Customer Experience at Tribhuvan International Airport, Nepal

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Laurea University of Applied Sciences   **Abstract**
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Tribhuvan International Airport (TIA) is the only international airport in Nepal. As a part of the service industry, TIA has as its main focus customer satisfaction, which can be described as the overall evaluation of customer experience about the product or the offered service as per their expectations. The main objective and goal of this research was to determine the level of customer satisfaction at Tribhuvan International Airport.

An annual survey of travelers conducted by a press media "Sleeping in Airport" who had used Airport services found that TIA was considered to be one of the 10 worst airports in the world in this area. It was important to find out the reasons for this as customer satisfaction is a key area of concern for airports. This purpose of the current research was to determine customer satisfaction levels at Tribhuvan International Airport, identify the problems in the service provided, and elaborate ways to improve service quality so that the gap between customer expectation and their experience will be reduced.

In the research, qualitative and quantitative methods were used. For the qualitative information, an email interview with employees of TIA was carried out. Quantitative research was done in the form of a questionnaire that was distributed online who had used TIA a Google survey, with a sufficient number of responses received. An analysis of the data provided a clear picture of the problems regarding customer satisfaction. This suggested that for better customer experience at TIA the airport has to make improvements in the areas of hygiene, security, and comfort.

The suggestions given by the respondents in the survey via the questionnaires were also considered in the recommendations to ensure that the research takes account of the real experiences of customers and any problems regarding customer experience at TIA. The results of this research will be useful also in other fields of marketing and management related to customer satisfaction.

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1   Introduction

Each year, sleeping in Airports does survey and it releases its result of best and worst airports around the world. Ranking the International Airports of the world based on comfort, convenience, cleanliness and customer service, Tribhuvan International Airport(TIA) is listed in top 10 worst airport in the world. To understand the reason behind its position in sleeping in Airports is what motivated us for this research. Though, being one and only international airport of Nepal, it might not have been able to meet the standard of what it was supposed to have. The expectation to see Tribhuvan International Airport as the top 10th best airport in Sleeping in Airports can be a part of the motivation.

The main purpose of this research was to figure out the customer experiences concerning with facility services of Tribhuvan International Airport and find out the problems and solutions which have been seen in facility services of Tribhuvan International Airport of Nepal. Today's' world, Customer satisfaction is the main target when it comes to facility management of service industry like an Airport. In the present scenario, the customer wants qualitative service in TIA.

The focus of this research is to figure out:
1. How to improve the quality of services in Tribhuvan International Airport, Nepal?
2. What is the level of customer experience and how far has reality met their expectation?
3. What could be the suitable solutions to the problems which have been found in facility services in Tribhuvan International Airport of Nepal?

The infrastructural development in any country either it be communication, transportation, education or health depends on the economy, politics, or other environmental factors. The Integration of various factors like customer satisfaction, customer experience, customer feedback, services defines facility management. We thought this research could be very important and powerful tool to change the existing level of certain area or standard of services in upcoming days.

1.1   Research Objective

The main objective of this thesis was to research about the customer experience of facility services in Tribhuvan International Airport and we also want to measure the position of customer satisfaction and what customer really wishes to have and expect in facility services in the airport. In another hand, our research goal is to figure out the expectations of the customer, reality of service, problems and solutions in TIA.

Till the date, Nepal relates to 30 International airlines to the destination in Asia and the Middle East to provide quality service in for the customer satisfaction. Customers are the backbone of any service industry. To stand tall in the competitive market, any service industry must focus on the needs and expectations of the customer and carry out works accordingly. Customer feelings towards the service provided are necessary to be considered along with reputation and economy of any service industry. While leaving their habitat, and traveling to other countries for various purposes like business, relax, pleasure, sports etc. the most important thing customer wish to have is the comfort, conveniences, and cleanliness. To find out if costumers have experienced these key services in Tribhuvan International Airport is the objective of this research. The result of this research would be proved useful for academics; business in the field of marketing and management researchers of customer satisfaction and facility management, especially in service sector organizations.

1.2   Thesis Approach

Research methods or research approaches are kind of practical; strategies which need to be conducted in a research and this method can also be used as a tool to collect data and then analyze them using a valid process. There are two types of research methods found - quantitative and qualitative methods. We used both methods to complete our research.

Basically, the experts ideas, initiative thoughts and knowledge tends to bring the result of qualitative research. Qualitative research shows its naturality to its subject matter, imply intelligibility and keep eye on different method. Hence it can be seen that researcher research are based on instincitive setting which do make sense of or interpret, prodigy in terms of meaning which is brought by people themselves (Newman & amp Benz 1998).Since this thesis is based on customer's experience, their views, expectations, and suggestions are recorded in a systematic manner.

Quantitative research shows the result of average people's perspective which can be drawn in some statistical graph, chart, table and the result will be always in a numeric way.
 In this research, the collected data are presented in the chart, graph and table. In this approach the investigator primarily uses post-positivist claims for developing knowledge (i.e. the test of theories, reduction to specific variables and hypotheses and questions, use of instrument and observation, and cause and effect thinking), employs strategies of inquiry such as surveys and experiments and collects data on predetermined instruments that yield statistical data (Creswell 2003).

Firstly, we started our thesis from desk research to get general ideas and information about our case company. By the help of collected information from website and article, we came to

know the recent situation of the company and it helped us to do further study of the project. we have taken an email interview with the employee of the different department of the company to know about inside situation, management system, working process, problem-solving and vision for the further growth and development of the airport.

Secondly, we want to know the present status of other airports services so, we used benchmarking method. We chose Helsinki-Vantaa airport because it was one of the best airport in the world as per survey of sleeping in Airports. In addition, We took the personal interview with the customer who have recently traveled from both Airports and we documented the case by profiling customer and his customer journey while departing from both airports. By this point, we came to know the present scenario of Tribhuvan International Airport and what improvement can be done to meet the international standard of the airport.

Thirdly, we took a survey and made the questions which were related to the facility services of an airport to figure out the customer experience, their expectation, their satisfaction level and what improvement they want in the airport services. We used google form to make survey questionnaire for those groups who have used Tribhuvan International Airport. We shared our survey questionnaire through Facebook by addressing different age group and mostly our targeted group was young adult who has frequently used other airport around the world and we also forwarded the survey from among our friends and families who have international traveling experience via the airport.Since this thesis is based on customer's experience, their views, expectations, and suggestions are recorded in a systematic manner.

1.3   Thesis Structure

The thesis consists of 5 sections. The first section is Introduction that includes background, research motivation, research objective, and research question. On this part, we will be more focused on the basic information about this thesis from starting to the end. Introduction part is considered as a head of a body that shows how a thesis is going to be.

Followed by Literature review, this section consists of what has other scholar done on this topic. Their concepts are noted down and proper explanations of those writings are done in this section. It includes customer experience, customer satisfaction Service quality and service improvement, Airport terminal facilities, Service design, Personas, Customer journey and service point.

The third section is confined with complete case profile of Tribhuvan International Airport that includes introduction of Tribhuvan International Airport, History of Tribhuvan International Airport, Goals and objectives of Tribhuvan International Airport, Floor information of Tribhuvan

International Airport, Laws governing regulation of Tribhuvan International Airport, Airport facilities at Tribhuvan International Airport, Flight information and customer flow at Tribhuvan International Airport, Feedback process of Airport.

Similarly, the forth section is research methods using both qualitative and quantitative method along with, data collection and data analysis. And finally, the fifth section includes Result and Discussion, Conclusion, Reference, Appendices, Email interview question, Questionnaire that are the most important part of the thesis.

2 Theories and concepts

2.1 Customer Experience

Customers are one who purchases or receives a product or service from the business or merchant or intends to do so. Services are s defined as something intangible as well as tangible elements (Gummesson 1987). A product can be defined as the thing and a service is an activity where a treatment of customer and something belonging to them is done (Wild 1977, Sampson 2005, Sampson & Froehle 2006).

there will always be some feedbacks from customer experience; good, bad or indifferent according to their needs on they buy, tend to buy or buying, i.e. experience always gets attached with a service (Carbone & Haeckel 1994) and that all service always gives an opportunity to make an emotional decision about the product (Berry & Carbone 2007, Voss & Zomerdijk 2007).

The customer's experience is their personal interpretation of the customer about the service that they got when they involved in the process during their journey (Csikszentmihalyi 2000, Ding et al. 2010, Johnston & Clark 2008, Meyer 2007, Pullman & Gross 2004, Shaw & Ivens 2002). Customer experience on certain product matters in the upcoming decisions of any customer. They may become ready to buy the product again if they are satisfied with it. Or, they may stop wanting for that product so given. Or it can be that they may show no actions to the product they purchased. Costumers experience also depends on the need of the customer, their expectations and their perceived quality of service.

According to Stuart and Tax (2004), the customer experience can be enhanced by designing the service system so that an active customer participation and customer satisfaction can be shown. According to Bate and Robert (2007), there is an approach to make an experience based design. With it, Pickles et al. (2008), developed this methodology to demonstrate how functionality, engineering, and aesthetics can be used as a framework to improve performance, safety, and governance which are considered as important theoretical components of goods design.

Increasing customer experience is important to increase customer's satisfaction, and loyalty, by increasing confidence or trust, creating emotional bonds with customers, to increase benefit to customer and service providing industry and staff economically and howsoever so possible to ensure greater commitment to their work and greater satisfaction from their work can be ensured by employee and to ensure cost reductions and efficiency gain.

2.2   Customer Satisfaction

Customer satisfaction can be defined as something that stays in the core of human experience and which reflects the liking or disliking of a customer about the product the business sell or tend to sell. High levels of customer satisfaction are what ensure customer satisfaction preservation, customer loyalty, and product repurchase. Customer satisfaction is defined as a costumer's overall evaluation of the performance of an offering date. A strong positive effect on customer loyalty intentions is made by the customer satisfaction within the product and service categories (Gustafsson 2005). Customer satisfaction is an emotional response that comes out when the customer involves in the evaluative process developing perceptions and image about an object, action, or condition are compare then to the expected results, values or needs wants, desires (Westbrook & Reilly 1983). Simply asking customers about their level of satisfaction translates to increased sales, loyalty, and profitably (Dholakia & Morwitz 2002) On the other hand, dissatisfied customers does not tend to buy again and tend to get attracted to other similar product in search of satisfaction and pleasure. And they may also stop other from buying that product with fear of not getting satisfaction as expected (Szymanski & Henard 2001). It is a judgment that a product or service provided a pleasurable level of consumption-related fulfillment, either it is over fulfilment or under fulfilment (Oliver 1997, 13).

When a consumer/customer is pleased with either the product or services, it is termed satisfaction. A person's feeling of pleasure or disappointment comes from comparing the actual result, the actual fulfillment of their expectations of certain product or service (Kotler & amp, Keller 2009, 789). Customer satisfaction is defined as "the individual's insight of the performance of the products or services according to a person's expectations" (Schiffman & amp, Karun 2004, 14). Definition of satisfaction differs from individual to individual. Westbrook and Reilly (1983, 256) refer to satisfaction as "an emotional response," while Howard and Sheth (1969, 145) state it as "a buyer's cognitive state."

Customers always aim to maximize satisfaction from the products or services they buy or are willing to buy. To stand high in today's marketplace and win the heart of customers, it is needed to make a better customer relationship. It's not only about making a product and selling it for profit. Customer relationship means providing a targeted service to the customer and having a

proper relation (Kotler et al. 2002, 391). The quality of service is checked by the customer themselves, that is to say, the customers' feedback on the satisfaction that they get from consuming the products will determine the position of business or the service providing agency since higher levels of quality lead to higher levels of customer satisfaction and lower level of quality leads to lower of satisfaction (Kotler & amp, Keller 2009, 169).

Customer satisfaction measurement (CSM) has become one of the commonest ways to managers and organizations and comes from a wide variety of sources. These ways centre on the concept that since customer satisfaction is a key issue in market performance, then it follows that it should be measured and used by management in decision making (Piercy, 1996). If companies want to achieve customer satisfaction, they must **measure it, (Fečikova,** 2004). A customer satisfaction survey is a useful performance measurement format that should help an organization and its staff to understand a customer's viewpoint of a firm's performance on a completed project (Rondeau, et al. 2006)

Though it may be difficult to measure customer satisfaction because it is an attempt to measure human feelings it is not impossible, however. Levy (2009, 6) in his studies, suggested three ways of measuring customer satisfaction; Firstly, a survey either it is online or faces to face where customer reaction can be transformed into quantifiable quantitative data. Similarly, another way is to Conduct an informal discussion where trained mediator reveal what customers think. The third and most convenient way is taking easy measures like talking straight to customers reading blocs.

2.3   Service Quality and Quality improvement

(Kotler & amp, Keller 2009, 789) advocates the proper definition of service. According to the same, service is "any intangible act or performance where no ownership of any product takes place between either the parties. In all, service can also be defined as an act of providing the intangible things without which a satisfaction of nothing takes place. Quality is one and most important thing that consumers seek in any product or the service (Solomon 2009, 413). Quality can also be defined as the features and characteristics of a product or services that satisfy the stated or implied needs of the customer (Kotler et al. 2002, 831).

Zeithaml et al. (1990) define Service Quality as the status in which customers' perceptions of service meet their expectations with no complaints and with no dissatisfaction. Parasuraman defines service quality as the differences between customer expectations, needs, wants the service and perceptions of service depending upon their previous expectation which differs from individual to individual (Parasuraman, 1988).

The main and foremost aim of providing quality services is to satisfy customers. Measuring service quality is one of the better ways to state whether the services are good or bad and whether the customers are satisfied with it. (Haywood 1988, 19-29) studies three components of service quality and they are "Physical facilities, processes and procedures, Personal behavior for serving staff, and Professional judgment on for serving staff but to get good quality service. (Haywood 1988, 19-29).

The previous study by Parasuraman et al. (1988) presented ten dimensions of service quality. Tangible that includes the appearance of physical art facts and staff members connected with the service (accommodation, equipment, staff uniforms, and so on). Reliability that states the ability to deliver the promised service. Similarly, Responsiveness that confers the readiness of staff members to help in a pleasant and effective way. Competence that advocates the capability of staff members in executing the service. And for Courtesy, the respect, thoughtfulness, and politeness exhibited by staff members who are in contact with the customer matters. Credibility that states about the trustworthiness and honesty of the service provider. Security which means the absence of doubt, economic risk, and physical danger. Likewise, Access stands for the accessibility of the service provider. And Communication reflects an understandable manner and use of language by the service provider. Finally, understanding of the customer that states efforts by the service provider to know and understand the customer.

