

Saimaa University of Applied Sciences
Faculty of Tourism and Hospitality, Imatra
Degree Programme in Hotel, Restaurant and Tourism Management

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**Creation of Optimal Product-service Mix for
Russian-speaking customers. Case Study: Hotel
Copacabana, Spain.**

Thesis 2017

Abstract

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Case Study: Hotel Copacabana, Spain, 100 pages, 2 appendices

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The objective of the study was to find out which services and products of Hotel Copacabana require improvements; which ones can be adopted from competitor hotels and which can be offered as new ones in order to build the ideal product-service mix.

Data for theoretical part of the study were collected from books, online articles, hotels' websites and different companies' publications. The main concern was to find the best products and services for Russian-speaking guests. It was done by applying Questionnaire and Ethnographic observation methods of research. In addition to this, an analysis of the hotel's competitors by applying Netnographic observation was conducted. It was carried out by analysing reviews on different travel search engines' websites, booking websites, blogs.

As a result of this thesis some solutions about possible product-service mix improvements can be provided. Based on the findings the biggest advantages of Hotel Copacabana are mostly connected to front office services, restaurant, quality of common areas and the work of staff. The Hotel Copacabana is advised to keep the same high level of performance on these attributes. According to Netnographic observation, Hotel Copacabana concedes to other hotels because it does not provide hair dryers in rooms, dryers for clothes, does not serve sparkling wine at breakfast, does not satisfy guests with entertainment programs and does not have gym. Based on the research the weakest points of Hotel Copacabana are related to hotel's rooms, Internet, the work of housekeeping department and restaurant. The Hotel Copacabana is advised to make some improvements in these attributes and not to allow them to become threats for a company. Ideas about new products and services were also provided by the guests. They included the following services: SPA treatment, table games, rental of vehicles, animation for kids, luggage room, luggage wrapping service, laundry facilities, slippers in rooms, rental of beach towels. The results of the study could bring benefits to all hotels having Russian-speaking customers as their target group.

Keywords: Product-service Mix, Products, Services, Russian-speaking Tourists

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1 Introduction

The topic of this thesis is “Creation of optimal product-service mix for Russian-speaking customers. Case study: Hotel Copacabana, Spain.” The thesis is focused on researching the services and products which can create a better customer value for Russian-speaking tourists in Spanish hotels.

The thesis is supposed to bring value to all hotels in Spain having Russian-speaking customers as the main target group. From the results of the research they can become more aware about Russian-speaking customers’ needs and preferences and as a result have the opportunity to attract more Russian-speaking tourists, increase revenue and strengthen their position in such an intensive market.

The thesis writing process started in spring 2016 and finished in autumn 2017. The research itself was made during summer 2017. One and a half year allowed the author thoroughly examine all relevant theoretical concepts, study different research methods and analysis techniques and choose the most appropriate ones for the research.

1.1 Justifications for researching the topic

The importance of the topic has a direct connection to the increased number of Russian-speaking tourists in Spain. The main reason for this is political issues between Russia and two most popular destinations among Russians: Turkey and Egypt (Tourism-Review 2009). Thus, after the shoot down of a Russian Sukhoi Su-24M bomber aircraft in 2015, the number of Russian tourists going to Turkey decreased by more than 90% during the first quarter of 2016 (Sputnik International 2016). More sorrowful is situation with Egypt. After the crash of a Russian passenger aircraft in Egypt in 2015, killing all 224 people aboard, the Russian government had to suspend flights to and from Egypt (BBC News 2015). These abandonments on charter and regular flights between Russia and Egypt as well as restrictions on selling tours by travel agencies were still actual at the moment the thesis was written in spring 2017 (Sputnik International 2017).

All these political issues forced Russian travellers search for new destinations to spend their holidays, and one of these destinations became Spain. Based on data from association of Tour Operators of Russia (ATOR), Spain became one of the most popular destinations among Russians in 2016. The number of Russian tourists going to Spain in 2016 has risen by almost 3.3% since 2015. (Russian news agency 2016.)

Although increase in Russian tourists' flow provides Spanish hotels an opportunity to increase their profits by targeting to Russian-speaking customer, it also sets a challenging task for them. In order to compete, hotels have to carefully think out how to motivate Russians to choose their service instead of competitors'. This in turns forces hotels to decide what products and services are most likely to satisfy new customers' needs and how to make the product-services mix more similar to what Russians have experienced in Turkey and Egypt.

The personal justification of the topic can be linked to the fact that after travelling both to Spain and Turkey, the author has noticed that Spain is lagging far behind in meeting Russian speaking-customers' needs. In addition to this, the author of the research has already worked in Hotel Copacabana, and therefore faced several complaints coming from Russian guests and based on these complaints has developed personal ideas how hotel's products-service can be improved.

1.2 Aims of the research

The main aim of this thesis is to find out which services and products of Hotel Copacabana can satisfy Russian tourists' needs and hereby assist the company to become stronger and more competitive in the market. By using different methods and data analysis techniques, by analysing Hotel Copacabana's competitors and current Russian-speaking customers, the author aims to sum up the results by creating internal SWOT analysis and providing the answers to three research questions of the thesis, which are described in the next subchapter.

1.3 Research questions

In order to make the thesis more structured, the author has divided her thesis in smaller parts and set up the following three research questions:

- Which Hotel Copacabana's current products and services are able to satisfy Russian tourists and are therefore worth retaining?
- Are there any products and services offered by competitors, which can be adapted by Hotel Copacabana to attract more Russian-speaking customers?
- What are the Russian travellers' expectations and wishes concerning hotels' products and services? What kind of products and services they would like to get, but the hotel neglected to offer or did not offer efficiently?"

1.4 Content of the report

To answer the research questions, firstly, relevant theoretical data is collected and examined. The theoretical part starts with chapter 2 and presents an explanation of important terms and processes related to product-services mix such as product development process, product life cycle, service delivery process and so on.

Creation of effective product-service mix directly leads to growth of customers' satisfaction. For this reason, the chapter 3 provides the information about different types of satisfaction, factors affecting tourist satisfaction and the benefits of customer's satisfaction for the company's success. Particular attention in this chapter is placed on understanding methods of measuring customer satisfaction level, which are also applied in this research.

Given the fact that target group of the research is Russian-speaking tourists, an overview of different types of Russian customers, their behaviour patterns, and the influence of history and cultural background on their way of thinking are studied in chapter 4. The chapter also includes a lot of interesting and useful theoretical information about Russians as travellers and what kind of tourism products they mostly prefer.

The empirical part of the thesis starts with the chapter 6, where the information about case company Hotel Copacabana as well as chosen research methodologies are presented.

The analysis and results of research are presented in the chapter 7, which includes also sample and reliability issues. Thus, the first sub-chapter presents the result of questionnaire, where outcomes are received by applying Importance-satisfaction approach and analysing open-ended questions.

The second sub-chapter of chapter 7 provides the results of Netnographic observation. It is done by applying benchmarking approach, where competitor's products and services are examined. For this part of research, the secondary data, such as feedbacks, opinions from various travel websites are collected.

The last sub-chapter shows the results of Ethnographic observation. It is devoted to reveal the most common complaints among Russian-speaking tourists as well as to catch new ideas for products and services improvements.

The chapter 8 summarises the results of all three researches in SWOT matrix, reveals the answers to three main Research questions of this study and provides suggestion for possible improvements. The evaluation of the whole research process is discussed in final chapter 9.

1.5 Delimitations of research

The research is subject to following delimitations:

1. The research is delimited to tourists visiting North Spain and particularly town of Lloret de Mar.
2. The research is limited to tourists coming during the summer season only.
3. The research tends to analyse only Russian-speaking customers.
4. Only three competitors are chosen for the research.
5. The research does not take into account the tourists' other demographic, geographic, psychological and behavioural characteristics, like age, gender, country of origin, previous experience, etc.
6. The research limits itself to being an empirical generalization and does not test any theory.

2 Product-Service mix

According to Business Dictionary product-service mix is a combination of tangible products and intangible services, where the quality of service is usually more significant than the actual product (BusinessDictionary 2016). Product-service mix consists of different elements like product line (e.g. different categories of rooms), product design (e.g. how the guest's room looks like), packaging (e.g. bundling the hotel room with breakfast and spa treatment), branding (e.g. Marriott, Hilton), service price (e.g. charging additional money for bringing breakfast into the room), etc. (Kumar 2010, p. 53).

In order to be successful and improve the market position, hotels must always refine their product-service mix. Constant introduction of new products or bundle of products, which are available only for restricted amount of time, is the main reason why such hotels as Hilton and Marriott are the best in their industry.

For example, in 2016 one of the interesting innovation of Hilton was an interactive feature "Fun Finder", which is available within the Hilton Honors app. Fun Finder provides information about Hilton hotels and gives some personalized recommendations and information about special offers (Hilton Worldwide 2016). Marriott Hotels launched in 2015 "VRoom Service", which allows tourists to receive the experience of virtual travelling in their rooms (Marriott International Inc. 2015).

Product development can be achieved either by innovation or following the leader. In the first case, the innovator will get profit by being the first in the market and more likely to get some loyal customers who will associate new product concept with this hotel. In the second case, the hotelier just copies the products and services provided by stronger competitors. This approach is less risky, but requires a lot of studies of competitors' products and does not provide the leading position in the market. (Reid & Bojanic 2010, p. 256.)

2.1 Characteristics of tourism products and services

Because of its complex structure, tourism product possesses some features which make it different from other products and services. And although different

authors focus on different distinctive characteristics, most of them agree that tourism product is intangible, perishable, inseparable and distinctive.

The intangible nature of tourism product reflects in the fact that a tourist can not smell, see, hear or feel the product before he buys it. For example, before buying clothes we usually try them on, before buying the electronic devices we test them. In comparison to these examples, the testing or sampling of tourism product is not possible. (Education Bureau 2009; Smith & Steward 2014, p. 7.)

Tourism product is very perishable. It means that it can not be stored or sold later. Every unsold room or seat is the loss of revenue which can never be reoccupied. (Smith & Steward 2014, p. 7). Any event which the hotel decides to promote, e.g. a big Christmas party, is another good example. The event is a once in a life time experience and therefore every unsold ticket is the loss of money.

The inseparability of tourism product means that the product is consumed and produced at the same time. For example, when a guest stays in the hotel room, he at the same time uses a hotel room's services, like cleaning, free Internet, wake-up call, etc. (Education Bureau 2009, p. 28.)

Another distinguishing feature of tourism product is its differentiation. For example, the same hotel room on the same day to the same guest can be sold differently depending on staff's work experience, personal characteristics, external situations, etc. Even well thought-out behavioral standards for workers can not be applied to all kinds of service situations. In addition to this, customers can also have different opinions about the same product depending on their knowledge, experience, interests and hobbies. (Education Bureau 2009, pp. 28-29.)

Other tourism product's characteristics mentioned by different authors are, for example: imitability (tourism product can be easily copied), inflexibility (tourism companies can not very easily adapt to new demands), immobility (the success of company depends on the attractiveness of their location), immobility of ownership (when buying a touristic product, the tourist does not get the ownership of

this product, but rather buys an experience), dependence on seasonality, high risks, etc. (Education Bureau 2009, p. 29; Kaiser 2012.)

2.2 Definition of tourism product and its important attributes

There are different definitions given to the word “Tourism Product”. For example, in the dictionary of travel tourism and hospitality by Medlik “Tourism product” is defined as an overall experience of a tourist from leaving home to coming back (Medlik 2003, p. 168). According to Devashish in Dasgupta (2011, p. 153) “Tourism product” is a mix of different elements such as services, goods, experiences, arrangements, concepts, place, companies etc. The purpose of this mix is to increase the overall satisfaction level of a traveler.

Indian Professor of management studies, Prasanna Kumar, was more concrete when describing tourism product and its main attributes. He claimed that three main elements of tourism or hospitality product are goods, services and experience. (Kumar 2010, p. 54.)

