet rolls in hotel rooms will merely discontent guests:

NO toilet rolls equals unpleasant customer.

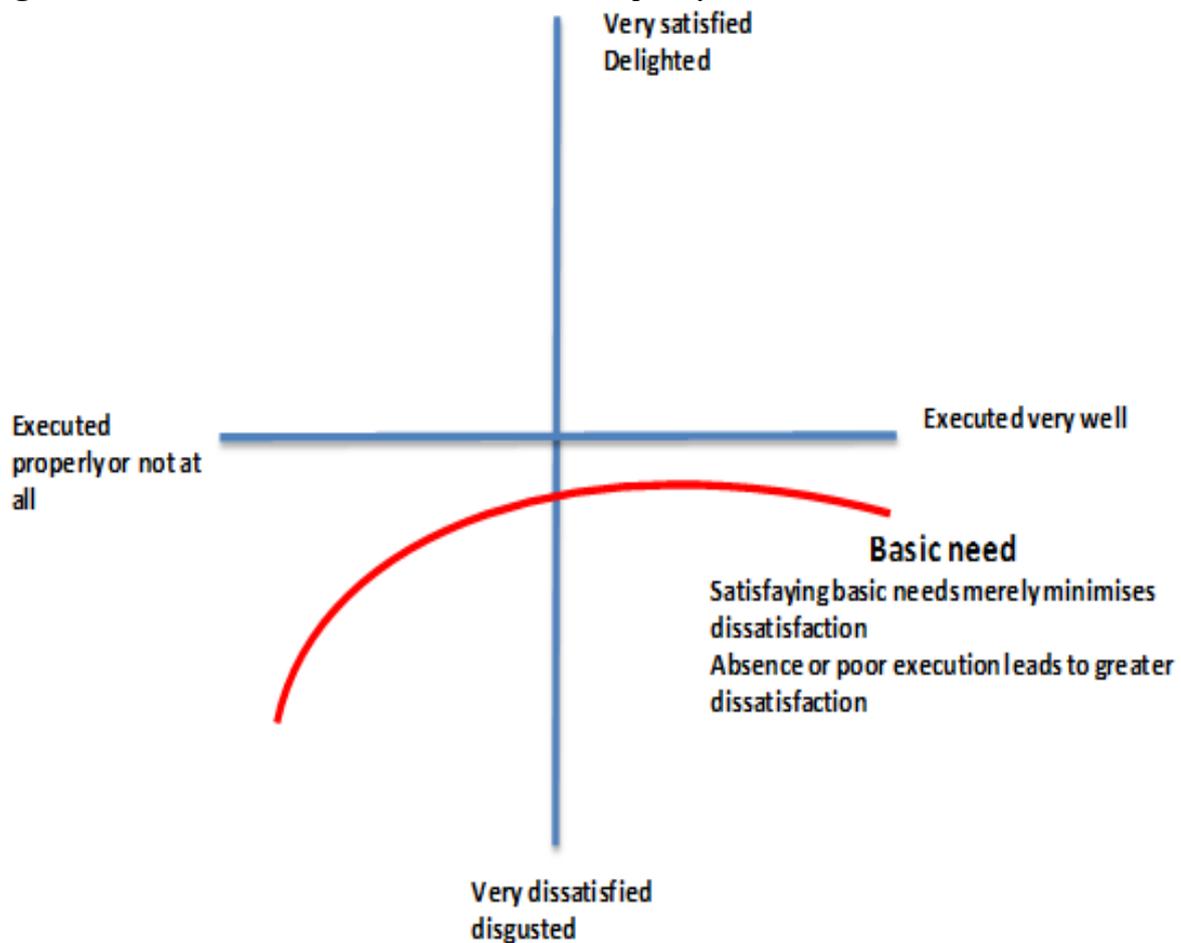
While three extra toilet rolls = not unhappy, but not happy customer.

A consumer can rationally assume the satisfaction of a clear and specific need that has been satisfied previously. A consumer will seldom list these needs, so you have to analyze the products in detail to ascertain them. New products have to be investigated by using fundamental needs to satisfy the consumer.

### *Performance Needs*

They are so basic to hospitality services and products that the customer takes them for granted. They are assessed by the consumer while receiving the service. Problems appear only when there is something wrong! 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.** Kano Model for five classifications of quality features.



Perhaps the easiest way to list the wanted need is based on consumer feedback, using surveys, focus group and so on. These requirements primarily rely on fast/efficient needs to satisfy the consumer – the faster/more efficient (or slower/less efficient) the service, the more the customer likes/dislikes it.