Further investigation led to the finding that, among these 10 dimensions, some were correlated. And thus the 10 dimensions were refined and made most important and relevant 5 dimensions Tangibility that states physical facilities, equipment, and appearance of personnel and Reliability that means the ability to perform the promised service dependably and accurately. And the next is Responsiveness that stands for willingness to help customers at any time required, getting feedbacks and provide punctual service. Similarly, knowledge and courtesy of employees and their ability to inspire trust and Confidence and finally, Empathy which is considered as caring individualized attention the firm provides to its customers.

Customer satisfaction and service quality are co-related to each other. Oliver (1993) suggested about the relationship between customer satisfaction and service quality where he advocates that the service quality would be antecedent to customer satisfaction no matter whether these constructs were cumulative or transaction-specific. Some researchers have found empirical supports for the view of the point mentioned above (Anderson & amp, Sullivan, 1993, Fornell et al. 1996, Spreng & amp, Macky 1996) where customer satisfaction came as a result of service quality.

Wycoff (1984) defines "Quality is the degree of excellence intended, and ensuring similarity in service so that customer requirement with service excellence. (Zeithaml, Parasuraman, and

Berry 1990, 81) adjust this definition in their Gap Model.The best part of service quality is that Service quality yields the customers' confidence in a service sector specially while the delivery, attracts more new customers who wish to enter the market, increase business with existing clients, helps to reduce dissatisfaction in customers, increases profits of an organization and increase customer satisfaction (Berry et al, 1994, Lee et al. 2000).

In context to service quality improvement, better service delivery can improve the perception of the customer. To make frequent changes in strategy while delivering a better service is important for any service industry.

There are three themes which have been developed so far to improve service quality and they are
Cultural improvement, improvement through designs and improvement through failure.
To improve quality in services, cultural improvement is one of those that is based on the total quality management movement. The interaction plays a crucial role. The interaction between the service provider and the customer helps to know about positive thinking, or negative thinking or any perception of the customer regarding the service. Schneider (1986) says that 'the psychology of group and the individual can better be understood by this improvement'. According to Hartline and Ferrell (1996), managers should maintain equality in employee's role and work, and increase in job enrollment and job satisfaction in order to increase good perception about the product within the customer.

The major service quality improvement approach is by bringing quality through design. Thus, there are 3 kinds of sub approaches for this - direct psychological management of satisfaction through design, linking the design to customer perceptions and linking the design to customer needs.

First, Linking Design to Customer Needs, which says that the willingness of the customer to pay for the product can be increased by meeting the need through conjoint analysis. Secondly, Linking Design to Perceptions, which states that to meet the need of quality required by the consumer by understanding their perception towards the certain product. And finally, Direct Manipulation of Satisfaction, that states customer satisfaction can be increased and improved by understanding their expectation and perceptions and attract them with other improvements as per their expectation. Producing pleasure for the customer can be related to the position of customer satisfaction.

Schlesinger and Heskett (1991) states that "Most service failures are not failures: they have been designed into the system." With the failure of service providing agency to ensure customer satisfaction, they have to understand and make further improvements incorporating their

wishes that were not included before which led to failure. Thus, improvements can be made with analyzing the previous data and take them for further improvement of customer satisfaction.

2.4   Airport terminal facilities

An airport is a meeting ground and exchange point for people and goods arriving and departing on a variety of air and surface vehicles having differing spatial and other requirements. With the view of operational control, the airport is divided into 2 zones: air side (AIR) and landside (LAND). (ENO Foundation for Transportation 1986, 53)

As long as the airport is a "business card" of the country, it has to look unforgettable and even fabulous so that each user can take an advantage out of it. Those users can be divided into 5 categories: passengers, airport personnel, airport administration, airline companies and of course the country itself. (Edwards B. 2005, 130)

The terminal is defined as a building that serves as an interface between AIR and LAND of an airport. It operates mainly for air travelers and air load. Based on their function, terminals are divided into 2 types: each airport has a passenger terminal and a terminal for cargo.(ENO Foundation for Transportation 1986, 53)

According to (Edwards B. 2005, 143) Most of the terminal buildings must consists of the following six distinct territories on departure (entrance concourse, flight information, shops, bars, restaurants, passport control, departure lounge and duty-free shops, pier and gate to plane) and four territories on arrival (arrivals lounge, baggage reclaim, customs and immigration control, exit hall)

According to (Edwards B. 2005, 135) among numerous facilities and various services that are now offered to customer in the terminal, the most common are: Entertainment (shops, including duty-free, restaurants, cafes, bars), Tourist information, Information on, land-based travel, waiting rooms, Children rooms, rooms for mothers and children, Provision for disabled passengers, Lost-and-found service, Luggage office, Medicine service, Post service, banks, ATM

At many airports, facilities must now be designed to cater for a mix of passengers: leisure, business, long haul, and short haul, full cost, low cost, domestic, and international. Terminal design is customarily constrained by the needs of passengers, workers, and visitors. The comfortable accommodation of the passenger can be a reasonable and economic objective since expenditures in the terminal area are a substantial proportion of the overall revenue of any passenger airport operation.

There are 3 main tools that are now efficiently used for monitoring what is happening inside and outside the terminal. Those are surveillance, space syntax, and territoriality (Edwards B. 2005, 170).Surveillance can be defined as closed observation or supervision executed by patrolling guards or with a help of closed-circuit television (Dictionary.com 2014).

The main idea of space syntax theory is that people feel safe when the space they are is occupied at an optimum level. In case if it is overcrowded and vice versa under-occupied, people tend to lose the feeling of security. Keeping terminal areas at the optimum level of space syntax is not an easy task to accomplish. It should be already taken into account on the step of terminal architecture planning. The same should be done with territoriality method. According to its aspects, even passengers and staff should be involved in the process of monitoring the situation in the area they are currently located in. The design of airport areas is also well-considered in a way that it is easy for people to repulse deviant and anti-social behavior. (Edwards B. 2005, 170-172) The security can be maintained at the highest level only when all these elements are implemented.

3   Introduction of Tribhuvan International Airport

The Tribhuvan International Airport (TIA) of Nepal is located 5.56 km east of Kathmandu city. The Tribhuvan International Airport has two terminals, one is domestic and another international terminal. It is only one international airport of Nepal so far. At the moment, about 30 international airlines connect Nepal to destinations. The airport was at first named Gaucharan Airport, after the area of Kathmandu where it was situated. The landing of the single-engine aircraft in Kathmandu Airport in 1949 A.D. opened the door to aviation in Nepal.

 In 1950, the first ever Schedule Service by a Dakota Aircraft (DC3) of an Indian Registration commenced on 20th February that connected from Kathmandu to Delhi, Calcutta and Patna, and 1951 february 19 was the historic day and most remembered day to all the Nepalese people since late his majesty king Tribhuvan Bir Bikram shah declared Nepal as democratic country. After three years of declaration in june 1955 kathamandu airport was renamed as Tribhuvan airport by his majesty king mahenda in remembrance of his father. After nine years the airport became international and named as Tribhuvan International Airport. In 1957 A.D formal establishment of civil aviation was formed. The TIA complex was built somehow lately in feb 18, 1990 and inaugurated by his majesty king Birendra.

The general profile of TIA can be noted down. The Coordinates is 274150N - 0852128E. Similarly, Elevation is 4390 ft.AMSL. Runway Designation, Runway Dimension, Runway Surface Strength is 02/20, 10000 ft. x 150ft and 54 F/A/W/T respectively.

The apron has capacity for International, medium and aircraft that has wide body . In domestic terminal , there is space for 13 helicopters in the helipad and also for 17 small aircraft. Most of the airlines company have their own hanger for aircrafts. TIA has provided the Aeronautical Information Service and Aeronautical communication Service.

The most important airways linked with TIA are Nepal Airlines, Malaysia Airlines, Chinese Airlines, Thai Airways, Etihad Airways, silk Air, Bhutan Druk Air, Tashi Air. The government of Nepal had signed air agreements with 4 nations; they are Japan, UK, Malaysia, and Qatar. In 1992, Nepal also adopted a liberal sky policy which made it easier for customer flow.

According to the Statistical Data, in 2015 AD a private Nepali carrier, Buddha Air flew 1661 travelers. Similarly, there were 43,441 passengers carried by Bhutan Druk Air in the same year. As per data of TIA, 3.14 million passengers flew by 29 international carriers in and out of TIA in 2015. Due to the earthquake of 7.8 magnitudes in April 2015, international air passengers dropped in a significant manner. Similarly, 325,897 passengers were flying by Doha-based Qatar Airways in 2015. The customer flow is significant, in the fact is improving in comparison to base years. But this is to be sure that if the required facilities are improved and quality service is maintained, the customer flow can be seen increasing in a significant manner. With the above-mentioned data, an inference can be done that TIA faces many ups and done in providing facilities. It is at its best in normal situations and faces problems of natural and artificial disasters and due to which TIA stays back at customer satisfaction.

According to Civil Aviation Act, 2015 B.S (1959 A.D) this Act was made by the government for control and regulation of civil aviation for creating favorable condition to promote the progress in civil aviation which results in maximum benefit from the air transportation, and to maintain peace, order and convenience of the people in general. One of the most important provisions of this Act is that if any aircraft enters the country without obtaining permission under this Act, it shall be deemed to have committed an offence relating to unauthorized entry.similarly, in case any person on board an aircraft on flight, unlawfully by force or threat, he / she shall be deemed to have committed the offence of unlawful seizure or hijacking of the aircraft. Another provision that regulates TIA is, if any attempts are made to endanger or obstruct air navigation and its facilities and its safety, it shall be treated as an offense committed against the safety of persons concerned with air navigation.

As Per Civil Aviation Regulation 2058 B.S (2002 A.D) chapter ten and Eleven deal about the provisions relating to civil aviation security such as Unless given permission by the government and CAAN it is restricted to carry liquids, aerosols, and gas that may be used in improvised explosives devices on board an aircraft. On the other hand, unless given special order by the

DGCA, lunatic, person serving prison sentence per existing law and Person under juridical custody should not be allowed on board the aircraft. Also, unless given special order by the DGCA, any kind of animals and birds are not allowed on board the aircraft

TIA under Civil Aviation Authority of Nepal has its various goals and objectives. To ensure safe, well-organized and methodical movement of Air Traffic is the foremost goal of TIA. Similarly, it works with a view of the administration of the set of laws and standards pertaining to various aspects of Airport procedure and Management and organizing agencies and organizations affiliated with TIA for carrying out various functions. TIA has an objective to keep TIA environmentally clean and avoid pollution as well as developing required infrastructure for the facilities and services needed at TIA for the promotion of tourism.

3.1   Floor information of Tribhuvan International Airport

The ground floor of Tribhuvan International Airport consists of canteen that serves Snacks, Tea, Coffee and confectionaries at its best. With it, Souvenir Shop is available so that any customer or passenger leaving Nepal after their visit would be able to make their belongings happier with souvenir like handicrafts, pashmina shawls etc. To ensure proper communication system Nepal Telecommunication Corporation Counter is available for customer service. Any customer may need money at any time for which they need to exchange so that they would be able to make their visit successful for which they are here. So, Currency Exchange (Prabhu Bank) is also available on the ground floor. Every individual has right to information as guaranteed by Constitution of Nepal 2072. Along these, Tourist Information Center is also available in TIA. The tourist information Center serves the variety of information for visitors which contains brochures especially in English and other languages. And ground floor is incomplete without Airlines Check-in Counter and Baggage wrapping Service.

The first floor includes CIP Lounge. Passengers may enjoy television and music system, daily local and foreign newspapers and magazines. Along with it, Duty Free Shop and VIP Lounge is available. Two press rooms are made i.e. Press room -1 and Press room -2. Transit Security Check is available to ensure safety and security of the entire passenger. Free Wi-Fi and Nepal Telecommunication Corporation is also available for better and timely communication with customer's belongings as mentioned above. In ground floor, customer's services such as Restaurant and Money exchange counter are also available . just like that, VAT refund counter has been added in airport.

A very positive and satisfactory thing about TIA is that it basic communication services are available at the telecommunications counter. The CIP lounge available in the departures area can be used by the business traveler. Two press rooms are available for hire. Similarly, it has

special provision for disabled people. Tribhuvan International Airport is reachable to physically disabled travelers, with ramps and restroom facilities for wheelchair users. The customers or passengers who needs supplementary assistance are also suggested to to acquaintance with their airline before traveling.

For the convenience of customer and their belongings, Long and short-term parking is available exterior to the terminal building. CIP room is one of the note able facilities at TIA. This is available for Commercially Important Person who wishes to rest where someone takes care of their formalities, for example, custom, immigration, and collecting of the luggage. Most importantly, the customer can obtain information on the host of topics on tourism from Nepal Tourism Board. They can book any hotel of their choice, get the hotel voucher and carry on to the assigned hotel through HAN (Hotel Association of Nepal) Counter. They can collect pamphlets, other equipment on tourism.

3.2   Feedback process of Tribhuvan International Airport

Feedback is information about reactions to a product, a person's performance of a task, etc. which is used as a basis for improvement. Feedback from a customer let the service provider know what the customer expects, what is the reality of service and what are the improvements required for customer satisfaction. Feedback is considered as one of the important factors to lead any business towards success as it influences decision-making process as a whole.
Tribhuvan International Airport also has the provision of getting feedback from the customer. It applies various methods for getting feedback from the customer to ensure better customer satisfaction in the days to come. Before TIA begins collecting feedback from customers, it makes sure for what purpose it is collecting information. It considers which part of customer experience does it wants to improve. Analyzation of the channel to be used is done before heading in TIA.
 The important channels or method that TIA use is:
•   Distribution of feedback forms: A form with the specific format is kept at the terminal to gather information about how customer felt about the services provided at Tribhuvan International Airport. Options are given; good, excellent and satisfactory for the customer. This is one of the best and convenient ways of gathering information of what customer thinks about the service so provided.

•   Email: Email is considered one of the fastest and reliable means of gathering information. The customer can mail whenever they feel comfortable. They are no questions and no options available for the customer. They can write anything about their level of satisfaction with those feedbacks, TIA gets a chance to understand their customer expectation, compare it with reality, find out the gap and fill them up with possible solutions.

Customer Feedback plays a significant role in improving customer satisfaction and business as well. More specifically, service industries need those feedbacks as they might have to deal with the same customer within the certain period. If feedback provision is not incorporated, they are a chance that any industry may fail in providing better services because customer expects something and service provider may provide another thing that leads to the absence of the meeting of mind.