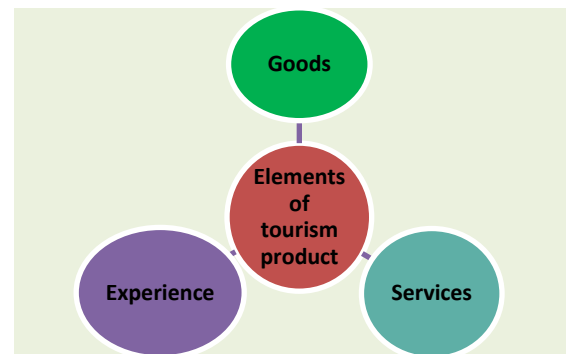


Figure 1. Elements of tourism product (Based on Kumar 2010). Created by the author.

Goods are the physical attributes that you can touch by your hand. In hotel it is the furniture, food, swimming pool, fitness room, etc. Services are intangible parts of hospitality product, the level of which depends on the professionalism, competence, diligence, friendliness and flexibility of the employees. Environment can not be neither tangible nor intangible. Environment is the feeling that tourists get after using products and services. For example, a safe in room is a product, but the feeling of security that the documents and money will not be stolen is environment. (Kumar 2010, p. 54.)

2.3 Levels of products

The hospitality product can also be viewed from the point of different levels, which are: core product, facilitating product, supporting product and augmented product. (Figure 2)

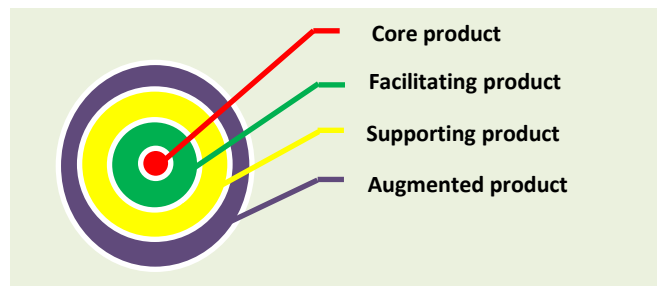


Figure 2. Levels of products (Based on Reid & Bojanic 2010). Created by the author.

Core product is what traveler is really buying or in other words the main reason why the traveler makes a purchase. In hotels it is rooms, where customer can sleep, in restaurant it is food which will prevent customer from being hungry. (Reid & Bojanic 2010, pp. 283-284.)

Facilitating products are the services which help guests use the core product. For example, it can be a waiter in a restaurant or porter in a hotel. (Freund de Klumbis & Munsters n.d., p. 4.)

Supporting products are goods and services designed to add additional value to the offering and help company to differentiate from its competitors. Examples of supporting services in hotel: 24-hours concierge, shopping facilities, hotel gym, multilingual personal, mini-bars in the room etc. (Freund de Klumbis & Munsters n.d., p. 4.)

Augmented product is a way the product is delivered or in other words the atmosphere which is created around products and services. It includes design of the product, staff behavior as well as the ways that make the product accessible, like different packages, discounts, etc. (Reid & Bojanic 2010, pp. 283-284.)

2.4 Product life-cycle

No kinds of products can be sold forever. The world is developing and new, more sophisticated products replace the old ones. The period of time between the product development and its withdraw from the market is called product life cycle (BusinessDictionary 2016). Figure 3 shows a typical life cycle, which consists of five steps.

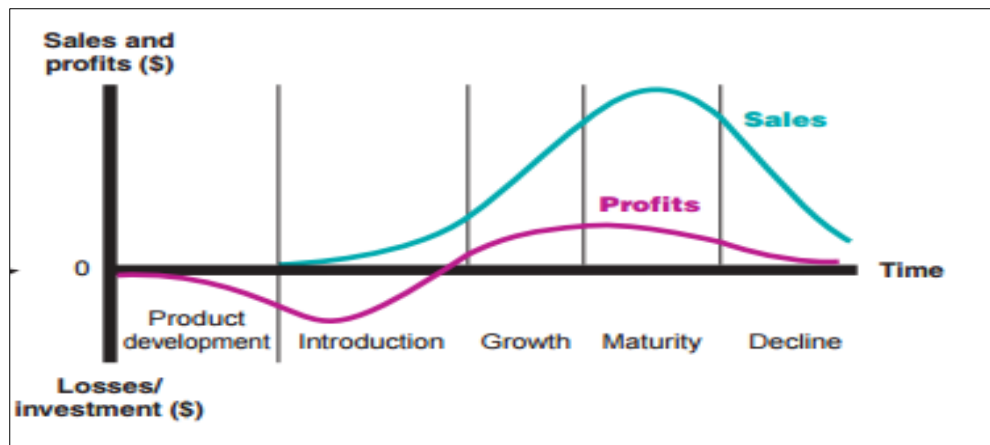


Figure 3. Product life-cycle (Kotler & Armstrong 2016).

During the product development step the hoteliers create a new product concept and write a business plan for its realization. The reasons for new product development as well as the sources for new ideas can be elicited from the introduction of new advanced technology, feedbacks from guests and personnel, new government regulations, a rise of new competitors, etc. During the product development phase there are no sales, but the costs are very high as the companies have to invest a lot of money in research and product development. (Kotler & Armstrong 2016, p. 308.)

Introduction is the period when the product is brought into the market. This step is characterized by slow sales growth, negative profit and high promotional spending. During this stage the hotel staff has to work hard to catch customer's attention to new product and facilitate the word-of-mouth publicity. Mr. Kumar called this step "Learning phase" as it requires a constant monitoring from service providers to find out what is working and what is not, and which elements of the products are the most valued by the travelers. (Kumar 2010, p. 63; Kotler & Armstrong 2016, p. 308.)

Once the product was accepted in the market, the companies enter the growth stage. The main characteristics of this stage are: high prices to compensate product development expenses, rapid increase in sales and decrease in manufacturing costs. In order to maintain market growth as long as possible, companies may also attempt to build long-term relationship with clients, strengthen relationships with partnership organizations and improve the product offer. (Kumar 2010, p. 63; Kotler & Armstrong 2016, p. 308.)

Maturity step is characterised by intensive competition and slowdown in sales growth. In order to compete, companies try to find a way to differentiate themselves from others. The following actions are usually undertaken by the hotels: reducing prices, increasing advertising and sales promotions, finding new target groups, modifying the product by improving its quality or adding some extra features. All these actions require extra costs which in turn leads to a drop in profit. (Kumar 2010, p. 64; Kotler & Armstrong 2016, p. 309.)

In decline step the sales and profit begin to fall and keeping some products become very costly to a firm. For these reasons a company has to take one of the following actions:

- Maintain the product by repositioning it and coming back to a growth stage.
 - Harvest the product by decreasing the costs and hoping that it will boost company's profit.
 - Drop the product from the offer by, for example, selling it to another company.
- (Kumar 2010, p. 64; Kotler & Armstrong 2016, p. 309.)

2.5 Product and service development and delivery process

The way the hospitality products and services are delivered to the customers is a complex, multi-stage process which consist of four levels. (Figure 4)

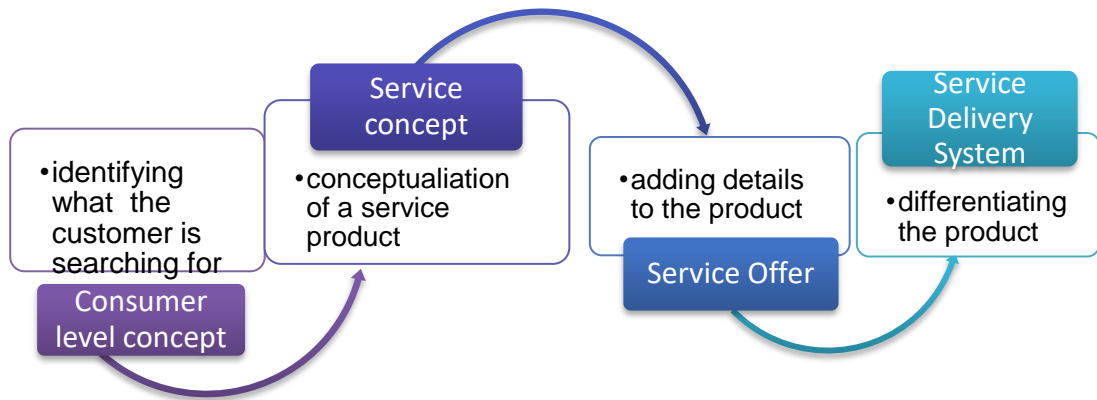


Figure 4. The process of product and service delivery (Based on Kumar 2010). Created by the author.

On the first level “Consumer Benefit concept” the goal of the service provider is to identify what kind of products the customers are searching for and what kind of benefits they are striving to obtain (Kumar 2010, p. 58).

During the second step “Service Concept” the companies have to clarify themselves “What business they are in” or in other words to define how each kind of their products can satisfy different customer segments (Kumar 2010, p. 58).

During the third step “Service Offer”, the service providers are expected to provide details about offered products and services to make it clear for the customers how, in which quality and in which form the products will be delivered. For example, when talking about hotel accomodation, details about existing packages can be provided to the traveller. (Kumar 2010, p. 58.)

The fourth level is “Service Delivery”, which is shaped from two components: people and physical evidence. For example, porter in a hotel is a part of delivery system. The physical evidence is the elements which are supposed to distinguish a hotel from its competitors and they are the elements based on which the customers will make judgements about the company. (Learn Marketing, n.d.) For

example, rooms' unique design, friendly environment in restaurant and well-dressed multilingual personnel are examples of physical evidence (Kumar 2010, p. 58).

Mr. Kumar in his book "Marketing of Hospitality and Tourism services" also mentioned that when developing the product offering, at least the following questions should be considered:

- Why should customers choose your product and not the product of competitors?
- Does the product offering match with business objectives?
- Is the product offering supported with good customer services?
- Is the surrounding area like tourists attractions and local events contributing to the increase of tourists using your product? (Kumar 2010, p. 59.)

3 Customer satisfaction

In the previous chapter, we discussed what is product-service mix, what kind of elements it includes and how the process of its creation proceeds. However, no matter how wide a range of products the company produces, it does not guarantee that the company is successful. The companies have to make sure that the products and services they offer are able to correspond to customers' needs and bring value to them. One of the key ways to do it is to measure customer satisfaction level. Thus, according to many books that author has read, tourist satisfaction is assumed as a main indicator of performance and a leading strategy for a company to improve its attractiveness and competing position (Dmitrovic, Cvelbar, Kolar, Brenic, Ograjensek & Zabkar 2009, p. 117).

Thus, in order to make a link between product and services Hotel Copacabana offers and Russian-speaking customers' satisfaction, it is essential to understand what satisfaction in general is, what are its prerequisites, how it can be measured and so on. That is why the current chapter is dedicated to this.

3.1 Definition of satisfaction and its main types

The author thinks that the most precisely the word “satisfaction” was defined by Kotler and Keller, who described it as “person’s feeling of pleasure or disappointment which resulted from comparing a product’s perceived performance or outcome against his/ her expectations” (Kotler & Keller 2006, p.144).

From business perspectives, the satisfaction is viewed not as a feeling, but rather a degree to which the product’s expected performance matches with its actual performance (BusinessDictionary 2016).

In industry a very well-known and widely used is American Customer Satisfaction Index (ACSI) model, where satisfaction is described as a result of relationship between perceived quality, customer expectation and perceived value. (ACSI 2017). (Figure 5)

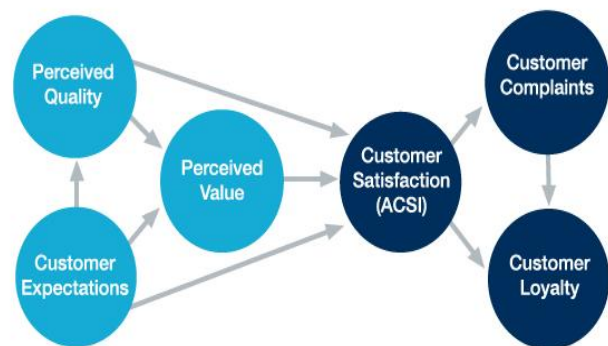


Figure 5. Customer Satisfaction Model (ACSI 2017).

Although different words and models can be used to describe the word satisfaction, the basic idea behind it is: the more product and services exceed customer expectations the more satisfied the customer is.

