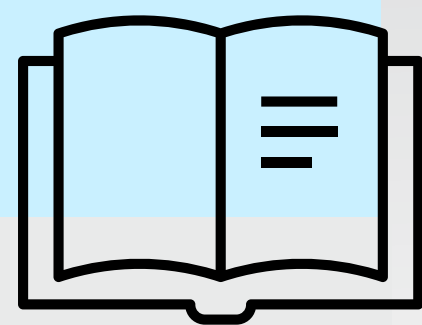


# Satisfied or Dissatisfied? Customer Satisfaction of a Hotel's Club Lounge – A Case Study

Miss CHAN Yuen Ying, BA (Hons) in Hotel Operations Management, Faculty of Management and Hospitality  
Supervisor: Ms CHAN Tak Po Connie, Lecturer

## 1. Background



- Hong Kong's hotel occupancy rate is number one in **Asia**
- Tourism** is Hong Kong's key industry for earning money
- Service quality** is related to customers' satisfaction and expectations

### About Shangri-la groups

Shangri-La Hotels are **five-star luxury hotels** in Asia, North America, the Middle East, and Europe.

### Kowloon Shangri-la

Club Lounge – **Horizon Club**

## 2. Research Objectives



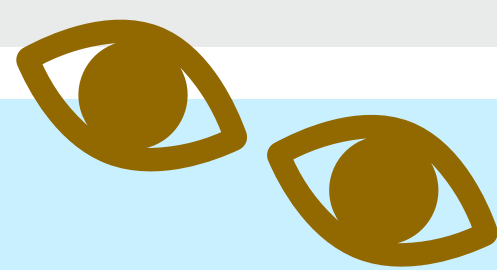
- Assess customers' expectations and perceptions of hotel's club lounge by employing the SERVQUAL model (Parasuraman, Zeithaml, & Berry, 1991)

- Find the influence of **hotel's club service quality** on customers loyalty and satisfaction

- Advise hotels how to **manage and meet** the customers' expectations

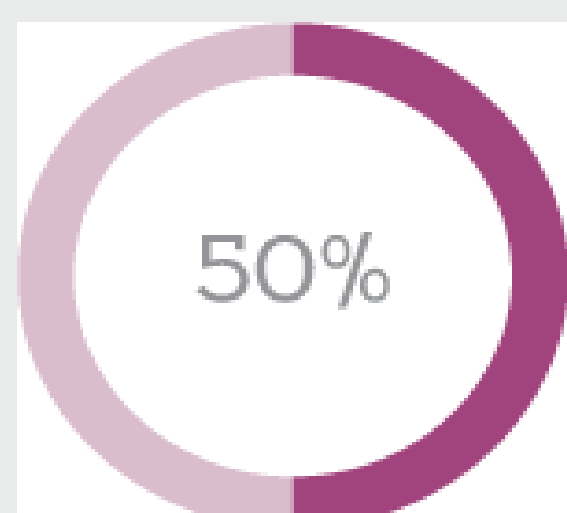
- 1 What are the FIVE dimensions identified by employees?
- 2 What is the service standard of hotel club lounges for each dimension?
- 3 What services provided by Kowloon Shangri-la' club lounge has **Gap 1** between customers' expectations and hotel perceptions?

## 3. Methodology



### 1. Qualitative Research Methods

- Interviews with FIVE respondents from Horizon Club (Manager, Assistant manager, Supervisors & Club Ambassador)



### 2. Convenience sampling

- Respondents with better understanding of specific concerns. Data is gathered from potential customers.



### 3. Secondary Data

- Collect data through TripAdvisor reviews of Kowloon Shangri-la, Horizon Club



## 4. Findings



Gap 1 → Gap between management perceptions and customer expectations

### 1. **Tangibles** 'No gap'

- Employees are well-groomed
- Dissatisfied of swimming pool
- All facilities are clean and neat

Customers' expected service  
VS  
Management Perceptions of  
customer expectations

### 2. **Empathy** 'No gap'

- Employees are courteous and polite (Staff Attitude)

### 3. **Assurance** 'No gap'

- Employees have the knowledge to answer customers' questions

Hotel will provide:

- 3.1 Briefings every day
- 3.2 Internal Group to communicate with each other
- 3.3 Regular staff trainings

### 4. **Reliability** 'No gap'

- The team handle customers complaints directly and immediately by:

- 4.1 Understanding the reasons
- 4.2 Apologizing
- 4.3 Giving them suggestions and fulfill their desire

### 5. **Responsiveness** 'GAP!!!!!!!'

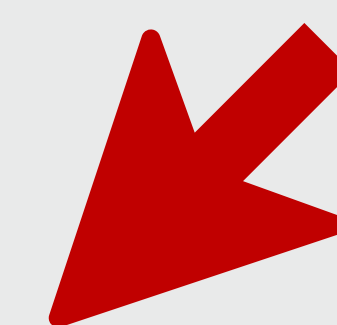
- The team provide the services at the right time

→ Respondents all agreed

→ **50% of customers disagreed**

- Management lacks sufficient knowledge of the expectations of their customers

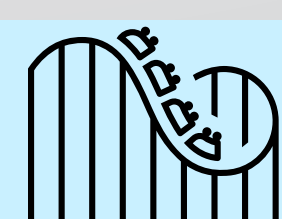
- Staff failed to fulfil their promises to provide services to customers within the established time



## 5. Conclusion



- Identified how a five-star hotel **manages** their customers' expectations by using the SERVQUAL model and **achieved** the service standard.
- People preferred to go to hotels that provide services that exceeds their expectations.
- Customer satisfaction is the hotel's core area in expanding business opportunities in the future.



## 6. Recommendations

1. Swimming pool - improving facilities and decorations can lead the club to sustainable development
2. Service time accuracy - arrange more staff or work positions

Kowloon Shangri-la, Hong Kong, can develop strategies for implementation **to meet and exceed customers' expectations and close the gap** between customers and their team.