4 Research methods and results

4.1 Email interview with employee of Tribhuvan International Airport

Keeping in mind that qualitative research is more realistic and primary information is more reliable, an email interview was done with 5 employees of Tribhuvan International Airport. However, only 2 of them had replied to the questions asked to them. The replies were similar. The reason might be that the employee holds the similar post or might have experienced same in the same field. As from the interview, the overall summary of the interview has been described systematically.

It was found that TIA checks customer satisfaction level of its customer through Emails and distributing the feedback form. At the terminal, a specific format is kept with various options. As customer satisfaction guides and influence the decision-making process, customer are free to mail their satisfaction level, required improvements in various sectors for e.g.; cleanliness, comfort, service etc. It is considered as one of the effective ways to check customer satisfaction level. The so gained information is kept in an organized way and is discussed. With this, better decisions for the improvement of the customer are made in various fields of Tribhuvan International Airport.

To give response for customer feedback is also the important part of customer satisfaction. It was concluded that TIA makes sure that the customer's effort for providing feedback regarding their experience does not go in vein. In a case that customers are highly satisfied, TIA respond making their customer feel wanted and important with the personalized message. And in case customers are not satisfied or disappointed with the service, it asks for the improvements required and take those suggestions seriously, put them in the concerned level and adjust it on the upcoming action plans. It makes very hopeful responses implying that required features are on the way. However, the effectiveness can be seen in the reality too.

Similarly, ranking the International Airports of the world based on comfort, convenience, cleanliness and customer service, Tribhuvan International Airport is listed in top 10 worst airport in the world. Through the research, it was found that the reasons might be that, the hygiene is

not up to the mark. The customer often gives feedbacks mentioning that sewage and food options are inadequate. But, TIA is effectively working on that. Food options are being increased with increment in the area. Another reason might be that when the customer flow is high, there is the increment of crowds and chaos due to which customer might feel disturbed and unsatisfied. The security of TIA is always in the question mark. Customers doubt on the security system too. But no doubt, TIA continues to struggle to address all those needs of the customer. With the increment in areas, customers will feel satisfied with every field and the tag of worst Airport will be removed as soon as possible.

The recent, lonely planet survey has shown Nepal as 5th most visit country of the world. It is obvious that the customer flow can increase compared to previous years. For handling the flow of customers, TIA has its own provisions and management. TIA has a history that in 2014, 29 International carriers flew 3.14 million passengers in and out of TIA. But, a thing can't be kept in shadow that with the increment in passenger, the crowd & chaos will increase in comparison to the previous situation. However, it is also true that the area of TIA is being expanded with this, every customer can be sure that there won't be any chaos or insecurity. TIA can handle the flow of customers as it handled in the visit Nepal year in 2011. With the increment, the number say travelers in TIA must struggle to improve in the field of comfort, convenient hygiene and security. And these four things will be more focused according to customer feedback. And with other positive changes will be made for better customer satisfaction, the research found.

The tourism industry of Nepal directly depend upon the number of passengers traveling to Nepal and the through is only TIA. Everything has two aspects. With increment in the number of the customer, tourism industry boosts up, but one the other hand, there can be a threat too. And for things security has to be tightened. To provide a proactive warning to security staff in the airport's security control room, vibration & movement detector will be provided. CCTV surveillance will be available twenty-four hours with powerful optical zooms. For health and safety along with security, TIA is planning to ease IP- enabled cameras. Behavior profiling, through considered as tradition way of security check if it can be advanced, it can be very effective in the security system, TIA is struggling on that. Though it requires the high budget, TIA is planning to install new security scanning lines in the Airlines. It helps to automatically more the carry-on bags through the X-ray scanner. Moreover, for the better security, TIA will be installing body scanning machine, Drugs & Weapons alert Electronic detector, online passport scanning machine to know every detail about the traveler.

The main goal of TIA is to ensure movement of Air Traffic to be safe, efficient and for that airport, facility service has to be organized manner. To ensure safety, hygiene and comfort TIA has its own regulations and standards. But, to make it reach to the customer, there must be efficiency in the operational sector. This efficiency depends upon the people and tools located

in the system operations control sector. It is important to co-ordinate among the departments. Service will be improved for sure with expanding the area and the hoops in operation will be improved and upgraded in the days to come. Both Airport Facility Service and Operational efficiency will go hand in hand.

Regarding operational management problems, TIA is working for deployment of required solutions. To note out, the recent operational management problems of airport facility are seen in the hygiene sector and security system. Though safety is ensured among the customers, it cannot be effectively seen in the actual field. The reasons might be that loyalty among staff could not be maintained. Their efficiency on work cannot be seen. Lack of proper training might be the reason for this ultimately. Thus, TIA is providing leadership and other required training for those staff. Another Barrier for effective operation is limited space for the better facility. Though TIA tried to adjust & promote other facilities according to the need of the customer, available space doesn't allow it. However, to overcome this shortcoming & barriers, the area of TIA will be explained and other required services will be promoted to ensure better customer satisfaction.

4.2   Service designs

Services are intangible; bring complex experiences depending on several factors. Special considerations need to be considered when designing services. In service design, a wide range of disciplines such as ethnography, consumer research, interaction design, product design, industrial design, service marketing and corporate strategy are connected. Tools and methods used in service design involve interactive experience, process, and systems which mainly, focus end user satisfaction. (Service design toolkit 2014)

"Design acts as a crossing point between company and customer, that ensures that the company delivers what the customer wants "Roger Martin, author of The Design of Business, notes four ways to bring design in business and service. They are set up expectations clearly and upfront, and make sure to get your boss in thinking in the same direction, make sure to get help from outside experts if it is needed, always expect some speed bumps (nothing comes easily) and don't try to explain by talking, demonstrate it somehow.

According to Moritz (Moritz 2005, 7) service design is a conceptual method used to improve the quality of services and interface between service providers and customers. Service providers want to improve the quality of their services to meet customers' expectations. Service design consists a wide range of methods and tools used to improve and design in the development of services.

Further, the most important aspect service design is that it helps to helps to create new service or improve the existing so that they would be more effective and efficient for the organization and would be more useful, desirable by the customers (Moritz 2005, 6). Service design is currently emerging as one of the major themes of the modern business and design education. The origins of service design can be found in services marketing literature (Shostack 1982, Shostack 1984, Scheuing & amp, Johnson 1989, Gummesson 1990).

With the expansion and growth in the service business service design became an important aspect of service providing companies to compete in the market. Service design is currently emerging as one of the major themes of the modern business and design education. Service design offers opportunities to find new ways to provide better services to its customers according to their expectations. This leads to focusing attention on service design not as a project but an ongoing process. Service design is the way to plan and shape an effective and efficient service experiences. It helps to understand the customers, market, and resources as well as expectations, experiences and needs (Moritz 2005, 40).

The key points that a service design includes are efficiency, usefulness, and effectiveness. To conclude, Service design is about choosing the most relevant touchpoints for service delivery and designing a consistent customer experience across these many touch points. It looks for opportunities to introduce potentially new and more effective touch points, remove weak touch points, and coordinate the user experience across touch points in relation to brand message and user needs.'' (Stickdorn &amp, Schneider 2010, 20) Service design is increasingly important when we think about the economy and environmental concern. (Design council 2005)

4.2.1   Persona

Simply, Personas are the fictitious character made to represent different customers/user for the use of site, brand or product. A goal or the behaviors, motivations, and other attributes of the can be represented. Many customer friendly solutions can be developed or generated through Personas within the design process. According to Cooper (1999), Personas is a method that is made/constructed for adjusting the goals of the users but that is based on limited information about the customers. Claiming greater accuracy and utility, Pruitt and Grudin(2003) describes Personas as the method of creating descriptions based on a significant available limited data. Personas can also be defined as the representation of actual, customer group whose member has similar kind of goals and needs.

According to Pruitt and Adlin, various benefits of persons can be seen in the field of product development. It would wrong to describe that Personas are based on one individual goal on

needs. Rather, Personas are created to represent a group's characteristics, behavior or attitude, needs, goals. They are needed to meet the goals and needs of those set of the individual. Additionally, it helps to understand the customers in better ways. Creating personas can generate contacts, leads, marketing qualified leads and customers itself.

Personas can be created with 3 basic steps:

1.   Identify Target Research Segments

First of all, it is important to collect data regarding the existing number of the customer, their location, age, income range, their wants, and preferences etc. And then, on what things/segments do customers are satisfied most has to be noted down. And, find the gap to the goal of an organization i.e., how many customers are still required to increase the participation. Hence, the target has to be identified by Research to create Personas.

2.   Conduct Qualitative Research

An interview has to be taken with real people with which information regarding the actual need of customer can be understood in better ways. Data should be collected with various techniques for example; ethnographic observations and interviews, diaries etc.

3.   Analyzing the data and Developing process

Attitudinal patterns, contexts, and behavior among participants have to be included in analysis process to find out the differences and similarities between needs and goals of the customer. With this analyzation, various solutions regarding personas can be cleared out and thus personas can also be created.

Our persona character name is Sanjay Shrestha. We chose this particular character because he has recently traveled via Tribhuvan International Airport and Helsinki-Vantaa Airport and he travel from these airports quite often. We want to know about service provided by both airports on the basis of his travel experience and from this particular customer profile we can see better picture of airport services and their characteristics in order to meet his expectation.

Sanjay Shrestha

"Believe in yourself and work hard to earn it"

Age: 24
Work: Student
Family: Single
Location: Espoo

Personality

Introvert — Extrovert
Analytical — Creative
Conservative — Liberal
Passive — Active

Goals

- One of his main goal is to be establish enterprenure in Tourism Industry in Finland.
- He wants to earn enough money to live a good and happy life.
- He want to get masters degree in Hospitality Managment in Finnish University.
- Want to travel and experience adventure tourism

Frustrations

- He does not like to be in long queues.
- He does not like the expensive airfares.
- He get frustated when he does not get quality service for what he has paid.
- He get frustated when he does not get proper cleanliness and sensitive of hygiene.
- He is quite worried about the competitor for his business in upcoming future.

Bio

He is from Nepal and he came to Finland for study purpose five years ago. He has finished his bachelor degree in tourism. He is working in tourism field as Hotel supervisor. He is fond of travelling and have travelled to few countries in Asia and europe.

Hopes

- Hopes to get quality life and want to be sucessful business person in up coming future.
- To get in Helsinki Universitty for his masters degree.

Needs

- He want to be safe while traveling.
- He likes to have enough information before traveling to new place.
- He's looking for a high level of security his belongings .
- He is allergic with dust so he prefer more cleanliness.
- He need to have good grade in his studies and good working experience to get higher Education.

Hobbies

- Rock Climbing
- Horse Riding
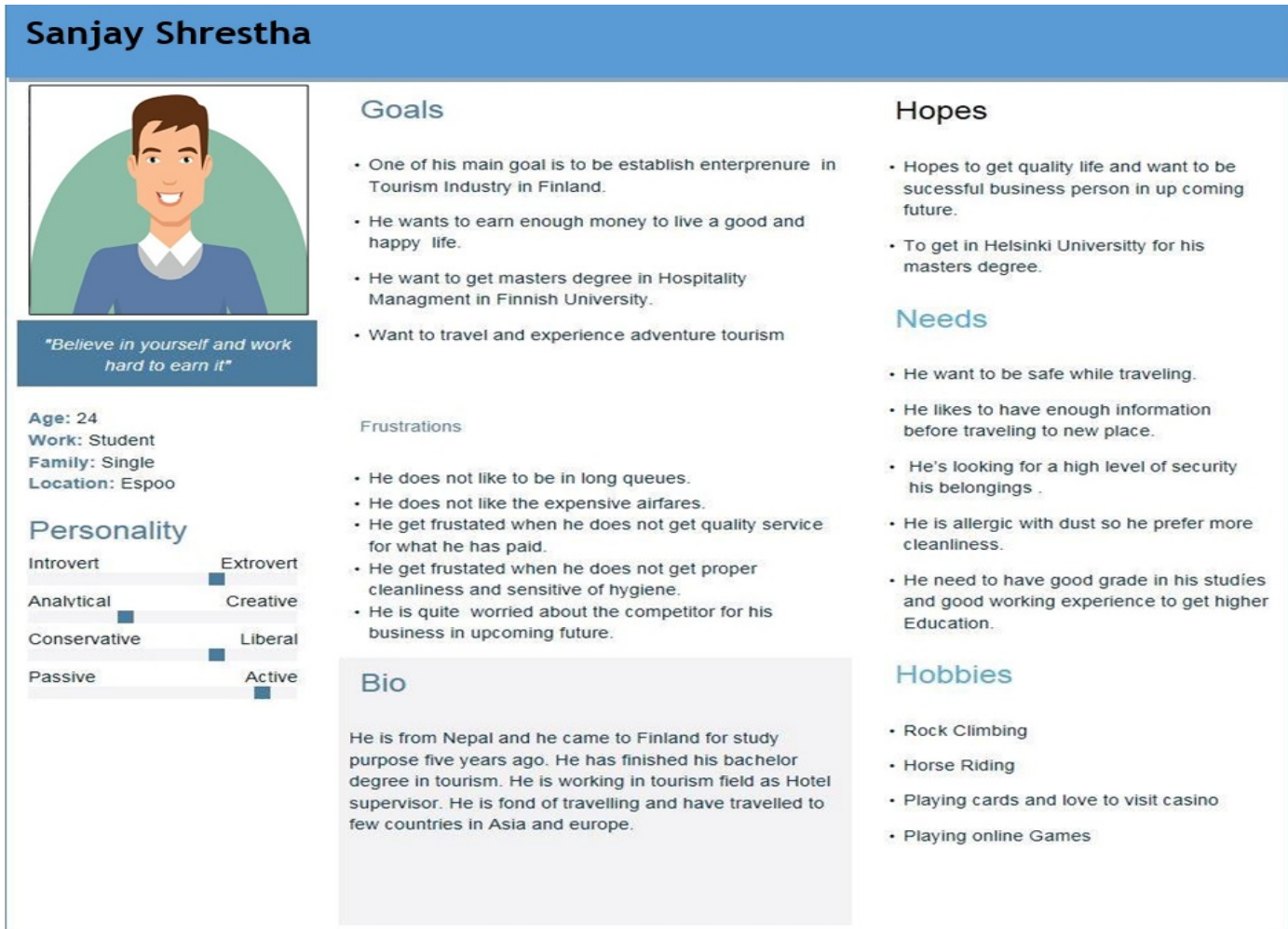- Playing cards and love to visit casino
- Playing online Games

Figure 1 Persona of Sanjay Shrestha

We took a personal interview with him and figure out his traveled experienced from both airports. By the help of his given information and also from our traveling experience through these airports, we had created customer journey of Sanjay Shrestha while the departure from both places.