It is quite obvious that what for some people brings satisfaction not necessarily means satisfaction for others. Some people, for example, are more satisfied with money, while others find satisfaction in friendly and peaceful environment. In the book “Marketing of hospitality and tourism services”, the Indian professor Mr. Kumar distinguished four types of satisfaction the customers are searching for:

- Physiological satisfaction is the basic satisfaction that can be provided by hotel products, such as comfortable rooms and pleasant environment.
- Economical satisfaction can be reached when the tourist has a feeling that the money he has paid is worth the products and services he got instead.

- Social satisfaction can be, for example, attentive and kind personnel in hotel, or nice company the person travels with.
- Psychological satisfaction is connected with the need for self-esteem and help traveler to achieve a certain status in society or supports his personal growth. For example, a hospitality customer is more likely to be respected by the colleagues when he celebrates his wedding in a luxury five-star hotel in Cuba than in a small café near his house. (Kumar 2010, p. 56.)

3.2 Satisfaction in tourism

The definitions of satisfaction mentioned above are also applicable in tourism sphere. However, according to many authors, to reach a customer's satisfaction in tourism is much more difficult comparing to many other businesses.

First of all, it is connected with different levels of expectations which tourists can have while using the same services (Davidow & Uttal 1989, p. 13). While some tourists, for example, consider availability of shampoos in hotel's bathroom as a sign of good service, others complain about their quality or quantity.

What makes it more difficult is that tourists' expectations are hard to predict as they are formed by many uncontrollable factors, starting from customer's previous experience to his psychological state at the time the service is delivered (Davidow & Uttal 1989, p. 14). Mr. Zeithaml in Forozia, Zadeh & Gilani (2013) also mentioned demographic and personal factors such as age, gender, culture, education and income as the possible constituents in forming customer's expectation. For instance, it was revealed that people with basic education, who are single or older than 51 years old are more likely to be satisfied with hotel service delivery than others. Or another example is Christians who usually have not so big expectations about hotel services as people with other religious faith (Adjoe 2014, pp. 47-48). Other popular factors which influence customer satisfaction level are advertisement, word-of-mouth communication and hotel's star ranking (Davidow & Uttal 1989; Forozia et al. 2013, p. 3).

The rapidly increasing expectations is another point why achieving tourists' satisfaction is an extremely high task for tourism service providers. According to

World Travel Organization, tourism nowadays is one of the fastest-growing industries in the world, which leads to an increasing competition among hotels (UNWTO 2013). In order to compete, hotels constantly search for new ways to improve their offers and make them maximum unique, personalized and attractive for travelers. However, the more people travel and experience new services, the more critical they become about high standards for excellent services and as a result they become more demanding (Adjoe 2014, p. 2).

Another fact, which distinguishes satisfaction in tourism, is that tourism product can often influence tourist's general satisfaction with life, e.g. satisfaction with family, health, friends (Sirgy, Kruger, Lee & Yu 2010). Many studies approve that travelling very often changes people's perceptions about themselves, work, friends, family and life in general. Moreover, some people believe that tourism product can solve long lasting everyday problems. For example, two young people, who decide to order a romantic candle dinner in hotel with a hope that it will improve their relationships and prevent from divorce; or an old lady who uses SPA treatments in hotel in order to get rid of some pain in her back.

In conclusion, the author would like to say that although enhancing customer satisfaction is especially difficult in hospitality business, doing so should be one of the hotel's' primary tasks. Why exactly is it so important and what kind of benefits the satisfied tourist can bring to the hotel is described in the next chapter.

3.3 Why is customers' satisfaction important?

Ensuring customer satisfaction is a key ingredient for a company's long -term success. It helps hotels to build competitive advantage by minimizing customer retention and decreasing costs. In book of Kotler & Keller "Marketing Management" Subhank Rajguru listed the benefits a satisfied customer can bring to a company (Kotler & Keller 2006, p. 22). These benefits are presented on the next page.

Long-term loyalty

A positive experience forces a satisfied customer to return to the same destination again and again. This in turns makes the work of personnel easier as the key customers require usually less help and introduction. In addition to this, it was also revealed that finding new customers requires 5 times more money as keeping the old ones. And a 5 % decrease in customer defection can facilitate profit up to 85 %. (Kotler & Keller 2016, p. 22.)

Increased sales

The research carried by Marketing Metrics found out that there is only 5-20% chance to sell a product to a new customer. At the same time, the possibility to sell the same product to an existing customer is 60-70%. The loyal customers are inspired by previous positive experience and therefore willing to try more products and services of the same company. (Next up Asia 2012.)

Word of mouth referral

People like sharing their travelling experience with their family and friends and thus provide free advertising. Word-of-mouth marketing is one of the most powerful channels of marketing and according to McKinsey in Bughin, Doogan & Vetvik (2010) research generates more than twice the sales of paid advertising. In addition to this, while satisfied customer is likely to recommend hotel to five or six other people, dissatisfied one will share his experience with at least ten other people (Adebayo & Olonisakin 2014).

Less sensitivity to price

Satisfied customer is ready to pay some extra money in order to be sure that he can receive the same quality products and services as he experienced before. Even if there is an opportunity to purchase the same attributes at a discounted price he will continue buy products and services from assayed company. This in turns brings a company competitive advantage and allows to stay stable in the market when a price competition arises. (Next up Asia 2012.)

New ideas for product development

Customers who use company's products and services for a long time, usually do not easily switch to another firm after some moments of dissatisfaction were experienced. Instead they tend to shout all their dislikes, provide immodest feedbacks, threaten not to come again but nevertheless stay loyal. Such honest express of opinion helps hotels to reveal defects and thus constantly improve products and services. (Next up Asia 2012.)

To conclude it is also worth mentioning that increasing customer satisfaction is one of the tactics of defensive strategy. Another tactic that also can be applied is building switching barriers, which means making it unprofitable or unfavorable for customer to switch a business (Figure 6). (Gustavsson & Lundgren 2005, pp. 6-7.)

However, although applying defensive tactics is critical for long-term success of the company, offensive strategy with the idea of attracting new guests should also have a place to be.

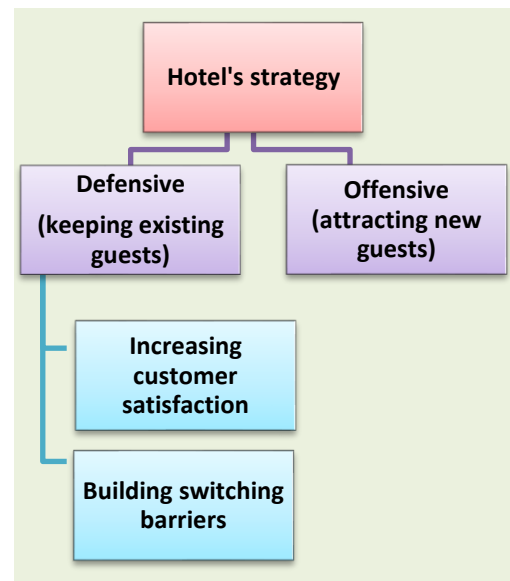


Figure 6. Hotel's strategy (Modified after Gustafson & Lundgren 2005). Created by the author.

3.4 Factors of tourists' satisfaction

In the previous subchapter we discussed the advantages a satisfied customer can bring to the company. However, before the company can apply the defensive strategy, it is necessary to understand what exactly makes a customer feel satisfied. In this regard a lot of studies have been conducted.

For example, in the research conducted by Lu, Berchoux, Marek & Chen (2015, pp. 14-21) the following causes of satisfaction were mentioned by hotel's guests and managers:

- **Value for money.** Many guests said that it is very important to have a feeling that the service they receive is worth the money they pay.
- **Guests' rooms.** The guests mostly pay attention to the room's size, cleanliness and the availability of necessary furniture and attributes (e.g. toiletries, hairdryer).
- **Physical environment.** Different indoor facilities like swimming pool, cozy library where guests can sit and read books, small gardens with fountains can also play a big role in the level of travelers' satisfaction.
- **Speed of service.** Guests expect that their needs will be anticipated by hotel staff before they pronounce them.
- **The feeling of recognition.** The customer's satisfaction increases when he is recognized by hotel staff. This in turn confirms that minimization of employee's retention has a positive effect on customers' satisfaction.
- **Staff Interaction.** Tourists say that employees' attitude to work and to guests has a great impact on their degree of satisfaction with hotel's services and products. It is worth mentioning that such factors as fast check-in, staff's uniform, ability to speak different languages were identified by guests as important elements of positive staff interaction.
- **Ability of hotel staff to solve problems.** According to statistics, if the guest was happy with his stay then there is a 50% chance that he will come back. In case he was not happy, the chance to return is no more than 20 %. However, if the guest was unhappy with something, but the staff managed to notice and fix the issue, then the chance that the guest will choose this hotel again increases up to 70 %. (Lu, Berchoux, Marek & Chen 2015, pp. 14-21.)

In regard to research carried out by Lu, Berchoux, Marek & Chen (2015, pp. 14-21), the author would like to mention that although the factors mentioned above are very often defined by researchers as very essential ones, the degree of their importance varies from person to person, and from culture to culture. And that is one of the main reasons why current research is limited to Russian-speaking customers and identifying their main priorities.

3.5 How to measure customers' satisfaction

There are a lot of theoretical approaches how tourists' satisfaction can be measured. Among them expectancy disconfirmation approach, performance only approach, benchmarking approach, the importance-performance analysis, the equity theory, the attribution theory and many others. (Wang 2016, p. 7.)

Unfortunately, restricted by the scope of the research it is not possible to discuss all of these methods. For this reason, only approaches which are applied in current study are described.

3.5.1 Benchmarking approach

According to a benchmarking handbook written by Andersen and Pettersen the main idea behind benchmarking approach is to compare company's own process against comparable processes of competitors, learn from more successful companies, reveal the best practices and apply them to one's own business. (Andersen & Pettersen 1996, p. 4).

It is interesting also to mention that research carried out by Bain and Company revealed that benchmarking approach does not decrease in popularity and almost 80% of respondents speak positively when applying this approach in practice (Bain & Company 2015).

Depending on what is compared and against whom comparison is made, different types of benchmarking are identified by the researches (Figure 7) (Andersen & Pettersen 1996, pp. 5-6).

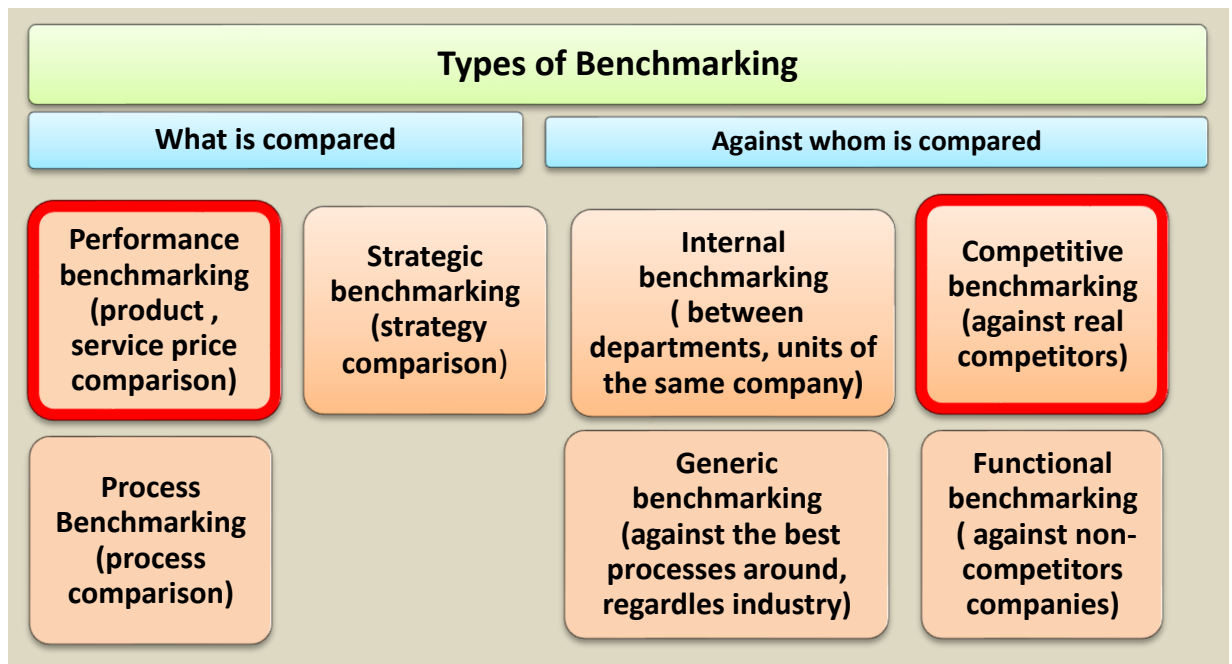


Figure 7. Types of Benchmarking (Based on Andersen & Petterson 1996). Created by the author.