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



### ***Pleasures***

These reactions to services or products differ from qualities such as wows, innovations and buzz. Using them motivates and pleases the customer who expects them. But if they are not used, customers behave like they do not expect them.

Example: A welcome drink or a hot/cold towel upon arrival in a 5 star hotel is not expected, so the customer is not going to be upset if not found, but of course they will be pleased if it is found.

Items in this category are hard to enumerate and difficult to discover. It really needs a comprehension of hidden needs which can only be obtained through surveys or unbelievable intuition.

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

### ***Problem***

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

Therefore care has to be taken, to improve the quality of services provided by hotels. It is important to analyze the present services, and any new service that hotels might suggest 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 Kano Model starts with customers' observations. It is intended and planned to comprehend consumer needs, to determine the chances of improving the provided services. Clients are questioned about product qualities, and whether they are satisfied 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***

It relies on the analysis of replies from each questioned client and for each function. There are six available classifications that the clients can answer in a given 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 the response of 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 a particular quality. This would be approximately plotted along the horizontal axis. That is, the client is satisfied, whether or not a service is useful and practical.

R = Reverse:

A theoretical finding of functional and dysfunctional was the customer's feedback. The given 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 contradicted the questions. The scores of the Questionable answers 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 (5 star). The questionnaire was filled out by tourists staying at 5 star hotels in Jeddah. In total 50 surveys were distributed among the tourists.

**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 hypothesized these two theories:

1. There is a high-impact relationship, between the type of basic provided services to the 5 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 5 star hotels Jeddah city and their satisfaction.

Also, we 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

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

## Conclusion

Comparing the hypothetical and actual results, we find that in no room were complimentary coffee and tea, priority club, nor a heated swimming pool. 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 5 star hotel. No longer is a room, strategic location and good food acceptable. Guests now expect and even demand a choice of increasing leisure. They also demand internet access from rooms and public places, business centres, and even demand to receive the bill on the room's TV. Some features of guest involvement are timeless. Explorers incline to expect cleanliness, flattering, shampoo, closeness to business meetings and/or a great view. But with the existing technologies included in the needs of guests, hotels have to keep in touch with present clients' needs.

The following is the most important service, after value and place, that affects the decision of client to book. J.D Power reveals that in addition to breakfast and parking, free Wi-Fi is essential for passengers by using an observation. 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 an extra, and they indicate at the suggestion that they should pay for a service that the coffee shop is offering for free.

Likewise, one communication line is insufficient. Any kind of business such as hotels must provide numerous communication networks. The clients should have the facilities to contact the hotel by phone, email, chat and social media. The hotel should keep clients as near as its website, via mobile.

In 2020, personalization is a good strategy for promotion, and not merely an important characteristic of a good service. Try to personalize the hotel's message and facility to obtain a better outcome. Clients raise the communication issues based on emotion, and they are tired of being treated as machines. They need a fast solution tailored directly to them.

This shows that the expectations of service performance, for 5-star hotels' guests, do not stay the same. Therefore, the hotel needs to be aware of how these expectations are changing, by attending to the following points, to deliver a quality service:

- 1- Know the guest's past experience, personal needs and national culture. Customer expectations depends on customer knowledge and background. Customers with higher knowledge tend to have higher expectations.
- 2- Train employees well as to direct/indirect communication skills.
- 3- Monitor services provided by other 5 star hotels that set a benchmark, and adapt hotel services offered accordingly.

***Solution: Exceed customer's expectations***

There are three methods to exceed customer expectations:

- 1- Use a software program to highlight guest's preferences, likes/dislikes, anniversaries, personal interests...etc. Then create unique services according to this information.
- 2- Implement the under-promise / over-deliver strategy, to keep up guest hopes.
- 3- Position unique and unusual services, rather than standards, using special circumstances or situations. This way the guest will be delighted but still will not expect this service the next time.



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

The hospitality industry appeals to the most devoted, well-intentioned experts; people who care about their clients' requirements and know the significance of eliciting the Voice of the Client.

Therefore, they always introduce and use both common and unique methodologies to elicit the Voice of the Customer and successfully utilize 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, thereby marginalizing some customers whose views are not taken 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 about customers, so that there is one dominant answer to all other answers. But the sufficiency of the method is much less clear if there is a convergent distribution of answers; for example 25% represents the basic requirements, 24% represents neutrality.

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



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