4.2.2   Customer Journey and service Point

Customer interaction and their experience is the major factor which affects the service system from the bottom line. Personas, timeline, emotion, touch points and channels are important components included in the user journey map, these helps to gain Knowledge on understanding customers and how they should be treated across the channels. (UX mastery 2012)

The customer journey map is a graph that describes the journey of a customer that represents the customer's interaction with the service. It is a procedure that a person goes through visualization in order to accomplish a goal. Customer journey map is a realistic instrument in the service design process. (Design council 2005).

Journey mapping of a customer starts by making a timeline of series of the goals and actions of the customer and after that a narrative is generated. Eventually, the narrative is compressed into a visualization and used to communicate perception that will inform design processes. The purpose of building a user journey map is to understand the user's service experience in different touch points.

A user's journey through different touch points shows what part of the service comfort the user and what need to be improved. User journey mapping is a visual representation of user's journey through different touch points of the service. (Design council 2005).
Customer service points provide:
• Council and public information.
• Community information for health and care, money, leisure activities.
• Specialist advice sessions.
• Free online access to information and services.

It encourages people across the organization to consider the user's feelings, questions and needs. This is especially important with digital products and services. Normally, it will be a form of infographic with a timeline of the customer's experience. But it could just as easily be a storyboard or even a video.

We took a personal interview with Mr.Sankjay Shrestha and by the help of given information we figured out his traveled experienced from both airports. By the help of his given information and also from our traveling experience through these airports, we created customer journey of Sanjay Shrestha while the departure from both places. We also tried to figure out his satisfaction level in services provided by both airports and after comparing both airports, we can suggest some improvements ideas to this case company.

Stage	Entering	Flight Info	Check in	Security	Entertainment	Boarding
Activities	• Get a Taxi • Get a Trolley • Find the entrance gate • Baggage checking	• Read flight Information screen.	• Wait in Line. • Give baggage. • Get boarding pass. • Immigration checking.	• Take out belt, shoes, and electronics accessories. • Hand baggage scan. • Take belongings and wear clothes.	• Shop at duty free. • Have breakfast at Café corners. • Went to Smoking zone. • Use free internet service to communicate with my friends. • Exchange currency	• Walk to terminal gate. • Waiting in hall • Show boarding pass. • Exit • Board on plane.
Thoughts	• Hope all my documents are with me. • I hope I am on time and hope there won't be flight delay.	• Ok, Flight is on time. • So many people travelling.	• Long queue! • Hope my luggage weight is fine. • I wish to have window seat. • Hope all my documents check will be fine at immigration.	• I hope security check will get faster. • Let's pass these security things. • How rude this security person?	• Finally done with security things, now time for shopping. • Oh! It's too expensive than outside. • Let's have food and smoke cigarette. • Now to use social media.	• Ok! This is my Terminal. • Wow! Beautiful Plane. • Now finally Bye to this country. • See you again.

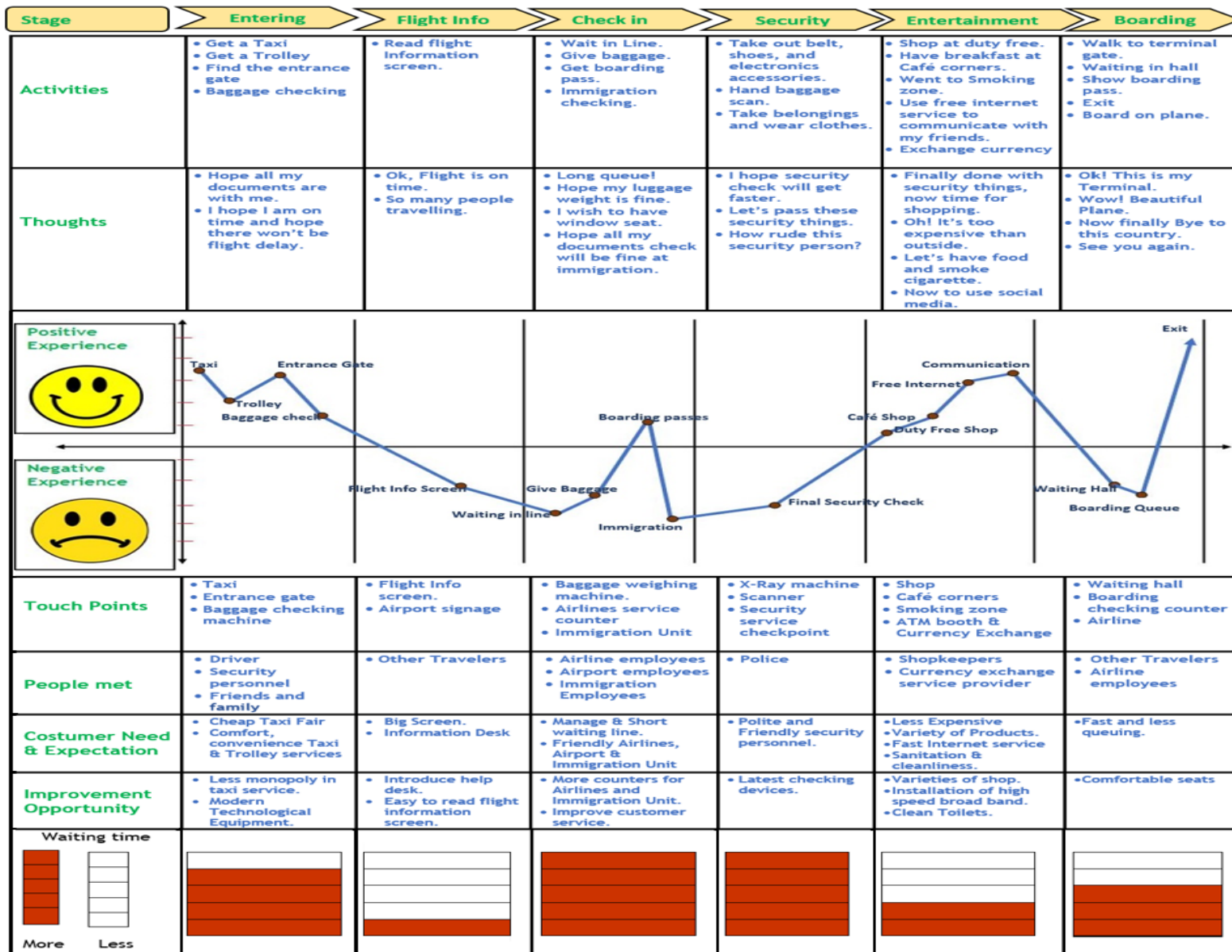|	Entering	Flight Info	Check in	Security	Entertainment	Boarding
Touch Points	• Taxi • Entrance gate • Baggage checking machine	• Flight Info screen. • Airport signage	• Baggage weighing machine. • Airlines service counter • Immigration Unit	• X-Ray machine • Scanner • Security service checkpoint	• Shop • Café corners • Smoking zone • ATM booth & Currency Exchange	• Waiting hall • Boarding checking counter • Airline
People met	• Driver • Security personnel • Friends and family	• Other Travelers	• Airline employees • Airport employees • Immigration Employees	• Police	• Shopkeepers • Currency exchange service provider	• Other Travelers • Airline employees
Costumer Need & Expectation	• Cheap Taxi Fair • Comfort, convenience Taxi & Trolley services	• Big Screen. • Information Desk	• Manage & Short waiting line. • Friendly Airlines, Airport & Immigration Unit	• Polite and Friendly security personnel.	•Less Expensive •Variety of Products. •Fast Internet service •Sanitation & cleanliness.	•Fast and less queuing.
Improvement Opportunity	• Less monopoly in taxi service. • Modern Technological Equipment.	• Introduce help desk. • Easy to read flight information screen.	• More counters for Airlines and Immigration Unit. • Improve customer service.	• Latest checking devices.	•Varieties of shop. •Installation of high speed broad band. •Clean Toilets.	•Comfortable seats

Figure 2 Customer journey at Tribhuvan International Airport

We divide the stage in three parts which has entering and checking flight information and airport sinage belongs in, Before entering the airport phase. Similarly, costumer check in in and security check consist in, During service uses. Finally entertainment in airport and final boarding into the following plane include in, Before exiting from the airport. We had explained how costumer experience their traveling phase through tribhuwan international Airport.
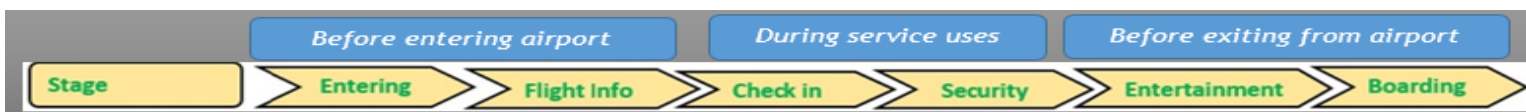

Figure 3 General phage of traveling through TIA

Before entering airport

While explaining the costumer journey experience of Mr. Sanjay Shrestha as a persona character as a costumer of Tribhuvan International Airport. The major touch point he used were taxi, entrance gate, baggage checking machine in this costumer journey.

During this stage costumer had to find convenience way to get taxi to go to the airport. Due to expensive and not having fixed taxi fare customer had to pay expensive fare most of the time. Airport had to keep up their own taxi services which are now in use. They have to make fix taxi fare so that costumer would get more satisfaction in their traveling experience and may lead to increase credibility towards airport services. After he reached to the airport he had to get a trolley for his baggage and had to find entrance gate to follow-up with baggage and security check.

He hoped that he got all the document ready with him so that he does not have to face any difficulty while traveling. He thought he will be in airport in time so that he don't miss his flight. He also have thought about crowd by other traveler as it is only International airport in Nepal and crowed most of the time.

In this stage customer had a positive experience as he took taxi to the airport as planned beforehand and had excitement for traveling, his positive feeling decreased because of low availability of trolley and it was quite old as it was not much comfortable to use while heading towards the entrance gate. He had to get in long queue for baggage check and had a negative experience as compare to taxi service. The airport had to increase the baggage checking service point to reduce queueing and it will be more convenient to the travelers.

He checked the flight information in the screen and got ready for the flight procedure, he had negative experience regarding this stage. Flight info screen is pretty small, he had to follow with airport signage and hard to get information and follow procedure for new user. Airport should introduce help desk for the costumer and improve its visual information machine so that the boarding process of airport will improve as other international airport.

During service uses

The customer has to uses various service point on the different stage of his journey. He had to go through check in process where he engaged in baggage service, boarding through respective airlines, immigration service for paper work. His concern is the long queue all the service touch point, proper paper work for the flight and immigration leaving the country. His experience gat low result of long queue and improper baggage handling and had good experience with airline service for boarding because they present them very well and have better customer service result of healthy competition between other airlines company. His experience gets lower with immigration service most of the time costumer have been in the long queue and engage with

rude behavior of employee to the costumer. They should cut the queue as well as give good customer service as they are paying money for it.

Costumer had to go through the security stage as he engaged with security scanner for hand baggage as well as personal security check through scanner and immigration police. Costumer main concern is to have easy security check with less queue and polite and friendly police and security personal. His experience gets better than immigration service and baggage service still there is lots of opportunities make improvement in their service. The airport should make more service point as well as friendly service towards costumer although they have tough and responsibility to make sure that everyone safety. They can make the precise check for forbidden things to take in flight by upgrading their security device and modern machine.

Before exiting from airport
The customer has better experience with next stage of entrainment he goes through various touch point duty-free shop, café corners, smoking zone and currency exchange and ATM booth etc. which are run by private sector and have better service with healthy and clean service. Mostly customer concern with the less expensive product and service because of tax-free but sometimes they complain about high price tag in the product that confounds cheaper outside airport in the local market so airport inspection department should inspect the area time to time. More or less airport should make a healthy environment for shoppers as wells as the store in the facility.

The final stage of this customer journey ends with boarding where they engaged in waiting hall and boarding check before entering the flight. Customer concern is a comfortable seat in waiting hall and cleanliness of the area such as the washroom, floor etc. His overall experience in this stage is not so good because of an uncomfortable seat and crowded hall with noises. The airport should concentrate in the cleanliness of these space as well as making waiting hall space bigger to support high amount customer with the comfortable resting seat. In the end, his experience gets higher while leaving the airport.

Need and improvement
As per our survey and personal interview with the customer based on that information we got the result and developed this customer journey. We figure out the customer need and expectation regarding customer experience and thought. There are plenty of improvement opportunity to make better and faster customer friendly service.

Firstly, Most of the stage are time-consuming and encounter various problem in the different stage of the customer journey. The airport should introduce new technology for security checking, baggage handling infrastructure with modern technology, develop high-speed net band for

customer uses and as well as worker etc. This improvement help to reduce queue, fast and reliable service, the safety of customer belongings and most important security of airport as well as general public these are the most concern of traveler as well as airport security personal these all lead to making healthy relationship with the customer also make airport good credibility of the airport.

Secondly, Airport has to make major improvement for overall service, airport taxi service needs to improve in their service by developing new fixed reasonable taxi fare to make less monopoly by the private sector. Traveler also hard experience regarding getting information in the airport so they should introduce help desk which can be used in various service. They have to make improvement in immigration unit, should introduce more counter as a service point to speed up the process. They should hire more professional in all of the service sectors and send them to other allies' airport for the various airport around the world.

Furthermore, Airport should invest for a new layout for comfort seat and rest place for passenger waiting hall in boarding hall, for entertainment purpose, there should be more shopping hall which has varieties of the store. The customer wants more food availability target for a big segment of foreigner traveler as well local food verities. Finally, the customer wants fresh and healthy environment so, they should be more focused in the cleanliness of facility to increase the satisfaction level of the customer by improving their traveling experience.

Stage	Entering	Flight Info	Check in	Security	Entertainment	Boarding
Activities	• Got a Train • Got a Trolley • Did online check in for flight • Got boarding pass from machine.	• Read flight Information screen.	• Waited in Line. • Gave baggage.	• Took out belt, shoes, and electronics accessories. • Hand baggage scanned. • Took belongings and wear clothes.	• Shopped at duty free. • Had breakfast at Café corners. • Used internet service to communicate with my friends.	• Walked to terminal gate. • Waited in hall • Showed boarding pass. • Exit • Board on plane.
Thoughts	• Hope all my documents are with me. • I hope I am on time and hope there won't be flight delay.	• Ok, Flight is on time. • So many people travelling.	• Fine! queue! • Hope my luggage weight is fine.	• I hope security check will get faster. • Let's pass these security things.	• Finally done with security things, now time for shopping. • Oh! Too many things to buy. • Let's have food and drink. • I need to check email.	• Ok! This is my Terminal. • Now finally time to go home. • See you again.