The benchmarking which is applied in this research is performance oriented and a competitive one. Performance oriented benchmarking is a type of benchmarking which focuses on comparing product and service quality, features and prices. The main idea behind competitive benchmarking is to compare company's attributes against the best competitors, who produce similar products or deliver the same services. What is interesting is that combination of competitive and process benchmarking is rated by Andersen & Petterson among the most valued and effective one in attempt of company's development (Andersen & Petterson 1996, pp. 5-6). So, by applying this combination, the author of the thesis hopes to get really useful data that will help Hotel Copacabana improve its product-service mix.

The scientists developed a model, called "Benchmarking wheel" which provides managers with a detailed plan how the benchmarking approach should be applied in the company. So according to this model, benchmarking process consists of 5 steps, which are:

1. **Planning** what have to be compared.
2. **Finding** companies and sources of information from where the data can be got.
3. **Collecting** data by applying the most appropriate methods of data collection.
4. **Analyzing** company against investigated organization.
5. **Improving** products and services by implementing required changes. (Figure 8) (Bain & Company 2015.)



Figure 8. Benchmarking process (Based on Bain & Company 2015). Created by the author.

In regard to the time needed to proceed all these steps, Andersen & Pettersen (1996) mention that about 50% of time is required for the planning step, 30% is needed to conduct the study and the rest 20% can be spent for analysis. This in turns means how important it is to choose the right attributes to compare, the relevant competitors and the most effective data collection method.

3.5.2 Importance-performance approach

The idea behind importance-performance approach is that customer satisfaction depends not only on products' and services' performance but also how important these products and services for customers (Silva & Fernandes 2011, p.2). The approach was firstly introduced in 1970 and is nowadays widely used in many different spheres, e.g. markeing, wildlife planning and tourism (Ritchie, Mules & Uzabeaga 2008, p. 4).

In original version respondents evaluate each product or service in term of performance and importance and then based on the scores these attributes are spread in an IPA matrix. The IPA matrix includes four quadrants, created by a pair of coordinated axes. The Y-axis shows the attributes' importance, while the X-axis reflects their performance. (Figure 9)

Importance rating	Concentrate here (Quadrant A)	Keep up the good work (Quadrant B)
	Low Priority (Quadrant C)	Possible overkill (Quadrant D)
Performance (satisfaction) rating		

Figure 9. Importance-performance matrix (Ritchie, Mules & Uzabeaga 2008).

Depending on to which quadrant the products and services belong, the managers can visually see where they should focus on and thus allocate resources more effectively (Silva & Fernandes 2011, p. 2). Based on the reports of different authors (Ritchie, Mules & Uzabeaga 2008; Silva & Fernandes 2011) the four quadrants can be described as follows:

- **Quadrant A “Concentrate here”**: Respondents define attributes as very important ones, but are not satisfied with the level of their performance.
- **Quadrant B “Keep up the good work”**: Attributes have both high importance rating and high performance rating. This quadrat shows the company’s best products and services which help to build a competitive advantage.
- **Quadrant C “Low priority”**: Low importance and low performance scores. This quadrat shows the company’s main weaknesses.
- **Quadrant D “Possible overkill”**: Attributes are performed very well, but recognised by respondents as not important ones.

In the article written by Deacon & Rand the process of applying IPA approach is described in following steps:

1. Determine attributes to measure.
2. Decide how importance and performance indicators will be measured.
3. Calculate importance and performance score for each attribute.
4. Spread attributes on importance-performance grid based on their score.
5. Analyse the importance- performance grid. (Deacon & Rand 2013, p. 2.)

To sum up the author would like to stress that there are plenty of approaches how the customer satisfaction can be measured depending on the information the researcher wants to obtain. In current study the researcher decided to use Importance-performance approach because it shows not only the areas of poor performance, bur also if the improvements really are important for the guests. Benchmarking approach in turn will help to identify customers’ satisfaction level in comparison with competitors as well as bring some new ideas for product-service mix improvements.

4 Russians as consumers

In the previous chapter, the importance of optimal product-service mix and its influence on hotel's success was discussed. As it was already mentioned, there are a lot of factors which make achieving customer satisfaction in tourism extremely difficult. One of these factors is cultural difference. What by some cultures are evaluated as typical or good, other cultures can define as unacceptable. An example is number "4" which by Chinese people is considered as a number of bad luck. If you put a Chinese guest in a room on the 4th floor, it is very likely that his vacation will be spoiled and you will never see him again in your hotel.

Given the fact that most of the tourists in Hotel Copacabana come from Russia or Belorussia, the current chapter is devoted to understanding their cultural nuances and buying behavior (Kutxo 2017).

4.1 The Influence of history on consumer behavior of Russian people

Russians' long history had a great impact on their lifestyle, manners and way of thinking. One of the important parts of this history refers to Soviet Period time, when the government concentrated its activity on the development of heavy industry and ignored the people's demand for consumer durable goods (Granville & Oppenheimer 2001). According to Zhukova (2008), Olga Mamonova, Vice President of JamilCo (a leading Russian luxury brand distributor) commented on this: "No one knew what "brands" were. Levi's was too expensive for the State and didn't correspond with their priorities. They were not interested in stupid things like jeans".

The situation became opposite in the time of rapid privatization, when people in an instant became very rich. Driven by the feeling of a short-lasting moment of luck, Russians started to take all advantages of such life. They bought the most expensive logo products, wore precious jewelry and then tried to demonstrate everybody that Russians are the largest luxury consumers in the world. Although the situation has changed, many Russians still have this attitude. They are glamorous, value the finer things in life and do not intend to show their modesty. (Zhukova 2008).

4.2 Types of Russian customers

In one of his reports, Samuli Pesu, the Head of marketing of Awara group, divided all Russian customers in seven groups, which are presented in Figure 10.

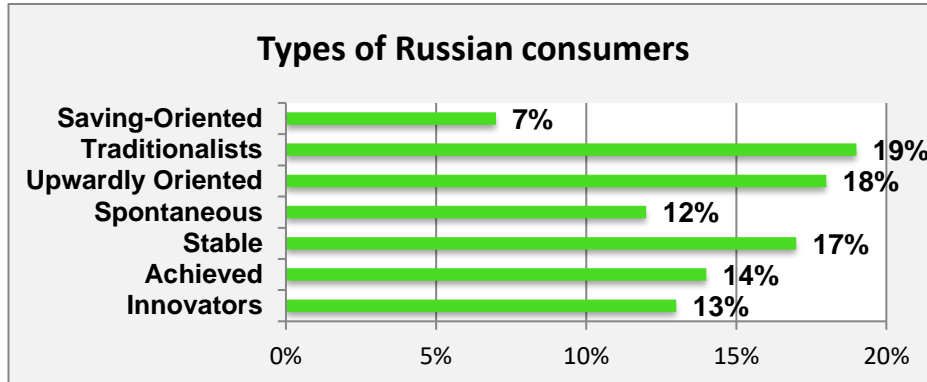


Figure 10. Types of Russian customers (Modified after Pesu 2013).
Created by the author.

Although the Russian consumers were regimented almost equally within these groups, the biggest ones are: Traditionalists, Upwardly-oriented and Stable. The ones who belong to “Traditionalists” group are usually elderly people with not high income. They do not go after advertising and rather prefer more traditional services and products. (Pesu 2013, pp. 7-13.)

Upwardly-oriented types of Russians are usually confident people with medium income at the age of 30. Compared to traditionalists they do not care too much about the quality and durability of products. Prestige is the factor which drives their purchasing process. They are gladly buying new advertised products through the Internet, not spending a lot of time for purchases. Such tourists are happy to participate in different leisure activities like theaters and cinemas. (Pesu 2013, pp. 7-13.)

Very close to “Traditionalists” are “Stable”. These customers are extremely brand loyal, traditionally-oriented and searching for goods and services which can support their quality of life (favorite trademarks, natural products, healthy food). (Pesu 2013, pp. 7-13.)

To sum up we can say that according to research conducted by Awara group Russian tourists can be described as the ones who stay loyal to their favorite brand rather than try something new. They value high quality services and choose products which can increase their need for self-esteem.

4.3 Application of Hofstede's dimensions of culture in analysis of consumer behavior

If we go deeper into national culture of Russian people and have a look into “Hofstede’s dimensions of culture”, we can find out that his dimensions can help us better understand why Russian consumers behave in a particular way. In the book called “Cultures and Organizations. Software of the Mind” the authors compared around 80 countries and regions among these dimensions. Based on the results of the research, Russia has high uncertainty avoidance index (the degree to which the members of a culture are scared by ambiguous or unpredictable situations), high power distance index (the degree to which people expect and accept that power is distributed unequally), low Individualism index (the degree to which people in a society are integrated into groups), low Masculinity index (the degree to which people in society prefer material success and achievement to the quality of life and concern for others) and high long-term orientation index (the degree to which people have pragmatic orientation, can easily adapt traditions to new circumstances). (Hofstede, Hofstede & Minkov 2010.)

In the diagram on the next page the author compared Russia with five randomly chosen countries located in different continents (Figure 11).

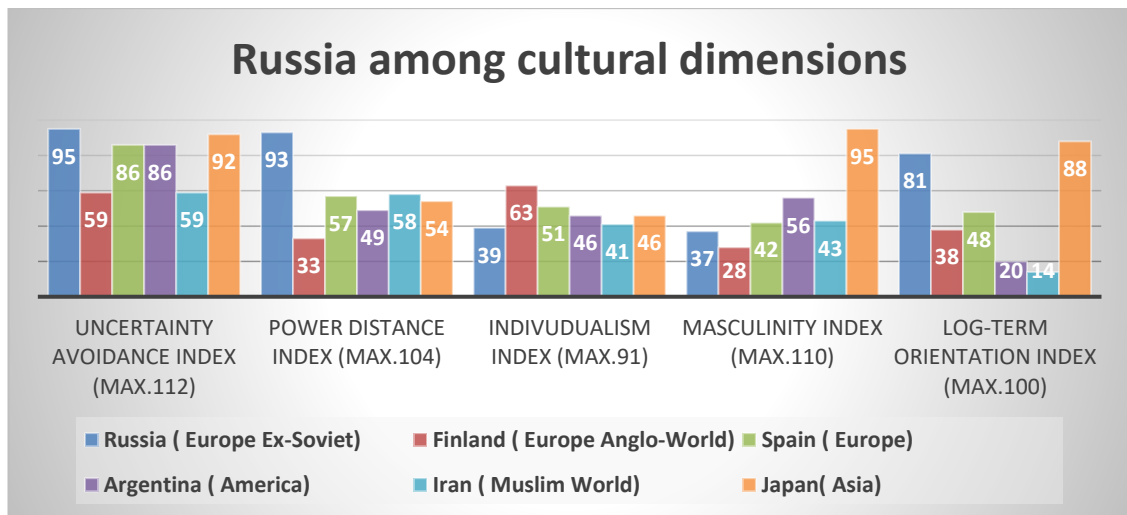


Figure 11. Russia among cultural dimensions (Based on Hofstede et al. 2010). Created by the author.

There are a couple of researchers who have tried to reveal the important connections between countries' indexes and differences in consumer behavior. The most interesting results of their researches, which can be applied in hospitality business and are relevant for Russian tourists, the author combined together in the next table (Table 1). The statements which were later confirmed by the author in the empirical part are highlighted in bold.

Dimension	Characteristics
High uncertainty avoidance Index	<ul style="list-style-type: none"> - Cultures with high UAI prefer mineral water to tap water. - Avoid ready-made food such as instant noodles, chips, frozen food. Instead more fresh fruits and vegetables. - Advertisement should not contain too much humor. - People tend to care more about cleanliness. - Not so much money is spent on cosmetic products like eye shadow, nail polishes, face shadows, etc. - Reading books and newspapers is one of the favorite hobbies. - People are not so advanced with electronic communication tools. - Internet is not used so often for comparing product and service providers. - When it comes to paying a bill, cultures with high UAI usually do it at the last minute. - People do not have active attitude to health, not focused on fitness and sports. - Need to know all information about the place before visiting it.

High power distance index	<ul style="list-style-type: none"> - People buy expensive cars, unique jewellery, business class flights and other similar attributes, which can play a role of visible sign of status. - Not very open to try new things, new food. Not easily adaptable to new circumstances. - Not big fans of adventure travel such as rafting, trekking and so on.
Low individualism index	<ul style="list-style-type: none"> - Physical conditions, like good ventilation and lighting, adequate work space is one of the priorities when choosing a place to stay. - Do not like to give direct feedback. - Very seldom travel with pets. - Rely more on social networks and less on media. - A very small part of income is spent on health. - The Internet and e-mail are less frequently used compared to cultures with high individualism index. - Rely heavily on tour companies, corporate travel offices and travel guides. - Greatly rely on word-of-mouth communication. - Pay a lot of attention to how the product is served by the employee.
Low masculinity index	<ul style="list-style-type: none"> - Should always have the opportunity to get a cup of coffee, because coffee is considered as a symbol of togetherness. - Heavy usage of Internet for leisure purposes. - Do not like to travel to distant destinations. - Prefer family vacations.
High long-term orientation index	<ul style="list-style-type: none"> - Leisure time is not extremely important. - More pragmatic, dynamic and adapts quicker.

Table 1. Behaviour Characteristics relevant for Russians according to Hofstede's dimensions (Based on Hofstede et al. 2010; Traithongyoo 2011; Mooij & Hofstede 2011; Wursten & Fadrhonc 2012). Created by the author.

The author believes that all these conclusions can help hotel managers create more appealing products and services for Russian customers. For instance, provision of mineral water in minibar is very likely to increase the satisfaction level of Russian-speaking guests in hotel.

In conclusion, it worth mentioning that Hofstede's cultural dimensions are not the only source from where hotel managers can learn their customers' diverse backgrounds. The cultural studies of other authors and projects, like seven dimensions of Mr. Trompenaar, Globe Project, the database of World Value Survey can also

supply the company with relevant information about its customers' behavior patterns.

4.4 Factors important for the Russian consumers when selecting products and services

A lot of interesting and useful information about Russian consumers can be found in the researches, conducted by GFK, the fourth largest market research organization in the world. The organization carries on a quarterly monitoring of consumer behavior in more than 100 countries. The Figure 12 presents some examples of Russian consumers' preferences in comparison with global rates.

(Demidov 2015, pp. 14-17.)

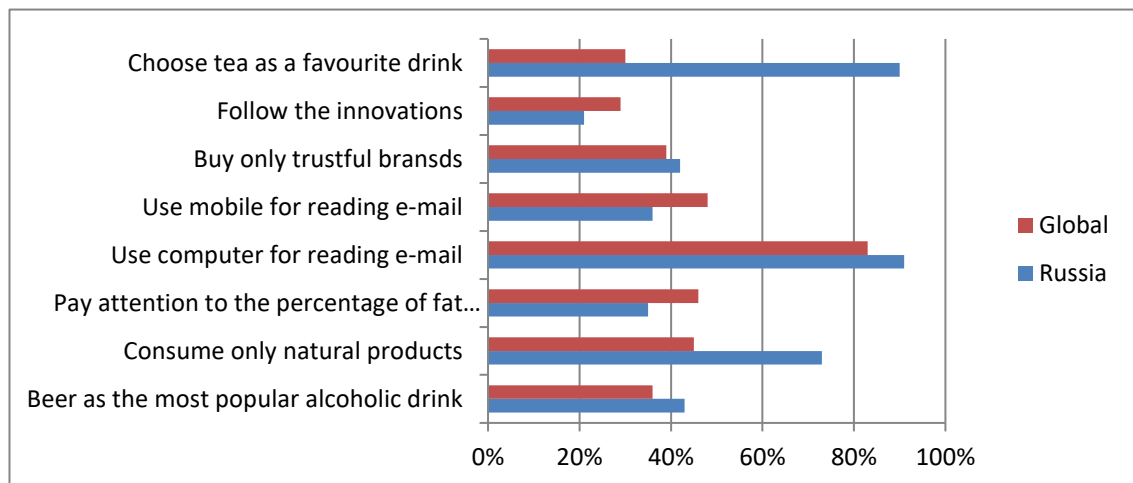


Figure 12. Russian consumers' preferences in comparison with global rates (Based on Demidov 2015). Created by the author.

Based on this statistic, in order to attract more Russian tourists, hotels can diversify the tea selection in the restaurant, use more organic products while preparing food and sell more types of beer in the bar. Or, for example, communicating via computer rather than using mobile marketing is also a more effective solution.

All these are only some examples of how studying the statistics carried out by some trustful organizations can help hotels better understand its target group, create more efficient product-service mix and therefore build long-term relations with its customers and increase profit.

4.5 Russian consumer behavior during the crisis time

The research was carried out by Ketov (2015, p. 9) in order to find out how Russian customers change their behavior in crisis time. The result showed that Russian customers are the ones who easily switch from big and expensive purchases to cheaper categories of products.

His research also revealed that tourism and recreation category of products are in the list of first ones being negatively affected in a period of economic slowdown (Figure 13). It means that to save some money Russians can easily dismiss their vacation, and therefore tourism businesses are always under the threat of losing Russian customers. This in fact only highlights the need for hotels to be flexible and promptly make all necessary changes in product and service offers. It can be, for example, the exclusion of some products from package and make it more affordable for Russian travellers.



Figure 13. Products, which are mostly effected by crisis in Russia (Based on Ketov 2015). Created by the author.

5 Russians as tourists

More and more Russian people are travelling abroad each year, which makes the Russian outbound market one of the world's most attractive markets for many destinations. According to "World Bank" organization (2016), the number of tourists from Russian increased by 120% between 2004 and 2013 and reached the number of 54 million departures per year (Figure 14). In 2014 the market growth dropped off significantly, influenced by political situation with Ukraine, terrorist attacks in other countries and a fear of pandemics. However, despite this, the Russian International travel monitor estimated the increase of international departures from Russia by 7.5 per cent per year on average to 2017 (Svanström 2013, p. 3).

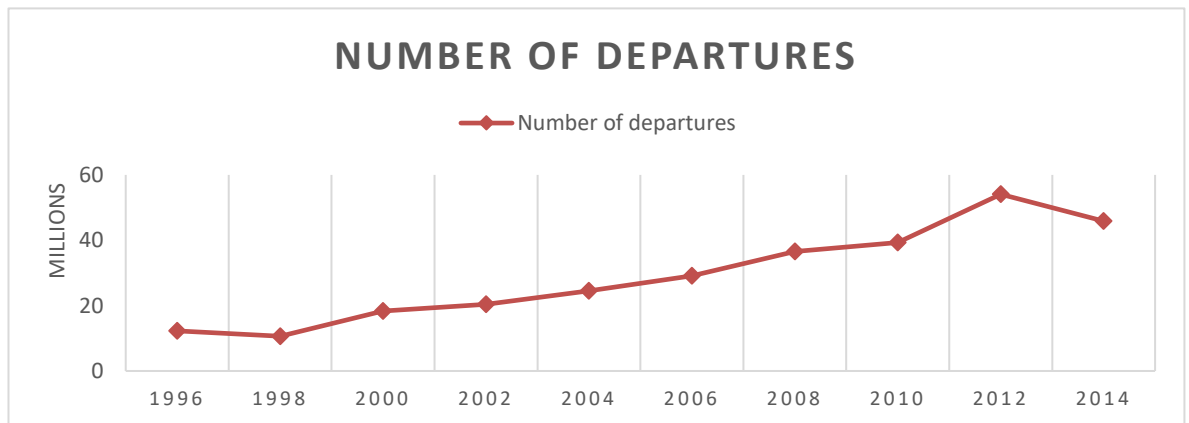


Figure 14. Number of departures (Modified after the World Bank 2016). Created by the author.

The reason why Russian tourists keep travelling more and more are: 1) simplification in the visa process 2) growth of middle class 3) launches of international low-cost air carriers (Svanström 2013, pp. 3,5,6).

When we want to study deeper Russians as tourists, it is very important to distinguish between superficial impression about Russians (behavior patterns, stereotypes about Russian lifestyle, ethical and morals principles) and characteristics of Russians travelers from economical point of view (the flow of money, benefits they bring to the destination country, etc.) The next two paragraphs will deal with this.

5.1 Russian tourists' behavior patterns

Many people claim that Russian travelers can be very easily recognized abroad as they are the ones who always have unsatisfied expressions on their face, have uncivilized behavior, obey local rules, do not respect foreigners, walk through streets in bikini, do not know the measures of gaining food in the buffet, steal towels and carpets from the hotel room, etc. (Ageenko, Papazyan & Apukhtin 2013, p. 129).

Also travel agencies, whose job is organization of holidays for Russian tourists find them as the most demanding, unfriendly, dominant, rude customers (Ageenko et al. 2013, p. 129). It is important to mention that when the author says Russians, she means not only Russian citizens, but also travelers from the countries of the former Soviet Union. According to a research of a Dutch culturologist, Esme Visser, around 40 % of Europeans during their holidays in Turkey and Egypt confessed that they feel unhappy when there are Russian tourists in hotels (Usov 2008).

Based on the research carried out by HolidayCheck.de, which surveyed 590,000 respondents, Russians are in the list of the top ten things that cause dissatisfaction for tourists from Germany, together with bad cleaning service, unsavory meals, unfriendly personnel, unsatisfying service, etc. (Die Welt 2011). For this reason, "Non-Russian tours appeared in tourism industry and now quite often you can get the following response from the hotel: *"Unfortunately we had a really bad experience with the Russians and we have to keep our hotel's image on certain level, so we regret..."*" (Rudya 2009).

What is also interesting is that 42 % of Russians think also that they are worst behaved travelers. In research carried by Triposo, the purpose of which was to find out the country with the worst behaved tourists, Russia occupied position number 3, following the UK and the USA. (Triposo 2013)

Of course, there should be a ground for such arrogant and uncivilized behavior. Many researchers believe that the main reason for this is that Russians started

travelling very late. Before the fall of Soviet Union, the external tourism was prohibited and Russians did not have chance to see the other world and learn to adopt themselves to other rules and other behavior patterns. The inferiority complex and jealousy also can be the reasons, as many Russians did not have such luxurious life before. (Rudya 2009; Thomas 2012)

5.2 Characteristics of Russian tourists from economical point of view

Despite the fact that Russians approved themselves as very difficult travelers, they still are desired tourists in many countries. The main reason for this is that Russians spend 3 times more money on holidays than tourists from other countries do (Ageenko et al. 2013, p. 129). It was estimated that Russian travelers' expenditures only for services, amusements and souvenirs reaches minimum \$500 per week (ticket and accommodation expenses are not included) (Shpilko 2004).

From the data collected by World Tourism Organization (UNWTO) we can notice not only the growth of expenditures made by Russian tourists abroad, but also how fast these costs are increasing. Thus, between the years 2005 and 2012 the amount of money left by Russian tourists abroad increased approximately by 145 % and reached the number of 42.8 million. (Figure 15).

Rank	International Tourism Expenditure (US\$ billion)				Local currencies Change (%)		Market share (%)	
	2005	2010	2011	2012*	11/10	12*/11		
	1	China	21,8	54,9	72,6	102,0		(\$) 32,3
2	Germany	74,4	78,1	85,9	83,8	4,7	5,8	7,8
3	United States	69,9	75,5	78,7	83,7	4,2	6,4	7,8
4	United Kingdom	59,6	50,0	51,0	52,3	-1,6	4,1	4,9
5	Russian Federation	17,3	26,6	32,5	42,8	(\$) 22,1	(\$) 31,8	4,0
6	France	31,8	39,0	44,1	38,1	7,6	-6,4	3,5
7	Canada	18,0	29,6	33,3	35,2	8,2	6,7	3,3
8	Japan	27,3	27,9	27,2	28,1	-11,2	3,1	2,6
9	Australia	11,3	22,2	26,7	27,6	7,0	2,9	2,6
10	Italy	22,4	27,1	28,7	26,2	0,8	-1,0	2,4
11	Singapore	10,1	18,7	21,4	22,4	5,7	3,9	2,1
12	Brazil	4,7	16,4	21,3	22,2	(\$) 29,5	(\$) 4,6	2,1
13	Belgium	15,0	18,9	22,1	21,7	11,1	6,6	2,0
14	Hong Kong (China)	13,3	17,5	19,2	20,5	9,7	6,7	1,9
15	Netherlands	16,2	19,6	20,5	20,2	-0,4	6,5	1,9

Source: World Tourism Organization (UNWTO) ©
\$ = percentage derived from series in US\$ instead of local currency

(Data as collected by UNWTO April 2013)

Figure 15. World's top tourism spenders (World Tourism Organization 2013).