Touch Points	• Train • Entrance gate • Cell phone • Boarding machine	• Flight Info screen. • Airport signage	• Baggage weighing Tray. • Airlines service counter	• X-Ray machine • Scanner • Security service checkpoint	• Shop • Café corners • ATM booth & Currency Exchange	• Waiting hall • Boarding checking counter • Airline
People met	• Train Conductor • Friends	• Other Travelers	• Airline employees • Airport employees	• Security personnel	• Shopkeepers • Barista	• Other Travelers • Airline employees
Costumer Need & Expectation	• Affordable Train Fair		• Picking hand baggage and luggage at arrival destination without paying extra money.	• Polite and Friendly security personnel.	• Less Expensive • Free Internet service	• Fast and less queuing.

Figure 4 Customer journey at Helsinki Vantta Airport

We divide the stage in three parts which has entering and checking flight information and airport sinage belongs in, Before entering the airport phase. Similarly, costumer check in in and security check consist in, During service uses. Finally entertainment in airport and final boarding into the following plane include in, Before exiting from the airport. We had explained how costumer experience their traveling phase through Helsinki-Vantaa International Airport.

Figure 5 General phage of traveling through Helsinki-Vantaa Airport

Before entering airport

Before entering to the airport, Mr. Sanjay Shrestha checked for travel route and he decided to use public transport and took a train. He bought a ticket from train conductor and he felt the train fair is a bit expensive. He wished to have more affordable fair than he paid. After he reached the airport he did online check in and took boarding pass from the machine which he found easy and convenient to access. The flight information screen was big enough to read so he got all the details about flights from the screen. He hoped that he had got all the documents ready with him so that he does not have to face any difficulty while traveling. The time consumed while doing all of this scenario was quite appreciable and less. In overall experience, while entering; the customer was having a positive experience but only in some cases such as getting a trolley and taking boarding pass from a machine was a negative experience as compare to taking a train and doing online check in. The reason could be the queue that he faced to take trolley and boarding pass. The touch point he used were a train, entrance gate and boarding machine.

During service uses

After completing the first phase, he went through check in, he gave luggage to Airline Company and checked the weight limit. He was worried that his luggage weight will go over the airline limit but he found it was fine. As he has to go through different transit points. He was expecting from airline industry that he could get his hand carry bag and luggage straightly to his final destination so that he does not have to carry his bags in every transit airport and it would be good if Airline Company does not charge any extra money for using that services. As most of the airline charges some amount of money to use that services. The time he spent while doing luggage check-in process was a bit more where he had to stand in a long queue so he had kind of negative experience. The touch points used were baggage weighing machine and airline service counter

After this, he went for security checking where he had to open his belts, electronic accessories and scanned his hand carry bag for security reasons. The number of airline user are growing rapidly. People want to be in their destiny in short period of time. As the increase in the number of travelers means the increase in security things. The security things are done precisely in all over the world airports because of unwanted threats. The person has to go through the x-ray machine and scan all the baggage and there are also some rules where customer are allowed to carry the only limited amount of liquid products and goods. The security checking time is usually more so he was hoping that it will go a bit fast and smooth. Compare to check in he got more disappointed and had more bad experience in the security process. The customer wished that the security personnel would be more polite and friendly than it will give positive feelings. The touch point used were x-raying machine, scanner and security service checkpoint.

Before exiting from airport

The happy moments comes after completing security checking. The excitement level of travelers increases automatically when the person enters in the entertainment area. As Helsinki airport has bigger space, the costumes can enjoy duty-free shopping, coffee shops, and have foods in the café corners. The customer Sanjay Shrestha was excited to do shopping and ready to enjoy the services of the airport. He started to communicate with his well-wisher even though the internet service does work well enough. He was excited to know about how his journey going to be. He used ATM booth to collect some cash and changed some money in currency exchange place so that it will be easy for him to use in another transit points for his personal use. He had got enough positive vibes when he goes through duty-free shop than comparing to security check or café corners. The reason could be the café corners are more expensive than duty-free shop. The customer expectation is always high while using services. The satisfaction level increases. The customer wishes to have fewer price goods and free internet services. After doing shopping and eating things, it's time to walk to the terminal. There is the queue for boarding pass check so have to wait in the hall than he showed the boarding pass and exited the terminal and boarded the plane. The touchpoints before boarding planes were waiting hall, boarding checking counter, and airlines.

4.3   Benchmarking with Helsinki Airport

Customer satisfaction with the airport experience can be extensively enhanced and airport revenues can be used directly to build a relationship with enlarged customer satisfaction in a case that a strategic, tactical plan are taken by airport administrations and holistic approach is taken to customer service and airport branding. (Paternoster 2008, 218-226). Information regarding TIA has already been described above. Here, additional information of Helsinki-Vantaa airport is important to be drawn. Among 25 airports in Finland Helsinki-Vantaa airport is the largest and main international airport operated by the Finnish airport corporation Finavia. It is situated in Vantaa, Finland, almost 5 kilometers west of Tikkurila, and 17.0 km north of Helsinki city Centre. Helsinki –Vantaa airport is a world class airport with an excellent business lounge, in addition it's a nice spacious airport with Nordic glass, wood and steel design. Helsinki-Vantaa airport is one of the leading long-haul airports in the Northern part of Europe where the latest technology, innovative design and personalized service come together to connect tens of thousands of flights, millions of people and hundreds of different cultures. It has a natural advantage as a transfer point because of its location, as well as the most direct and a shorter route between Europe and Asia. (Finavia, 2013)

On the basis of security the electronic gates are used in Helsinki Airport for better security and that helps to shorten the time spent on security check. The queuing time system is set on Bluetooth technology. The security and facilities are made up in a way that the sensors installed

near the security checkpoints pick up the Bluetooth signal within a range from travelers' mobile phones.

Security at Helsinki Airport is considered one of the best aspects of this airport.On the other hand, there is no proper legislative provisions and professional human resource for security management in TIA. Customer complaints over the security system at Tribhuvan International airport. Security system is one of the measuring rods of standard in any Airport.

On the basis of technology the Helsinki airport is one of the most punctual airports in Europe with advanced technology and modern facilities. All flights and seat reservation are controlled online and by an automatic system. Any destination like ferry terminals, railway stations, all hotel receptions, department stores and shopping malls etc. can be reached from the airport by using its bus. In Helsinki airport a Wi-Fi internet connection is already free to use for every-body. Finavia has already created the apps of Helsinki airport both for apple and android oper-ating system along with the mobile version of Helsinki airport that already exists.

On the contrary, Tribhuvan International Airport is backward in terms of technological improve-ment. There is no instrument landing system available. Currently, TIA is only able to operate until midnight; but since expansion is in progress, following completion of the expansion, TIA will be open for use 24 hours a day. Though WI-FI is available for communication, the passenger has lots of complain of this topic. No such apps have been created that would provide infor-mation as that of Helsinki airport.

On the basis of destination, Helsinki-Vantaa airport links many airports around the world where one can go and return passing through it. Smooth flight connections to over 50 destinations worldwide including Finland, Europe, Asia, and North-America are conducted every day via transfer-friendly Helsinki-Vantaa Airport. In Europe, almost all the countries and major cities can be reached from Helsinki-Vantaa airport. There are over 70 flights to Asia-Pacific every week departing from this airport.

And smooth flight connections to over 60 destinations are conducted by TIA. Since it is an International Airport, it has link with many countries where one can go and return passing through it.

On the basis of passenger flow the Helsinki-Vantaa airport has 130 continuous destinations worldwide and there are about 350 departures every day (Finavia 2014). 14.9 million passengers have passed through Helsinki airport in 2011, 33 airlines are co-operating, 20,000 employees working and 1,500 other companies are doing business in Helsinki airport which plays a signifi-cant economic role to the Finnish economy. (Helsinki Airport 2013)

Likewise, million passengers arrived through TIA in 2011out of which international carriers flew 2.70 million passengers, up 10.81 percent from 2010, while domestic airlines carried 1.58 million travelers.

On the basis of Facilities the Helsinki airport has following major facilities and those are hassle-Free transfers at Helsinki-Vantaa airport, skipping lines by using automatic border control, lounges at Helsinki-Vantaa airport, the 'Lost and Found' service at the airport, last minute shopping, high class hotel and conference services and spacious and good parking control system facilities.

And in other hand TIA has following major facilities those are disabled facilities, car parking, and CIP room, pre-paid Taxi, car rental and handicapped Facilities. On these bases, sleeping airport has ranked Helsinki airport as best Airport and Tribhuvan International Airport as 10th worst Airport in the world.

4.4 Survey questionnaire

The level of Customer satisfaction can be known only with customers. It is next to impossible to have direct on face to face connect with each of the customer traveling through TIA. Therefore, we prepared a questionnaire to make it reach to as many customers, thirteen questions were composed that would fit the web page. On the other hand, if a large number of questions are composed and forwarded to the customer, they might feel bored to give a response. Among thirteen questions, 9 closed questions and four open questions were included.

Among close questions, the information regarding respondent's gender, age, how many times they have traveled, their satisfaction level, their evaluation regarding service, and management were collected. And within four open questions respondent were free to put their views regarding the problems they faced during their travel hour their suggestion for the betterment and improvement in quality service of TIA.

To gather this information Google survey was done through the internet as an online survey is becoming popular among massed. Google form was created and distributed online using various social media example Facebook and other ways. The target was gathering information with around 500 people but only 58 of them have responded to the question. The reason might be that not everyone has traveled through TIA, or some might one been familiar with the airport, or, some might think it is useless. However, the number of respondents is quiet enough and is reliable and acceptable to make a required result.

Information of Respondents,
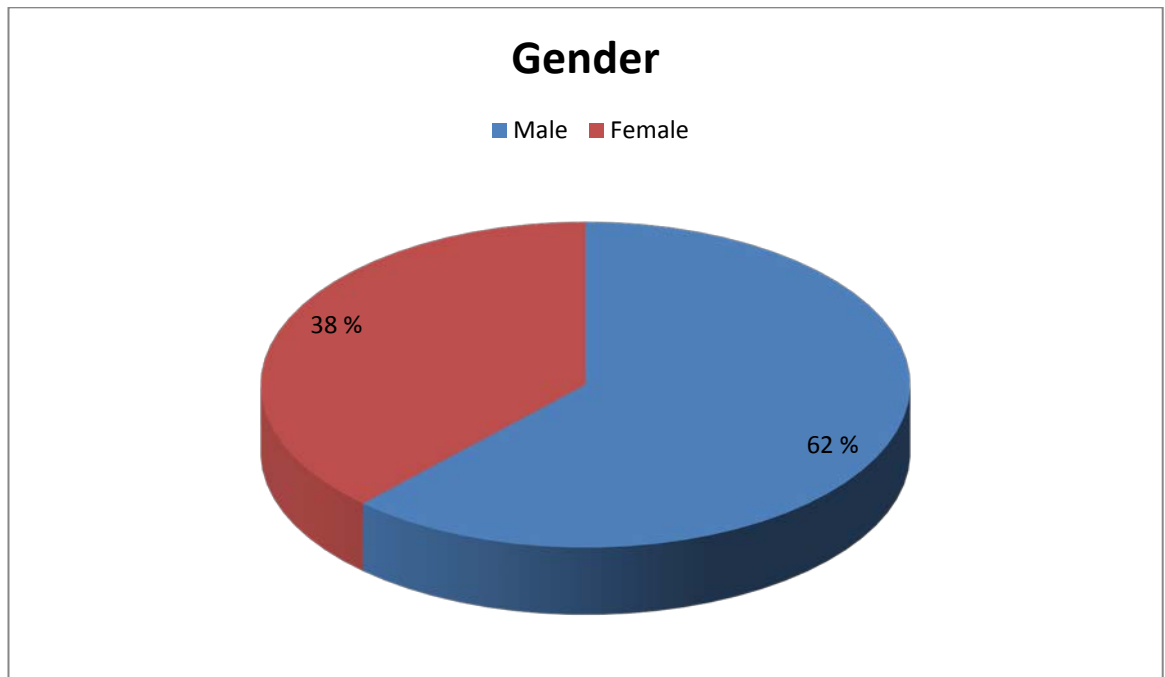
Figure 6 Gender of respondents

The figure shows that Male participated more in responding to the questionnaire more than female, 62% of male that and 38% female responded to the survey. This survey was held online and the reason behind, women responding less might be that men have traveled more or are familiar with TIA more than female. Women mostly, among those non-respondents might have rejected the survey. However, the data shows, men are more interested in responding the surveys challenging the explanation of Blagovesheskiy that men are less active in participating in different kinds of surveys (Blagovesenkiey, 2009).
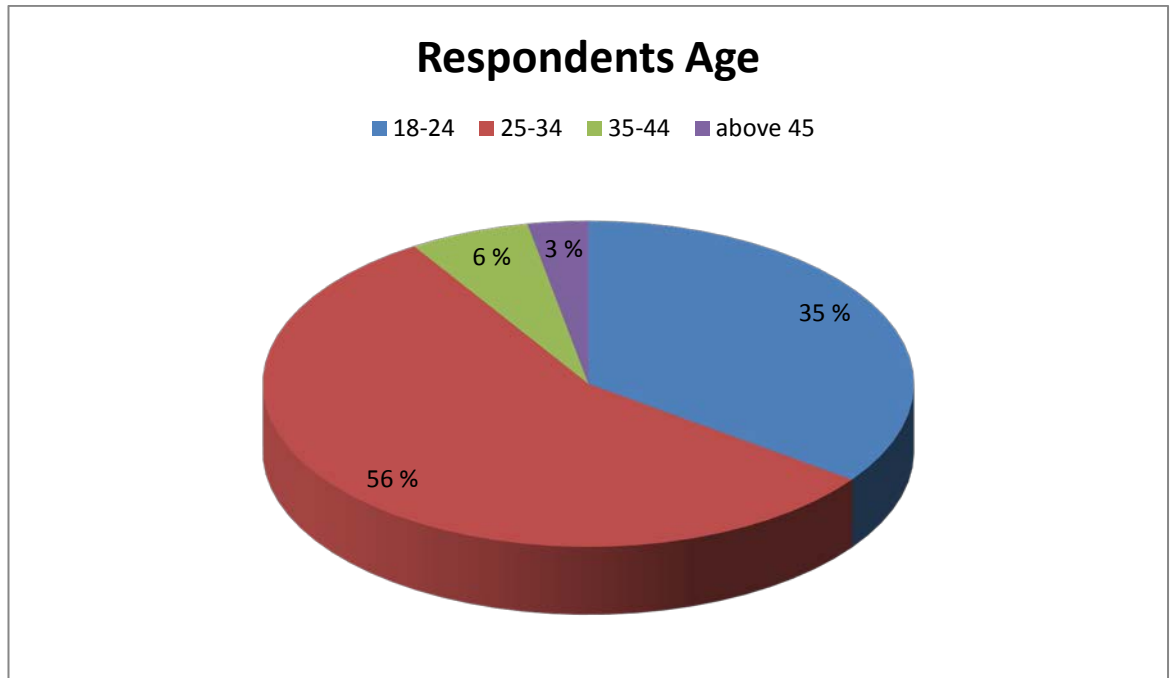
Figure 7 Age of respondents

As the graph presents, people of age (25-34) respondent more than the other age groups. Only 6% of people aged group 35-44, 3% of aged given above 45, 35% of aged group 18-24 has responded.