The reason why Russian tourists spend so much money during holidays is directly connected to their mentality. When Russians want to have rest they do not limit themselves at all. They want to try everything and do not care about money. They do a lot of shopping, try all kinds of spa treatment, leave a lot of money in

bars and restaurants, participate in all kinds of entertainment programs. In other words, they relax in a big way and leave a lot of money in the chosen hotel. (Ageenko et al. 2013, p. 129)

5.3 Russian tourists in hotel

There are quite many articles, reports and publications written about Russian tourists and a lot of researches are carried out about their booking preferences, way of traveling, time of travelling, favorite way of spending time and so on. In this sub-chapter, the author tried to summarize the most important findings, which can help hotels improve their services and products so that Russian tourists will feel themselves more comfortable. So:

- Average duration of travel for Russian tourists is between 9 to 12 days (Mukranova & Grebennikova 2013, p. 5).
- Christmas and New Year are the peak periods for Russian outbound travel (Mintel Group Ltd 2011, p. 27).
- Russians carry out a lot of offline research before making the decision where they want to spend their holiday. However, the most trustful source of travel info for Russian travelers will always be friends and relatives. (Mintel Group Ltd 2011, p. 23)
- Russian tourists are becoming choosier every year. They often ask about view from the window, hotel charges and expect in-suite bathrooms and larger rooms. (Shpilko 2004.)
- Around half of the bookings by Russians are made online, which is very low taking into consideration the fact that Russia has the 5th largest Internet population globally (Mukranova & Grebennikova 2013, p. 7). The main reasons are uncertainty of making online transactions and difficult visa procedures. That is why many Russian tourists prefer relying on travel agents. (Mintel Group Ltd 2011, p. 27; Svanström 2013, p. 9.) (Figure 16)

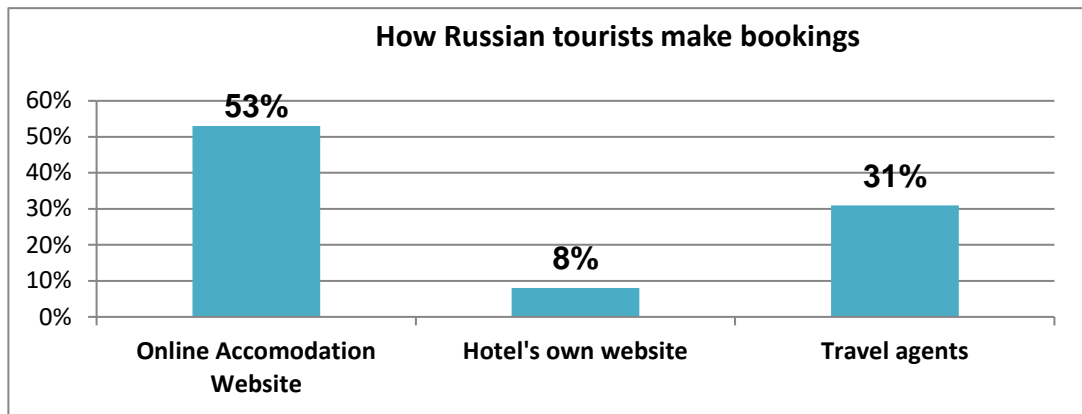


Figure 16. How Russian tourists make bookings (Modified after Svanström 2013). Created by the author.

- Russians do not feel secure in providing their Credit Card information. That is why around 72% of Russian travelers pay in cash, and only every tenth uses credit card for payment. (Mintel Group Ltd 2011, p. 23)
- According to booking.com the most popular activities for Russians during holidays are shopping and sightseeing, with 70% and 65% respectively having them as priorities (Svanström 2013, p. 11). (Figure 17)



Figure 17. The most popular activities for Russians during holidays (Modified after Svanström 2013). Created by the author.

- Russians book their holiday very late. According to booking.com 62% of holidays are sold 35 days before the travel, and only around 11% of Russian travelers book their holidays 90 or more days in advance. (Svanström 2013, p. 10)

- According to Federal Agency for Tourism, the 5 most popular foreign travel destinations for Russians in 2012 were: Turkey, Egypt, China, Thailand and Spain (Federal Agency for Tourism 2016). From this data, we can see that most of the Russians chose warm climate, where they can swim in the sea as well as enjoy cultural and shopping activities.
- The research was carried out in order to identify on what kind of products and services Russians leave the most of the money. The results revealed that most Russians spend money on restaurants (56%), hotels bars (50%) and minibars (26%). Wi-fi service, room service can also benefit from Russian tourists. (Svanström 2013, p. 13.) (Figure 18)

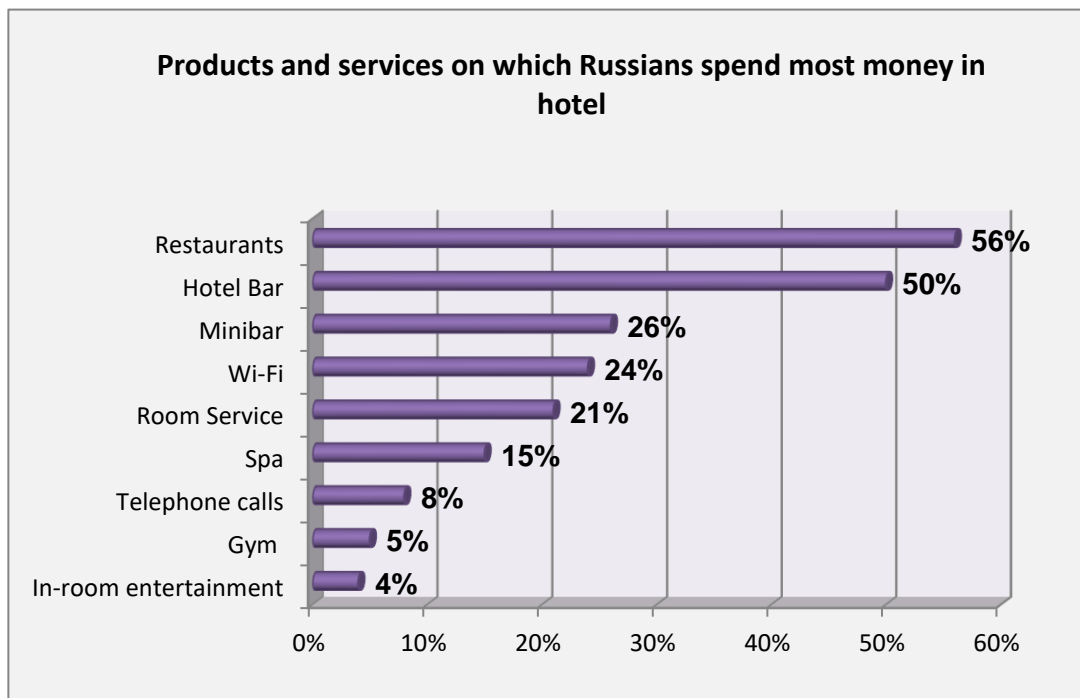


Figure 18. Products and services on which Russians spend most money in hotel (Modified after Svanström 2013). Created by the author.

- Most of the Russians prefer all-inclusive trips in the range 600-800 Euro (Mintel Group Ltd 2011). During the holiday, they do not like to think about organizational moments like where to eat, what transport to use, etc. So, they prefer when everything is already planned and included in the package so that they can only enjoy their holidays.

- The author finds a survey conducted by Hotel.com in Svanström (2013, p.14) as very interesting and important one. The purpose of survey was to find out the hotel services and facilities most requested by Russian travelers. So, based on the research most of the Russian tourists (79%) expressed their willingness to have free Wi-fi in hotel. The next requests were connected with Russian language materials such as Russian TV programs (50%), Russian personnel (39%), Russian guides (35%) and Russian website (34%). Very interesting is that quite many Russians are missing kettles in their hotel rooms and would be happy to drink some traditional Russian beverages in the bar. On the other hand, Russian food is not so important for Russian travelers as they are interested in trying the local cuisine (Figure 19).



Figure 19. Facilities most requested by Russian guests (Modified after Svanström 2013). Created by the author.

6 Empirical part

The current chapter presents the case study Hotel Copacabana as well as detailed descriptions of how the research process is implemented. It includes research approaches, data collection methods, data analysis techniques and sample selection methods including reliability issues.

6.1 Introduction of the company

The case study of the current thesis is Hotel Copacabana. The author preferred to make a research for this hotel, because she has already worked in this hotel and therefore is familiar with most of its products and services. In addition to this the manager of the hotel, Mr. Jesus Kutxo, agreed to assist in all organizational matters and provide the researcher with all necessary data. The manager of the hotel intends to apply all necessary changes based on the results of the research and thus increase the number of Russian-speaking customers coming to hotel.

Generally speaking the Hotel Copacabana is a 3-star hotel, which has operated as a hotel from early 1970s. The last big renovation was in 2002 and since that time only small superficial repairs have been made. The Hotel Copacabana does not belong to any hotel chain and therefore does not have single quality standards. (Kutxo 2017.)

6.1.1 Location

The Hotel Copacabana is located in coastal region Costa Brava of north-eastern Spain (Picture 1). The hotel is located in Lloret de Mar city, just 500 metres away from the beach. The closest bus stop is right in front of the building, and it takes approximately 15-minutes to walk to the main bus station. The hotel is situated just next to the Gran Casino Costa Brava and a 5 minutes' walk from main shopping street. (Kutxo 2017)

6.1.2 Rooms

The Hotel Copacabana has 164 rooms of following categories:

- Single room (about 16 m²) with one single bed.
- Double room (about 20 m²) with one double bed.

- Twin room (about 20 m²) with two single beds.
- Triple room (about 22 m²) with three single beds.
- Quadruple room (about 22 m²) with two double beds. (Kutxo 2017)

All rooms are non-smoking and have their own bathroom, balcony with views of the pool or street, TV with satellite channels, telephone, air-conditioning, safe (for additional fee), shower, towels and free toiletries. (Kutxo 2017)



Picture 1. Hotel's location (Google maps 2017).



Picture 2. Hotel room (Hotel Copacabana Lloret de Mar 2014).

6.1.3 Restaurant

The Copacabana's restaurant is a buffet-style restaurant and serves a wide selection of international and typical Spanish dishes. The maximum number of guests which can be served at the same time is 225. The hotel provides breakfast and meals on half-board and full-board basis. The lunch can not be booked online in advance and can only be paid on the day of arrival. The serving times are following:

- Breakfast 7:30 to 10:00
- Lunch 12:30 to 13:45
- Dinner 19:00 to 21:30

All drinks at lunch and dinner have to be paid extra. The restaurant provides cycle menu, which means that food is different every day of the week, but repeats itself weekly.

6.1.4 Services

In order to list all products and services provided by Hotel Copacabana, the author categorized them in different groups and summarised them in table below (Table 2).


Indoors	<ul style="list-style-type: none"> • Shared lounge/TV area • Air conditioning • Elevator • Stand with flyers • Shop window with jewellery
Outdoors	<ul style="list-style-type: none"> • Sun Deck • Terrace • Garden • Outdoor swimming pool
Parking	<ul style="list-style-type: none"> • <u>Parking is for additional fee</u> at the location nearby
Internet	<ul style="list-style-type: none"> • Wi-Fi in public areas is free • <u>Wi-Fi in the hotel rooms is for additional fee</u>
Front desk services	<ul style="list-style-type: none"> • 24-hour front desk • Check-in (12:00 - 00:00) • Check-out (09:00 - 10:00) • Multilingual staff (Russian, Polish, Italian, French, Spanish, English, Catalan) • Ticket service • Assistance with bicycle/car rental/ airport shuttle • Wake-up call
Activities	<ul style="list-style-type: none"> • Evening entertainment (Nightclub/DJ): 3 times per week • Billiards • Table tennis • Game-playing machines • Broadcast of sport matches in lobby bar • Children's playground
Food & Drink	<ul style="list-style-type: none"> • Bar (12 am. to 00 am.) • Vending machines (drinks and snacks) • Packed lunches/late dinner (for free upon presentation of excursion tickets) 
Business facilities	<ul style="list-style-type: none"> • <u>Fax/photocopying for additional fee from up to 3 pages</u>
Extra services	<ul style="list-style-type: none"> • Luggage weighing scales • Hairdryers on demand at the reception • Irons on demand at the reception • The use of refrigerator on demand at the reception (for medicines storing) • City maps on demand at the reception

Table 2. Hotel's products and services (Based on Hotel Copacabana's Lloret de mar official website 2014). Created by the author.

6.2 Research process

According to the book “Marketing Research. An Applied Approach” the results of research are greatly dependent on how the research process is implemented. The research process is a set of consecutive steps, which help researcher to avoid errors, misunderstanding and risk of uncertainty. The model of a research process, which is described by Malhotra and Birks (2007, pp. 6-7) identifies the following six steps: problem definition, development of research approach, development of research design, data collection, data preparation and analysis, report preparation and presentation. All these steps are also presented in Figure 20 below.



Figure 20. Research process (Modified after Malhotra & Birks 2007). Created by the author.

The first two steps “Problem definition” and “Research approach” including research aim, research questions and limitations were described in “Introduction” chapter. The current chapter is focused on the next three steps.

In order to achieve the aim of the research, three types of methodologies are used by the author to conduct the study: questionnaire, netnographic observation and ethnographic observation.

6.2.1 Questionnaire

The questionnaire is a formalised group of questions with the aim to obtain specific information from the respondents (Malhotra & Birks 2007, p. 381).

The purpose of questionnaire in this research is to find the answers to the first and to the third research questions and it is particularly used as:

- A part of Performance-Satisfaction approach with the aim to reveal: “Which current Hotel Copacabana’s products are able to satisfy Russian tourists and therefore worth retaining?”

- In form of open-ended question with the aim to reveal: “What kind of products and services travellers would like to get, but the hotel neglected to offer or did not offer efficiently?”
- In order to get general information about respondents and their trip.

According to Armstrong and Kotler the questions may be either structured or unstructured. Unstructured questions are free-answer questions, where interviewees are expected to answer by using their own words. Structured questions are the ones, which are designed in particular format and include some response alternatives. A structured question may be designed in multiple choice, dichotomous or a scale format. (Malhotra & Birks 2007, pp. 381-382.) The questionnaire created by the author of the thesis consists of two parts and includes questions of all above-mentioned formats. The questionnaires in English and Russian languages are enclosed as appendices at the end of this report (appendices 1 and 2).

Structured multiple-choice questions

Structured multiple-choice questions are used in the first part of the questionnaire to reveal the general information about respondent's trip, such as duration of visit, purpose of visit and their travelling companions. Multiple-choice questions are the questions where respondents are supposed to choose one or more alternatives among a list of possible answers (Malhotra & Birks 2007, p. 382). To make sure that important information is not missed the alternative answer “other (please specify)” is also included in the list.

Structured dichotomous questions

There is only one structured dichotomous question included in current research. It is also used in the first part of questionnaire in order to access the Russian travellers' general willingness to recommend Hotel Copacabana to other people. Although dichotomous questions are the ones, which usually have only two alternatives, the neutral response such as “don't know” is also included by the author in the list of alternatives (Malhotra & Birks 2007, p. 383).

Scale format structured questions

Likert-type scale structured questions are applied in the second part of the questionnaire to find out how Russian travellers assess hotel's current products and services in terms of importance and satisfaction. The results are later presented in performance-satisfaction matrix, which was described in details in Chapter 3 of this report (Figure 9).

Likert scale is a rating scale, which is used to measure respondents' attitude, the level of agreement with each series of statements. To carry out the analysis, each attribute is assigned a numerical score, ranging usually from 1 to 5. (Malhotra & Birks 2007, p. 348-349.)

In case of the current research, to evaluate the importance of each variable to Russian-speaking tourists the following range is used: 1 = "not important at all", 2= "not very important", 3= "almost unimportant", 4= "important", 5= "extremely important". To evaluate the level of travellers' satisfaction, the following range is used: 1= "absolutely dissatisfied", 2= "rather dissatisfied", 3= "neutral", 4= "rather satisfied", 5 = "absolutely satisfied". At the end, the results of the research are presented in performance-satisfaction matrix, which was described in details in Chapter 3 of this report (Figure 9).

As for the selection of attributes to be evaluated, five broad themed categories were defined by the researcher:

1. General Factors: it includes the comfort and cleanliness of the hotel's common areas, availability of all necessary attributes and features.
2. Front Office services: it includes all services and products the guests can get at the reception, including check-in/ check-out and provision of all necessary information.
3. Hotel's staff: it includes the evaluation of competence of hotel's employees, their ability to meet and exceed customers' expectations.
4. Housekeeping/rooms: it includes the assessment of room's features as well as the work of housekeeping department.

5. Activities: it includes the variety and quality of all products and services created for guests' entertainment, e.g. billiards and swimming pool.

Unstructured questions

Unstructured questions are used in both parts of the Researcher's questionnaire. In the first part, free-answer question is designed to reveal the tourist's country of origin. In the second part of the questionnaire, unstructured questions are developed to get the answer to the third research question. Unstructured questions enable respondents to express their general attitudes and opinions about each of the five categories of attributes distinguished by the author. In addition to this, the last open-answer question at the end of the questionnaire gives Russians an opportunity to share their ideas concerning new products and services and reveal the issues, which have not been covered by the researcher.

6.2.2 Netnographic observation

Netnographic observation method is chosen in this research as the tool for applying benchmarking approach in order to find the answer to the second research question: "Are there any products and services offered by competitors, which can be adapted by Hotel Copacabana to attract more Russian-speaking customers?"

Observation method is the method of qualitative research, when the data is collected by observing particular social groups, activities and cases. Netnographic observation means that the observation is done through online monitoring. (Clark, Riley, Wilkie & Wood 1998). To employ Netnographic observation method the secondary data is collected and analysed in this research. Secondary data is information that has been already collected and published by somebody else and can be obtained from internal and external sources. In the case of the current research, the data is collected from social media websites, which belong to external sources of information. (Malhotra & Birks 2007, pp. 94-100)

Social media analysis is the way to identify what customers are saying about a company on various social media sites, such as Facebook, Twitter, Booking.com, different blogs, etc. According to Hamby (2012) one of the main advantages of

social media analysis is that it helps organizations understand issues and problems that consumers experience while using their products and services. Based on customer's feedbacks companies can revise their products-service mix and thus improve their performance.

After the consultation with the manager of Hotel Copacabana, Mr. Jesus Kutxo, the following three hotels were chosen to carry out competitor analysis in this thesis: "Gran Hotel Don Juan Resort", "Alegria Plaza Paris", "Hotel La Carolina". All hotels are 3-4-star hotels and located in the distance of less than 1 km from each other. All hotels are focusing on Russian-speaking customers as their main target group.

From the first view, the adaption of all competitor's products and services could be considered as a good decision, as many of us are used to hear that more choice is always better. However, unfortunately, what sounds logical in theory can not always be applied in real life. Sheena S. Iyengar, Professor at Columbia Business School, carried out an interesting research about it. In her study, half of the customers were asked to taste two jams from a selection of 24 jams, while another half of customers had only a choice of 6 jams. The result showed that when there were 24 types of jams presented, 60% of people stopped and tasted them, but only 3% of them made a purchase. In the case of six jams, 30% of people bought a jar of jam, although only 40% of people tested it before buying. This paradox was firstly mentioned by Alvin Toffler in 1970 and was called as "choice overload." (Oreskovich 2017).

To identify what exactly can be adapted from competitors, a list of products and services provided by competitors, but not offered by Hotel Copacabana is created. Then in order to avoid choice overload the author of this thesis makes a decision which from the listed products can really help Hotel Copacabana to improve its performance and are therefore worth adapting. To do this the Comparative analysis method is applied. Comparative analysis is the method usually used for open-ended questions to interpret or summarize the qualitative data. The idea is that the researcher assigns individual codes to specific characteristics,

phrases, words and then counts how many times the chosen word was mentioned by a customer in a written material. (Dawson 2007, p. 122.) In the case of current part of research, the list of words which need to be counted are the products and services provided by competitors, but not offered by Hotel Copacabana. More clearly, the process of netnographic observation of this study is presented in Figure below (Figure 21).

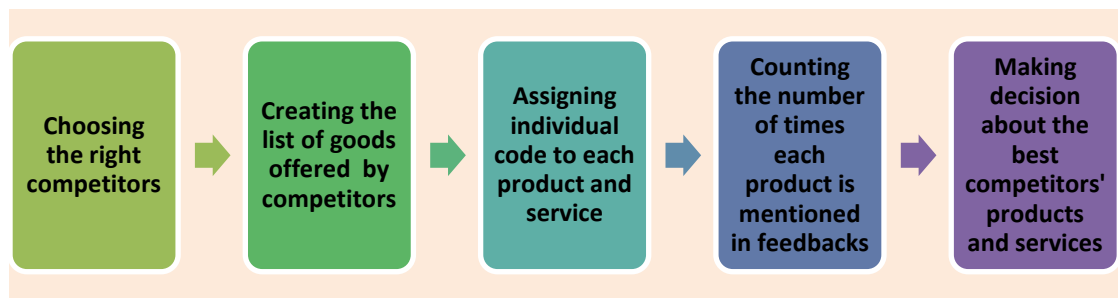


Figure 21. Process of Netnographic observation (Based on Dawson 2017). Created by the author.

6.2.3 Ethnographic observation

Ethnographic observation is a supplementary method in this research and it is used by the researcher to reveal the issues which were not captured from netnographic observation and questionnaire. The practice of using more than one methodology for studying is called “multimethodology” and considered by scientists as the best way to analyse a problem from various perspectives (Psigma n.d).

Ethnographic observation is a type of observation which is done in natural settings (Clark et al. 1998, p. 139). According to Weston one of the main benefit of ethnographic research is that it helps to identify unexpected issues which were not investigated before (Weston n.d.). The Authors Murthy and Bhojanna in their book “Business Research Methods” (2008, p. 102) also mention that sometimes respondents are just not willing to share some information intentionally and in this case, observation method can be the best solution. Quite often people are not willing to write their opinions on a questionnaire because of lack of time, laziness or absence of ideas at the moment the questions are answered. At the same time, these people prefer to express their discontent face-to-face, coming to the reception and requiring the solution to their problems.

Depending on whether the purpose of the research was declared to the study group or not, scientists distinguish overt and covert ethnographic research methods. Also depending on, whether the researcher participates in the activities of study group, scientists identify participant and non-participant observations. (Clark et al. 1998, p. 139.)

In the case of current research, ethnographic observation method can be described as non-participant and covert. It means that the researcher does not come to hotel as a tourist and does not inform Russian travellers that their comments will be noted and assessed as a part of Bachelor's Thesis (Clark et al. 1998, p. 139). The author believes that this approach will let respondents express their complaints and wishes more freely.

The ethnographic observation in this research is executed from the reception area. It means that by working at the reception and constantly communicating with the guests, the author makes notes which products and services make Russian tourists feel happy and which not, which problems Russians face every day and what kind of advice they provide.

To summarise the information obtained from the ethnographic observation, the diary method of data collection was chosen by the author. Flaherty defines diary as a research method used to collect qualitative data about users' actions, activities, and experiences over a particular period of time (Flaherty 2016). In order to make the received data more structured and easily analyzable, the researcher decided to divide all guests' comments in three categories: positive comments, negative comments and recommendations.