The reason why an age group (25-34) responded might be that first they have traveled more through TIA and got more experiences. The other reasons behind could be the fund of traveling abroad for vacation, study or working purposes rather than other age groups. And a fact cannot be denied that more of this age group are active in social media than older age group to participate the survey.

How many times?

■ once ■ twice ■ three or more
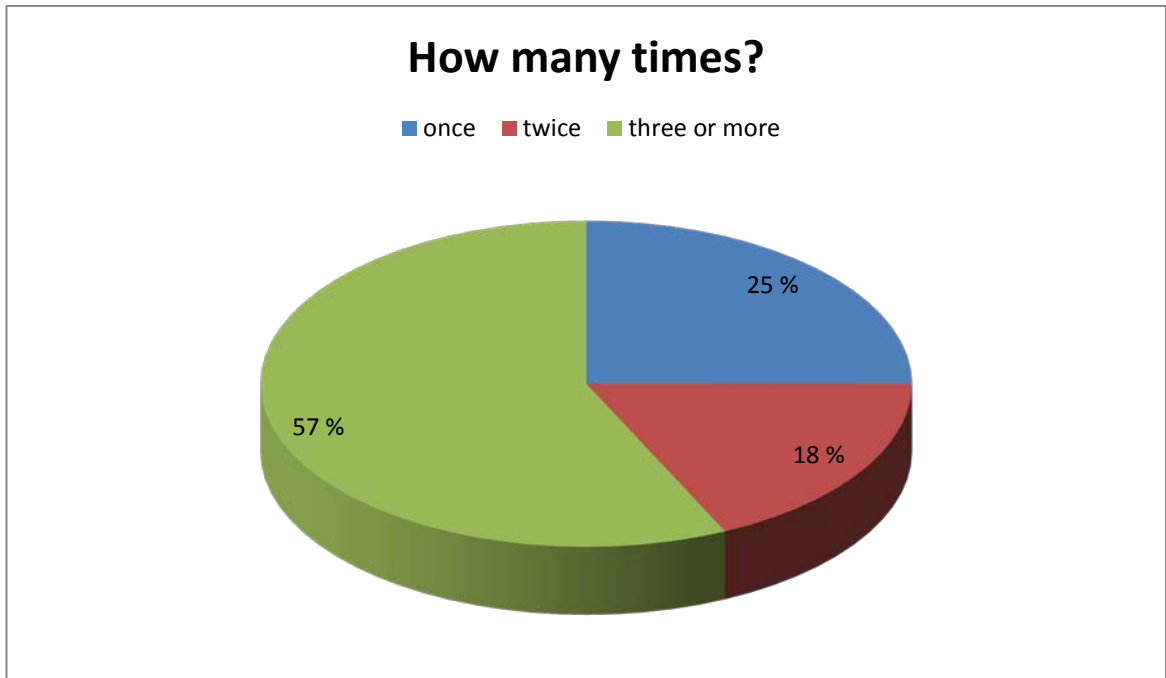
Figure 8 How many times have you travelled through TIA?

According to figure, more than half people have visited through TIA more than twice. 57% of people have visited through three times or more. This proves that, collected data through customer response are based on their experience many times and not just for the first time. So, the data can be more clear, realistic and reliable. 18% of them have travelled through TIA twice according to their need and purpose. Since, TIA is only the option for international flight, each time customer tend to go abroad, they have to use TIA and thus, they might have travelled more than twice through same airport. Those 25% who has travelled just once through TIA might not have gained better experience that expected. It can also be that there occurred no reason for them to be familiar with TIA so many times unlike those 57% group.

Along with the satisfaction of customers in the airport itself, it's important to understand their satisfaction level at terminals. The customer was asked, How would they evaluate the particular features of Terminal Entrance and terminal arrival and Departure? To measure the satisfaction level, four based were taken:-i.e. comfort and convenience, cleanliness, orientation and safety and In the graph below, separation graph for these 4 bases are made. And, 2 joint graphs is made, i.e. one for entrance and other for satisfaction departure and arrival. The graph can makes it clear.

Convenience & comfort

	Highly Dissatisfied	Dissatisfied	Average	Somehow satisfied	Highly satisfied
T.E	23,07%	23,07%	32,69%	21,15%	0,00%
TADL	19,23%	32,69%	36,53%	9,00%	1,92%
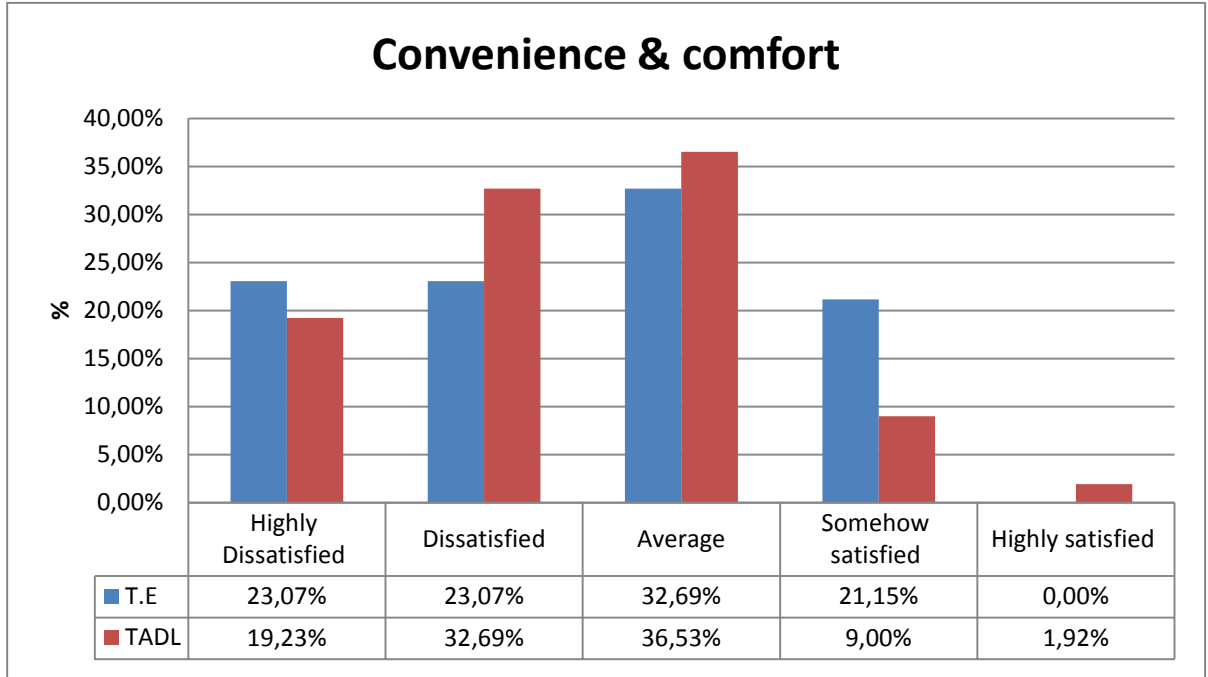
Figure 9 Customer responses: comfort and convenience

Comfort implies less stress to the body while traveling in case of airport facilities, on the other hand, convenience is making things easier to do. This both things are most important for any passengers during their travel hours. The customer might search comfort regarding seats, services, and convenience regarding service delivery process. They are important things in which customer must satisfied.

Here in the figure, T.E represents Terminal Entrance and TADL represents Terminal Arrival and Departure Lounge. According to the graph, 23.07% of respondents are highly dissatisfied with the Comfort and Convenience at Terminal Entrance. 23.07% are dissatisfied, 32.69% rated it average, 21.15% are somehow satisfied and none of them are highly satisfied with the service of comfort and Convenience provided at Terminal Entrance. Similarly, regarding the satisfaction level of Comfort and Convenience at Terminal Arrival and Entrance, most of them rated it average i.e. 36.53%. Remaining of them, 19.23% were highly dissatisfied, 32.69% are dissatisfied, 9.00% are somehow satisfied and 1.92% is highly satisfied. This shows that none of the respondents are highly satisfied with comfort and convenience at Terminal entrance; however few of them are highly satisfied with Comfort and Convenience at Terminal Arrival and Departure Lounge.

Cleanliness

	Highly Dissatisfied	Dissatisfied	Average	Somehow satisfied	Highly ssatisfied
T.E	21,50%	26,00%	36,53%	15,38%	0,00%
TADL	17,30%	36,53%	34,61%	11,53%	0,00%
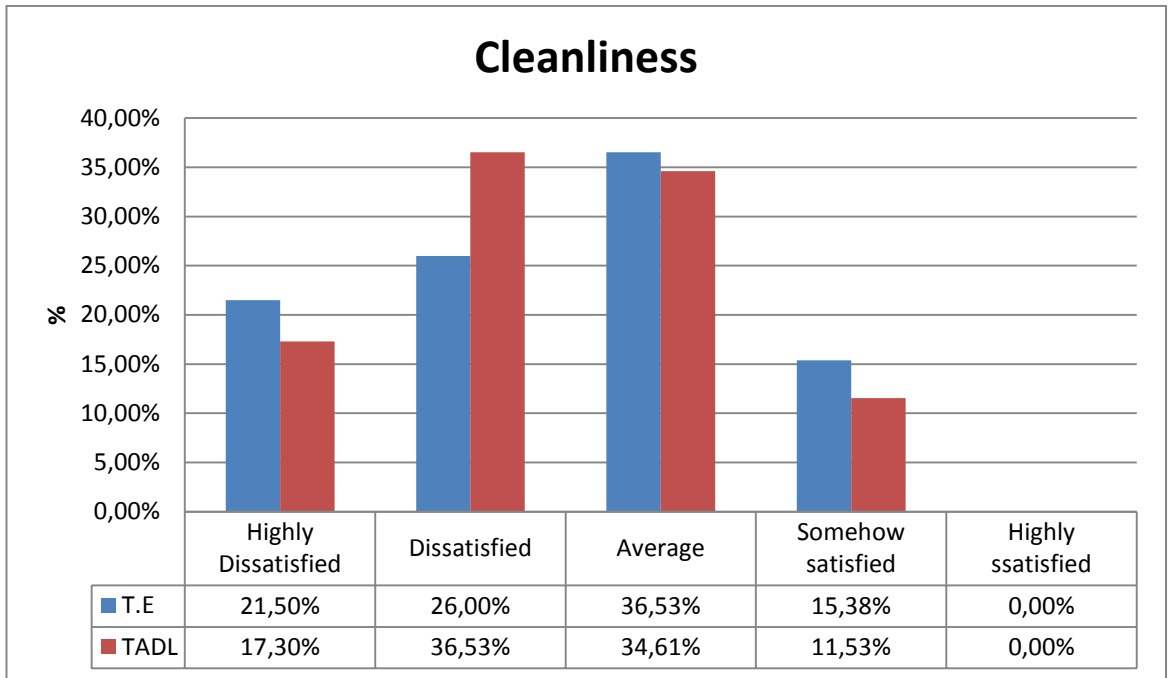
Figure 10 Customer responses: Cleanliness

The figure depicts that a large number of people are not satisfied with the hygiene maintained in TIA. Cleanliness is another important thing that any airport should keep in mind regarding customer satisfaction since they can be seen felt and judged with a single experience cleanliness is directly linked with comfort large mass don't find it comfortable to use unhygienic premises or areas.

In the Terminal Entrance, 21.50% that is a significant number, is highly dissatisfied with Cleanliness. And 26%, 36.53%, 15.38% of the respondents are dissatisfied, are at average, and somehow satisfied respectively. However, none of them are highly satisfied with the cleanliness of Terminal Entrance. Similarly, none of the respondents are highly satisfied with the service at Terminal arrival and Terminal Departure too. Most of them are dissatisfied i.e. 36.53%, and 17.30% are highly dissatisfied, 34.61% are at average and 11.53% are somehow satisfied. The data shows that most of the people are still not satisfied with cleanliness at Terminal Entrance, Terminal arrival, and Terminal Departure.

Orientation Signs

	Highly Dissatisfied	Dissatisfied	Average	Somehow satisfied	Highly ssatisfied
T.E	15,38%	21,15%	42,30%	15,38%	5,76%
TADL	19,23%	17,30%	44,23%	17,30%	1,90%
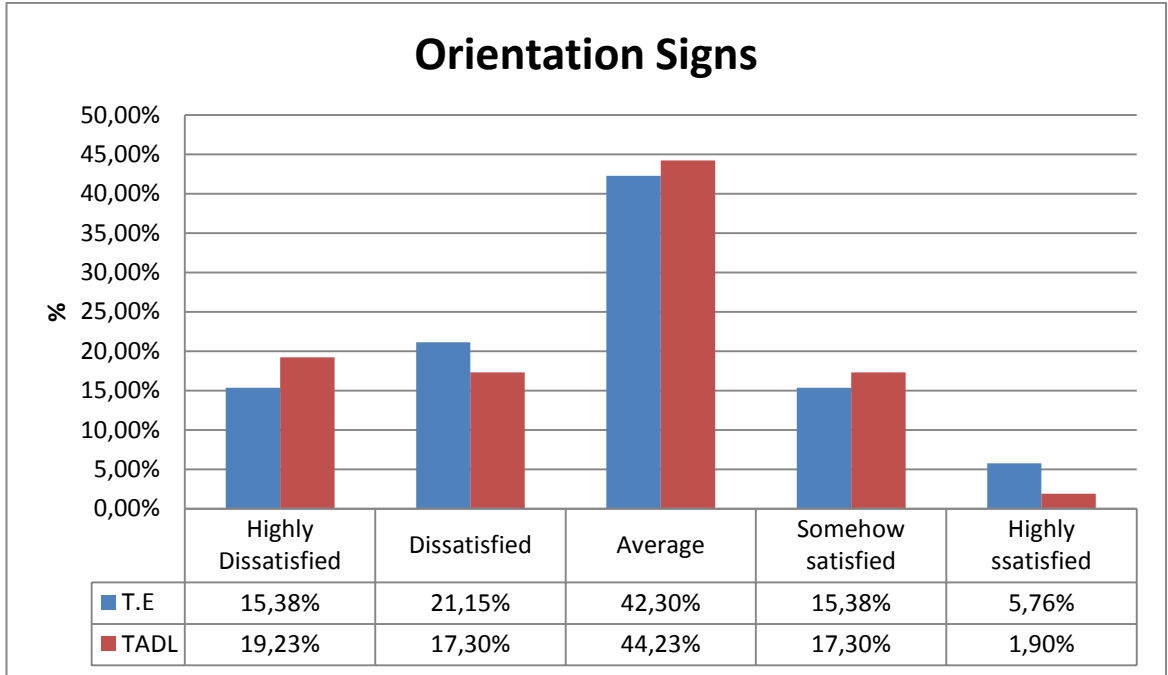
Figure 11 Customer responses: Orientation signs

The orientation signs in the airport include runway holding position signs, designations signs that are important for the taxi, customers, and runway, those orientations signs help any customer to find the way easily and makes it convenient for them to get service on time. Otherwise, there might be a chance of losing their flight in confusions. It is mandatory for every airport how convenient and effective doses the airport have is a question.

The figure clearly shows that most of the people evaluated Orientation signs at Terminal Entrance to be at average Level. 42.30% thought it to be average, 15.38% found it to be Highly Dissatisfactory, 21.15% found it dissatisfactory, 15.38% found it somehow satisfied and 5.76% found it highly satisfactory. The positive thing here is that none of the people are highly dissatisfied with the orientation signs at Terminal Entrance. Similarly, 19.23% are highly dissatisfied with orientation signs at Terminal Arrival and Departure Lounge. 17.30% are Dissatisfied and the same number are somehow satisfied, and most of the respondents i.e. 44.23% found it to be average and few of them i.e. 1.90% were highly satisfied with the orientation signs given at Terminal Terminal Arrival and Departure Lounge.

Safety

	Highly Dissatisfied	Dissatisfied	Average	Somehow satisfied	Highly ssatisfied
T.E	17,30%	21,15%	38,46%	19,23%	2,00%
TADL	13,46%	17,30%	46,15%	21,15%	1,90%
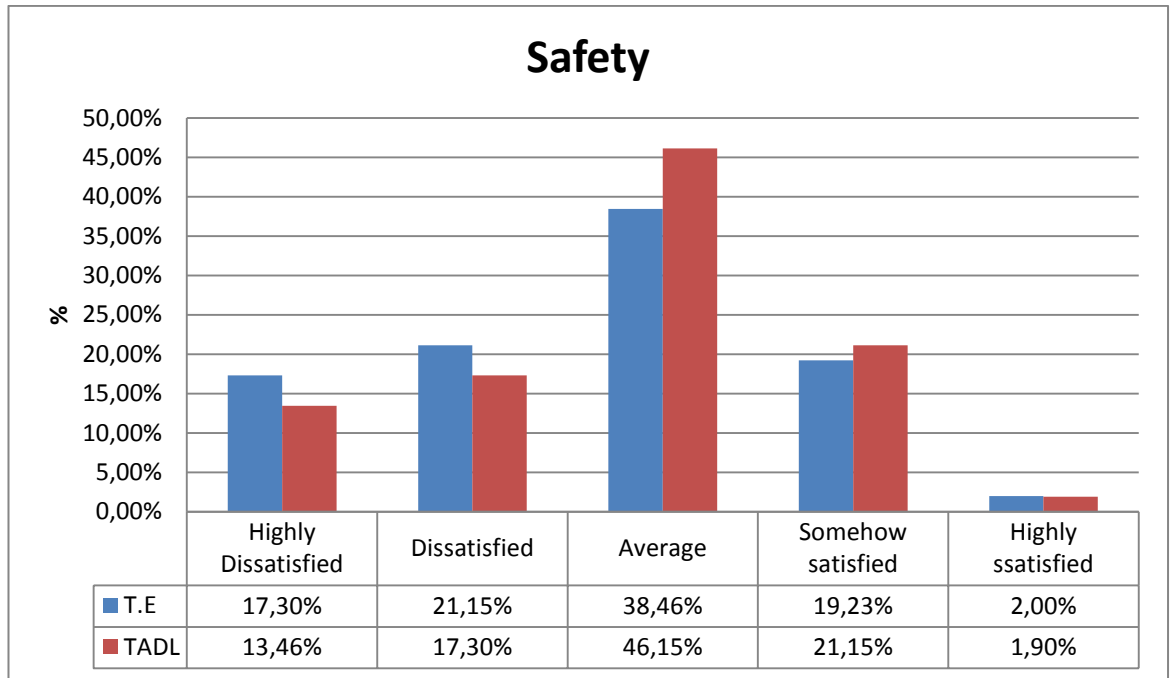
Figure 12 Customer responses: Safety

Safety and security are those bases upon which customer blindly belief to travel. If any Airport becomes able to ensure safety and security, customer flow can increase simultaneously. In the Terminal Entrance, 17.30% are Highly Dissatisfied, 21.15% are Dissatisfied, 38.46% are at average, 19.23% are somehow satisfied and 2% are Highly satisfied regarding their satisfaction level of safety. Security has been a wide concern in this globalized world. Customers don't find it comfortable to travel with the airlines that cannot guarantee safety and security. People basically have fear of losing their belongings too. And regarding safety at Terminal Arrival and Departure Lounge, most of them i.e 46.15% people are at average. 13.46% are Highly Dissatisfied, 17.30% are Dissatisfied, 21.15% are somehow satisfied and 1.90% are Highly satisfied. This clearly shows that most of the people are at average regarding the safety.

Services of T.I.A

	Highly Dissatisfied	Dissatisfied	Average	Somehow Satisfied	Highly Satisfied
■ Airport Taxi Serice	23,07%	21,15%	30,07%	17,30%	7,60%
■ Bggage Handling Service	36,53%	25,00%	30,76%	5,70%	1,90%
■ Immigration	15,38%	25,00%	34,61%	21,15%	1,90%
■ Airline Services	7,60%	19,23%	50,00%	21,15%	1,90%
■ Safety & Security Services	13,46%	21,15%	38,46%	21,15%	5,70%
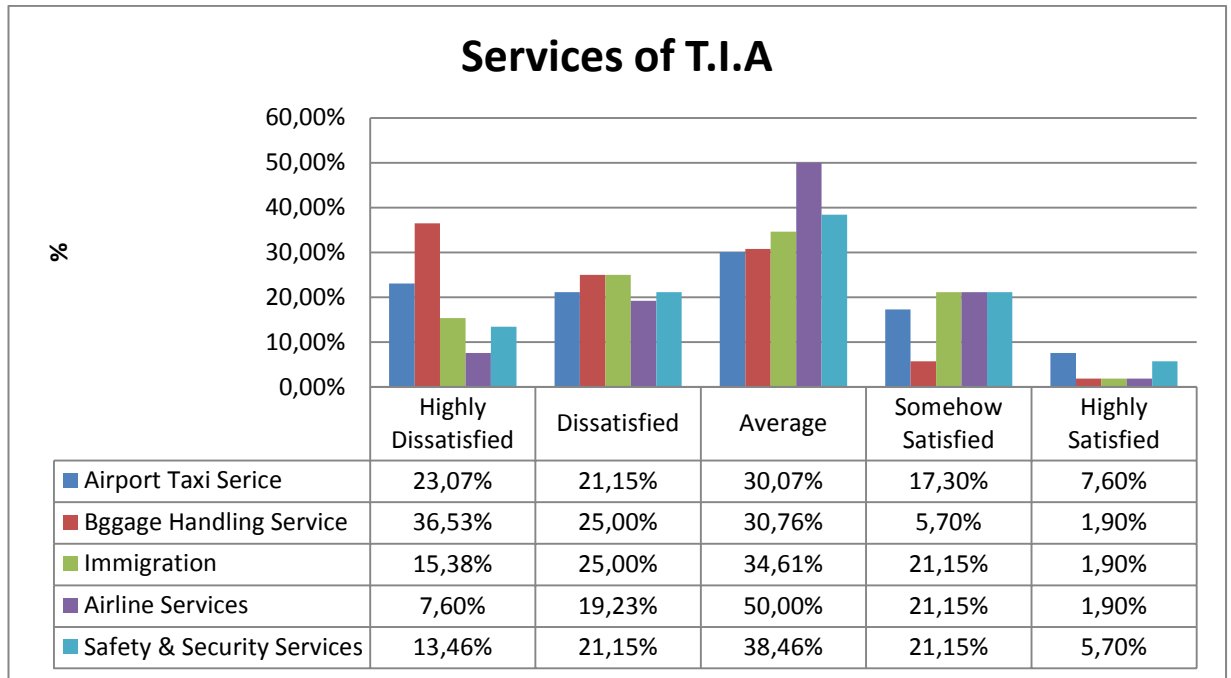
Figure 13 Customer responses: How would you evaluate the particular Services of T.I.A ?

The above figure clearly shows that most of the people have rated service taxi at average. 30.07% of respondents are in the gray line about satisfaction regarding Airport taxi service. 23.07% of them are highly dissatisfied, 21.15% are dissatisfied, 17.30% are somehow satisfied and 7.60% are highly satisfied regarding the same.

Similarly, on the basis of baggage Handling Service, 36.53% are highly dissatisfied, 25% are dissatisfied, 30.76% are at average, 5.70% are somehow satisfied and 1.90% are highly satisfied. This data clearly shows that most of the respondents are highly dissatisfied with the baggage handling Service.

The number of people who are highly dissatisfied with service provided at immigration is 15.38%, people who are dissatisfied are 25%, and 34.61%, 21.15%. 1.90% are at average, somehow satisfied and highly satisfied respectively. None of them are highly dissatisfied with the service provided at immigration.

Satisfaction level is measured here and represented in a graph, that also shows that measuring the satisfaction level of Airline service, 50% of the respondent has rated average and 7.60%, 19.23%, 21.15%, 1.90% have rated highly dissatisfied, dissatisfied, somehow satisfied and highly satisfied respectively.

Similarly, regarding overall safety and security service at TIA, 13.46% found them to be highly dissatisfied, 21.15% of people think it is not satisfactory, 38.46% found them at average, 21.15% found them somehow satisfactory and 5.70% people are highly satisfied with the same. However, the result regarding overall satisfaction is not that worse still many improvements have to be done to the satisfaction of the customers.

Estimate overall service

■ Excellent ■ Very good ■ Good ■ Average ■ poor

2 %

7 %

26 %

23 %

42 %
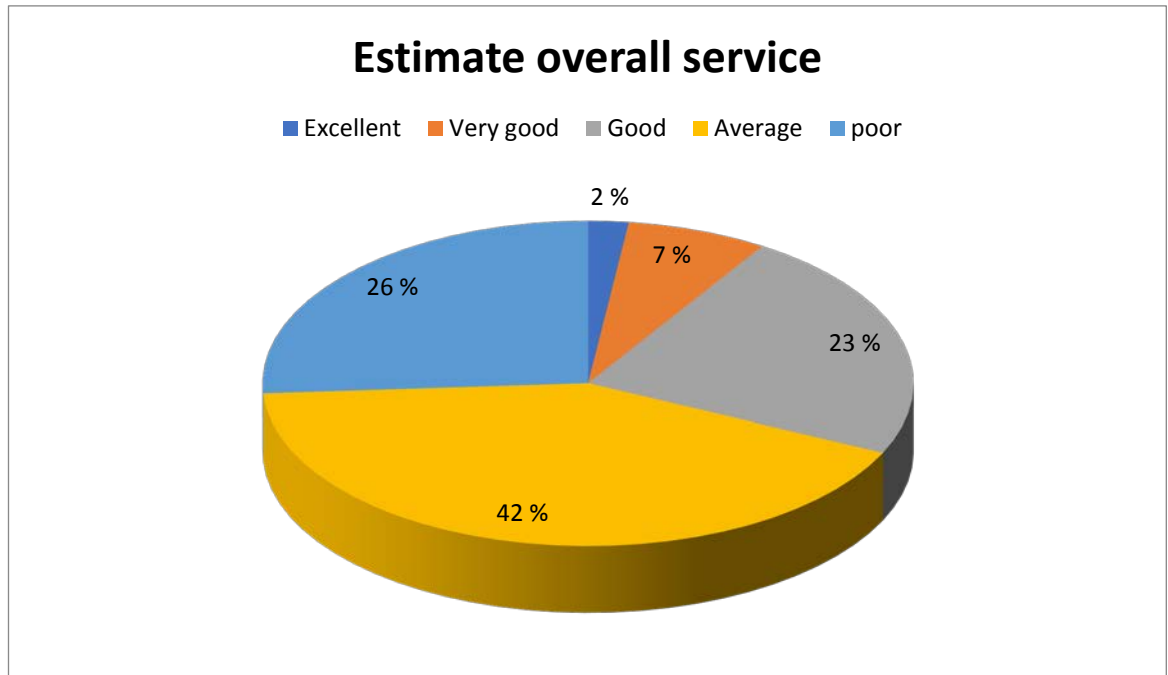
Figure 14 Customer responses: How do you estimate overall level of services offered in the terminals?

42% of respondents has evaluated their satisfaction of service offered in the terminal at average, 7% found the service is very good, 23% of that is a significant number found to be good. And very less number i.e. 2% felt excellent about the services provided at TIA. This is based on the majority of customer who has visited TIA more than twice. This clearly depicts most of the customer's expectation has not been fulfilled in TIA. 26% that is an inevitable number of customer found the overall service of TIA to be poor. It directly says that the gap between experience and expectation of some customer was 100%. None of their expectation was fulfilled and thus they gathered a very poor experience of service offered at TIA. It can be inferred that the service offered at TIA is not surely up to the mark, however, if other required demand and wishes of customers are fulfilled, the satisfaction level can be upgraded. Comprising various bases customer has given the above-mentioned level of satisfaction. Each area of TIA has to be improved to make a greater percentage of customer who would mark excellent to the given services at Tribhuvan International Airport.

Employee cooperation

■ cooperative ■ not cooperative ■ other

0 %

17 %

46 %

37 %
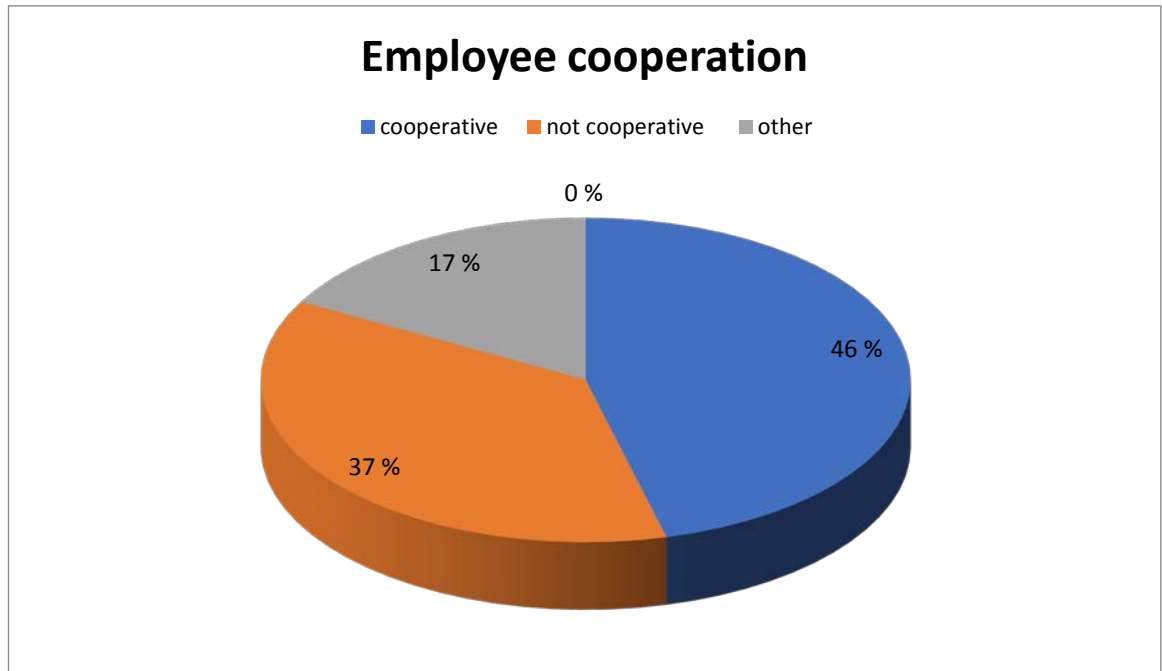
Figure 15 Customer responses: Do you think employee of TIA is cooperative enough?

According to the graph above 46%, people found that staff/employee of TIA is co-operative. 37%people found them not to be co-operative as per their expectation level. The result is different in terms of cooperation because the expectation level of different customers was different and the service is same for every customer. The customer might not have shown behavior as per the decorum that an employee of Airport has to fulfill.

If the staff/employee co-operate with each customer regarding their needs, time and their dissatisfaction with certain services, customer satisfaction can be ensured somehow. Effective collaboration and co-operative can lead to better facility, peace and customer satisfaction. This co-operation can make growth in the economy of TIA as well as customer traveling through it. However, employee cooperation is one the important element for customer satisfaction.

1.	Have wait for queue	4
2.	Expectation doesn't meet	4
3.	Uncooperative staff	6
4.	Poor hygiene	15
5.	Poor security	13
6.	Very poor management	5

Table 1 Customer responses: Problems faced by customer during travel hour

Most of the customers are dissatisfied with poor hygiene.15 people out of 47 respondents found hygiene to be problematic. Every one of them sees the problem in the certain sector according to their expectation. Their most problematic thing is poor hygiene and poor security. Mostly their replies were maintained to good hygiene. The customer felt that the services delivery process is quiet length they have to wait for long period of time to receive their luggage too. Similarly, they found that TIA has poor security and very poor management. Some of them found that staff is uncooperative and 4 of them replied that their expectation did not meet in anyways.

Expanding area	5
Cleanliness	16
Improve security	8
Proper management queue	8
Delivery on time	6
Improve luggage receiving services	4

Table 2 Customer responses: Suggestions for improvement by Customers

Since most of their problem is with hygiene, 16 of 47 respondents of this question suggested maintaining good hygiene they feel it's time-consuming and inconvenient while taking their own luggage. Thus, they request to make this more convenient and more efficient. 8 of them suggested for improving security and proper management of queue. 4 people advised improving luggage receiving service since their expectation couldn't be met by the service so given by TIA. This is to be inferred that each sector needs some improvement in one or other ways. The online survey done with Google form is the base to form a result. Researcher where 62% of male and 38% of female participated responded, become the primary information regarding the interest of the group in participating in an online survey. The largest group of respondents is at the age of 25-34 years and lowest is at age group above 45 people who have traveled more might been interested in giving responses. The result showed that more than half people have visited through TIA more than twice which is also a significant number. Similarly, most of the respondents are not satisfied with the service offended in the terminal. None of them is highly satisfied. Most people are marked (average) for the service provided at the terminal.

On the basis of comfort and convenience, cleanliness, orientation signs, and safety, people's view towards particular feature at an entrance, the departure was collected. And most of them found cleanliness to be problematic from all aspects. Though comfort and convenience are the first things people search for before traveling, TIA has not been able to meet those aspects. As already described, out of the problem people saw at Tribhuwan International airport, Hygiene is the worst thing they found. From the entrance to departure to a washroom and other premises, people found them annoying due to which customer satisfaction couldn't be ensured on that particular aspect.

Orientation sign is another important aspect that any airport must have. But, accordingly, to the result, available orientation signs are not that clear and understandable. Moreover, there are many other areas where orientation signs are still to be kept. In order to remove confusions and make the ways more understandable, people suggested for other required signs in the airport.

Regarding safety and security, 40% of people found them good and the rest are not satisfied with them. Being in a globalized world, safety and security are next important things people search for. Respondents feel that there are may improvements required in the particular sector. New technology that has been introduced in the world market should also be introduced in TIA according to those respondents. And the information gained from the qualitative research through Email interview says that with expanding the area of TIA, the security will be more tightened through behavior profiling, installing new security screening lanes etc.

Around half percent of respondents (40%) experienced that the employees are co-operative enough that made their journey more interesting and successful. However, remaining respondents though, them not to be co-operative enough.

For a proper communication and better understanding about customers needs choices staff must be cooperative enough which cloud not be ensured properly by TIA according to the research.

4.5   Summary of Problem faced by customers

Each of the respondents has experienced a problem in TIA but in different fields. Most of them have problem with hygiene. Lack of cleanliness has made them unsatisfied and insecure on the other hand. When the customers start doubting on cleanliness or hygiene, they cannot be confident about other services and facilities. The customers do not feel comfortable in the place that is not hygiene as they had to be. The other field customer found problematic is security. As already discussed people often complain their baggage and other belongings.

Similarly, they experienced that the behavior and treatment shown by staff to the passenger is not good as it had to be especially in immigrations. They tend to complete their forget the way to treat the customer. Some customer said that the airport is not managed properly as expected while some other said management is good but the system is poor. The management has not worked effectively, according to some others respondents. The number of staff hired in Tribhuwan 'International Airport is not enough for proper service'; some customer complained. The customer had the worst experience with receiving luggage. They complain that they are disappointed as they have to wait long for a queue in immigration and while receiving luggage,In addition, many people faced that the food and other facilities were too expensive. They found that all the facilities either it are the tax-free shop or other simple services the cost is high. Orientation signs are also considered most important aspects in any airport. But, TIA has failed to meet this aspect too. It is not that TIA has made no provisions regarding signs and symbols, for the guidance of the customers. But the symbols are not easily readable by all the passengers as they are from different background. For this, the staff must be co-operative enough and loyal enough to guide those people to whom orientation signs were not readable.

Terminal entrance and departure has a lot to be improved. From the provided facility to the behaviour of staff, it is not satisfactory. Airport management needs to take this note. The service is same. But, the expectation is what makes satisfaction level different and that leads to the problem in one or other field.

4.6   Summary of suggestions by customer

Many problems faced by customers in the different field can be solved by expanding the area. Most of the customer has suggested that with expanding the territory of TIA, the problems regarding hygiene, wait for a queue, security can be improved. Since, Majority of people found proper hygiene is not maintained, They also have suggested from proper hygiene in the washroom, waiting hall and all other premises. In order to improve service quality, improving hygiene is the most customers have also forwarded a view that TIA requires renovation. There must be an increment of space for the comfort waiting hall. More space for terminals is most important improvement required TIA.

Regarding co-operative of staff and respondents have suggested that well-managed team should be employed for convenient service. With this, there is a chance that every staff takes their duty seriously. Since customer found the behavior of staff not to be co-operative enough they feel strict observation on the behaviour of staff shown is made. There is a need of focus on the safety of luggage, the timely arrival of the luggage, improvement in waiting lounge and quicker immigration. The management should make sure that customers should not waste their time in waiting for their luggage. So, this improvement on baggage handling is required.

For the convenience and better satisfaction of the customer, scientific and systematic management of every service every facility has to be maintained. Proper organization of every service that TIA tends to provide must be done especially in the security.

Customer flow management becomes a major concern when the number of the customer when the number of the customer traveling through TIA gets high as with the arrival of more customer, the crowd and chaos increases simultaneously. So, security on those times, proper checking gather information should be increased in those times especially.
To sum up, each field needs improvement and system should be upgraded to ensure better customer satisfaction.

5   Suggestion and improvement

Upgrading technology inside the airport facility is the foremost thing that TIA needs to give a look upon. Technology has taken a wide space in the present world and it is most for the airport to provide facilities that would meet the standard. One of the reasons for the dissatisfaction of customer regarding airport facility might be that airport could not manage every sector and work for it. Therefore Airport may hire a different company for facility management. As also suggested by customers themselves staffs need to be trained as per time and space. For this,

the airport must manage staff and train them by sending them other abroad in various bigger airports around the world.

The next important thing for the improvement of TIA itself is to renovate and develop new infrastructure for the airport and upgrade its size to handle passenger flow. In season, there is an overflow of the customer which needs more attention of management towards the customer. Failure of being able to satisfy the customer may lead to chaos and other difficulties for the customers. There must be time to time inspection for hygiene, cleanliness, equipment, worker and other various services. Crisis many occur at the time of overflow of the customer traveling through TIA. In those crucial situations, TIA should make a proper planning for crisis management. But a thing that is to be remembered is that TIA is going to upgrade the overall facilities till 2020 they should be ready for change i.e. Change Management.

6   Conclusion-

The main purpose of this research was to figure out the level of customer satisfaction in the Tribhuvan International Airport that ultimately leads to finding out problems and solutions regarding customer experience at TIA and the reason why TIA is listed in top 10 airports in the world. One of the most important tasks of TIA, being a service providing industry is to ensure customer satisfaction with its service. This research suggests that the customers are not satisfied as they were supposed to be.

As mentioned before, the research objective was fulfilled employing the qualitative and quantitative method. Believing that customer satisfaction level is most important thing in the service industry, customer expectation, their experience and the gap between them was found out. With graphical representation, Customer satisfaction level of different fields was made clear. Through the result and discussion, problems for the customer suggestion for improving and upgrading their satisfaction level were noted down.

The result of the survey clearly suggests that each of the areas .i.e. hygiene, cleanliness, comfort, orientation signs, security are to be upgraded. Customers have not demanded for drastic and impossible changes in the current point of time. But they are just disappointed with the cleanliness and security. Their recommendations can easily be adjusted in the days to come. TIA management has to cope up with those recommendations for better customer satisfaction. The result shows that quality of product and service is all customers seek for. From extending the area of TIA to maintaining hygiene and security as wished by customers, TIA management needs to be serious on the recommendations.

The most important thing that can be drawn from the entire research is that "Expectation makes the experience different." The service provided by TIA was equal for the entire customer, however, the level of satisfaction was different and this is due to expectation. The group who had expected more were disappointed and others were somehow satisfied. To safely conclude about the entire research, there are many problems seen in various services regarding hygiene, comfort and convenience, orientation signs and other facilities. Still, there is adequate space for improvement because TIA, the only international Airport of Nepal has enough potential and possibilities to represent Nepal in the whole world.

However, this research still suffers from few limitations. If the number of employees at TIA had responded, more information regarding problems and upcoming changes at TIA could be drawn. The face-to-face interview is regarded more realistic and reliable method of data collection which could not be conducted and had to be replaced by Email interview and an online survey.

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Figures

Tables

Appendixes

Appendix 1Email interview questions

1. How do you check customer satisfaction level at airport?

2. How does Tribhuvan International Airport response customers feedback?

3. According to Sleeping in Airports Survey, this Airport has come under top ten worst Airport of the world. What could be the possible reason behind this?

4. The recent, lonely planet survey has shown Nepal as 5th most visit country of the world. Do you think this Airport can handle the flow of customers, if numbers of travelers increase and what are the plans for that?

5. What is the relationship between airport facility services and its operational efficiency?

6. What are the main challenges and barriers to deployment of solutions to eliminate recent operational management problem of airport facility?

Appendix 2Survey questionnaire

Customer Experience Survey of Tribhuvan International Airport, Nepal

Share your SATISFACTION level.

*Required

Gender *

◯ Male

◯ Female

Age *

◯ 18-24

◯ 25-34

◯ 35-44

◯ Above 45

How many times have you traveled via T.I.A? *

○ Once

○ Twice

○ Three or more

How would you evaluate the particular features of Terminal Entrance? *

	Highly dissatisfied	Dissatisfied	Average	Somehow satisfied	Highly satisfied
Convenience & comfort	○	○	○	○	○
Cleanliness	○	○	○	○	○
Orientation signs	○	○	○	○	○
Safety	○	○	○	○	○

How would you evaluate the particular features of Terminal-Arrival & Departure Lounge? *

	Highly dissatisfied	Dissatisfied	Average	Somehow satisfied	Highly satisfied
Convenience & comfort	○	○	○	○	○
Cleanliness	○	○	○	○	○
Orientation signs	○	○	○	○	○
Safety	○	○	○	○	○

How would you evaluate the particular Services of T.I.A ? *

	Highly dissatisfied	Dissatisfied	Average	Somehow satisfied	Highly satisfied
Airport taxi service	○	○	○	○	○
Baggage handling service	○	○	○	○	○
Immigration	○	○	○	○	○
Airlines services	○	○	○	○	○
Safety & security services	○	○	○	○	○

How do you estimate the overall level of facility services offered in the terminal? *

○ Excellent

○ Very good

○ Good

○ Average

○ Poor

Give reason why you chose that particular option? *

Your answer

Did the quality of services meet your expectation? *

○ Yes

○ No, Why?

○ Other: _____

Do you think management of queuing is working well? *

○ Yes

○ No, Why?

○ Other: _____

Do you think the employees of T.I.A are co-operative enough? *

○ Yes

○ No, Why?

○ Other: _____

What sorts of problem did you face during travel hour?

Your answer

What would you suggest to improve overall facilities of Airport? *

Your answer

Thank you for your participation.

SUBMIT