6.2.4 Research sample and reliability issues

While conducting the study the investigator has to consider how the participants of his research will be selected. Scientists call this process "Research Sampling" and the main purpose of research sample is to present the conduct and ideas of bigger population. While planning the sample the following three questions should be answered: Who is to be studied? What is the size of the sample? What

kind of sampling methods should be chosen? (Armstrong, Adam, Denise & Kotler 2015, p. 119.) The answers to all these three questions are given in the next subchapters.

6.2.4.1 Who is to be studied?

The target group for conducting questionnaire and ethnographic observation is made up by Russian-speaking customers using Hotel Copacabana's services at least one whole day during the period of research. The sample includes all Russian guests over 18 years, of both sexes, having all types of education and professions, regardless their previous travel experience.

The target group for netnographic observation is Russian-speaking customers leaving their comments about competitors' products and services on different travel websites, such as Booking.com, TripAdvisor, Expedia, Top. Hotels, etc. The chosen hotels for the study are: "Gran Hotel Don Juan Resort", "Hotel Alegria Plaza Paris", "Hotel La Carolina". In order to avoid misinterpretation only reviews written on Russian language are examined.

6.2.4.2 What is the size of the sample?

According to Fitzpatrick, in order to be sure in the credibility of the research's results, the investigator should determine the appropriate sample size. A small sample size is likely to produce the results that can be considered as inaccurate and not reliable. (Fitzpatrick 2015.)

In order to make the survey results reliable, the author of the thesis have to make sure that sufficient number of Russian-speaking customers are surveyed. In order to identify this, online calculator provided by Creative Research System is used in this Research. According to Online calculator, there are three factors that determine the sample size, which are:

- Confidence interval: margin of error.
- Confidence level: chance of the sample results to be different from the true population average.
- Population size: the maximum number of people that can be included in the research. (Creative Research Systems 2003).

Later, when all questionnaires are returned and the exact number of population size is determined, the decision about reliability of the results is made.

Talking about netnographic and ethnographic observation, the author analyzes all comments and feedbacks from guests who speak Russian language and have their holidays from beginning of 2017 till the end of research.

Another reliability issue that is worth mentioning is novelty of tourists' feedbacks. All Russian tourists have just completed their holiday and therefore share their freshest experience and ideas.

6.2.4.3 What kind of sampling methods should be chosen?

There are two main types of sampling: probability samples and not-probability samples (purposive samples). In probability sample, all people have the same chance to be included in the research. In purposive sample, the researcher selects particular people within the population. Both types of sampling have their sub-categories. (Armstrong et al. 2015, p. 119.) In current study, the sampling method for all three parts of research can be called as "cluster random sampling". According to the book "Marketing research. An applied approach" it is a type of sampling in which the population is first divided into subpopulations (clusters) and then a simple random sample of clusters is taken (Malhotra & Birks 2007, p. 418). The subpopulation chosen for this study are tourists coming to Hotel Copacabana from Russian-speaking countries.

All research methodologies applied in current research and described above can be summarised in the table below (Table 3).

	Questionnaire	Netnographic observation	Ethnographic observation
Target group	Russian-speaking customers using Hotel Copacabana's services at least one whole day during the period of research	Russian-speaking customers using competitors' products and services	Russian-speaking customers using Hotel Copacabana's services at least one whole day during the period of research
Research questions covered	1 st and 3 rd research questions	2 nd Research question	1 st and 3 rd research questions
Type of data analysed	Primary, qualitative, quantitative	Secondary, qualitative	Primary, qualitative
Type of analysis		Comparative	Non-participant and covert
Method of data collection	-Unstructured questions -Structured multiple-choice questions -Structured dichotomous questions -Structured scale format questions	Analysis of reviews on travel websites	Guests' comments recording
Sampling method	Cluster random sampling	Cluster random sampling	Cluster random sampling
Data summarising and presentation method	-Importance-performance matrix	Excel table	Research diary

Table 3. Research methodologies applied in the research. Created by the author.

7 Data analysis and findings

In this chapter, the results of the data analysis are presented. The data were collected and then processed in order to get the answer to the three research questions discussed in chapter 1 of this report.

7.1 Analysis of questionnaires

The questionnaire was designed in English language (Appendix 1), then translated into Russian language (Appendix 2) and distributed among Russian-speaking guests during the summer 2017. The distribution process lasted in total 10

weeks (from 15 June to 17 August) with the last questionnaire returned on 21 August. The first two weeks in June allowed the author to adapt to the working environment and make all necessary preparations for research. The last week of August was used by the author for summarising the results and sharing them with the hotel's manager, Mr Jesus Kutxo.

7.1.1 Sample and reliability issues

In total around 800 rooms were occupied by Russian-speaking customers between 15 June and 17 August 2017 and the number of 320 questionnaires was distributed during this period. From these 320 distributed questionnaires 135 completed ones were given back for assessment.

Returning to the reliability issue, discussed in the previous chapter, the author determined the following variables to estimate the required sample size:

Confidence interval = 8 %, confidence level = 95 % and population size = 800.

According to Data Star Inc.' report, an "acceptable" margin of error is considered between 4% and 8 % at the 95 % confidence level (Data Star Inc. n.d). Therefore, after entering these variables into online calculator, we can see that minimum required number of respondents for our research is 126 (Creative Research Systems 2003). As 135 questionnaires were returned, we can definitely consider the results of research reliable and trustful.

7.1.2 Respondents profile

In order to determine the nature of sample, the respondents were asked to write their home country and answer a number of questions regarding their trip. It included duration of stay, travelling companions and purpose of visit.

Respondents origins

Based on the data, the vast majority (73%) of respondents mentioned Russia as their home country, while the rest 15% come from Belorussia and 8 % from Ukraine. There were also few guests, who mentioned Spain, Germany and Kazakhstan as their countries of origin. (Figure 22)

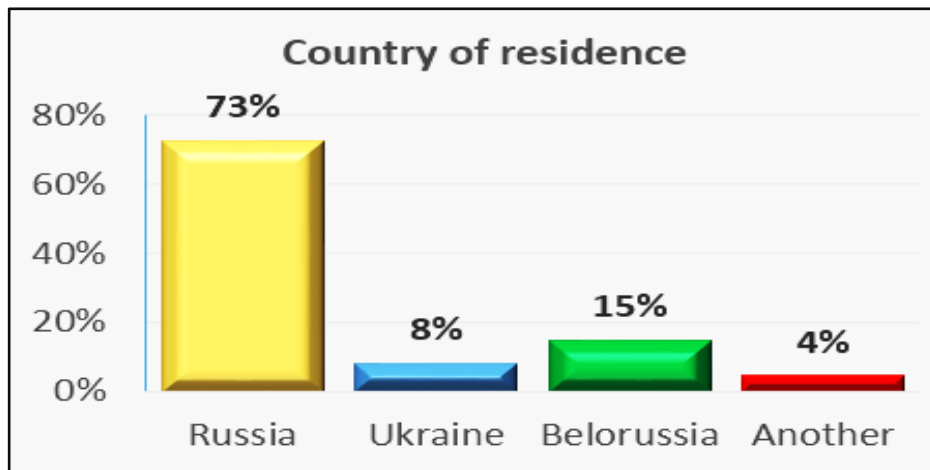


Figure 22. Respondents profile: country of residence. Created by the author.

Duration of stay

As figure 23 indicates, more than half of respondents (52%), stayed in Hotel Copacabana between 7 and 10 days. It is interesting to notice that almost the same (between 9 to 12 days) popular duration of travel for Russian tourists was estimated by Mukranova and Grebennikova (2013, p. 5) and mentioned in theoretical part in chapter 5 of this report.

Almost one-third (32%) of guests in Hotel Copacabana had a little bit longer length of holiday, which is between 11 and 14 days. In addition to this, there were also some guests, who stayed in hotel longer than 3 weeks (1%). As it turned out later, these respondents were the key customers. (Figure 23)

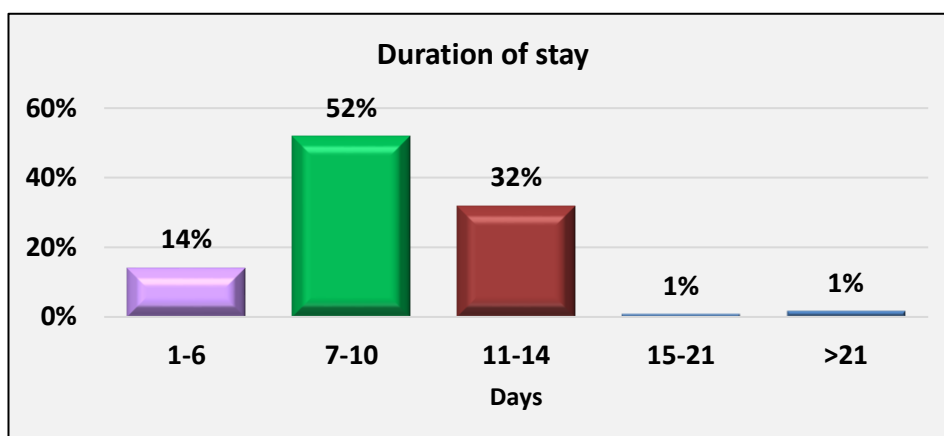


Figure 23. Respondents profile: duration of stay. Created by the author.

Travelling companions

The results in figure 24 demonstrate that the largest number of respondents came to hotel with their family (47%). The second most chosen answer was travelling with partner (21%), while practically the same number of respondents came alone or with their friends (15 %) (Figure 24). It only confirms the theory of Hofstede presented in chapter 4 on page 30, which states that countries with low masculinity index prefer family vacations (Hofstede et.al 2010).

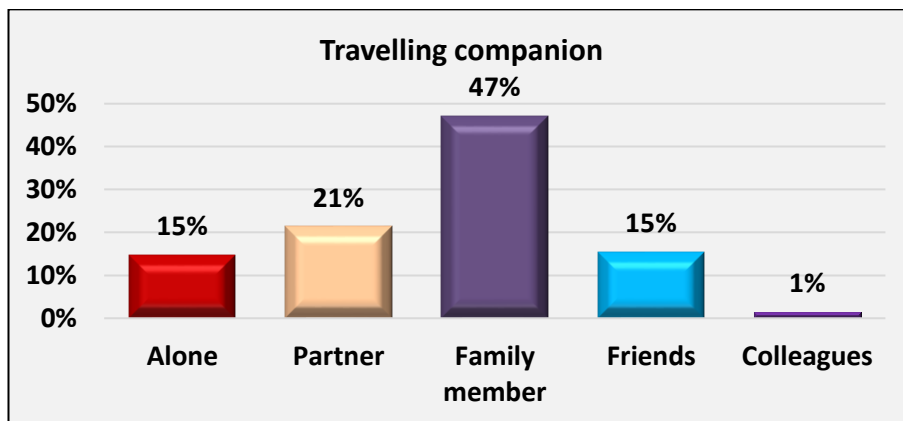


Figure 24. Respondents profile: travelling companions. Created by the author.

Purpose of travelling

The respondents were asked about their main purpose of travelling to Hotel Copacabana. As figure 25 shows almost all respondents (88%) came to hotel to have some rest. Some of these people (9%) also chose the option “culture” as the reason for travelling. In addition to this there were some answers (2%) not covered by the researcher, which are participation in an event, festival or excursions. (Figure 25)



Figure 25. Respondents profile: reason for visiting hotel. Created by the author.

7.1.3 Findings from Likert-scale questions

Likert-scale questions were designed in this research in order to determine guests' importance and satisfaction level with Hotel Copacabana's products and services. All evaluated products and services were divided into four categories and then an average importance and satisfaction score for each attribute was calculated. Based on the score the products and services were distributed on performance-satisfaction matrix, the idea of which was described in details in Chapter 3 of this report.

In the case of current study, X-axis determines attributes' importance, while the Y-axis reflects the level of guests' satisfaction. The four quadrants are constructed by the intersection of average satisfaction and importance values, which is 4.17 and 4.03 respectively. The quadrant "A" group indicates higher-satisfaction and lower-importance, the quadrant "B" is higher-satisfaction and higher-importance, quadrant "C" is lower-satisfaction and lower-importance, and the quadrant "D" lower-satisfaction and higher-importance. In order to make results more visually understandable, each evaluated product and service was assigned an individual number. (Figure 26) (Appendix 1)

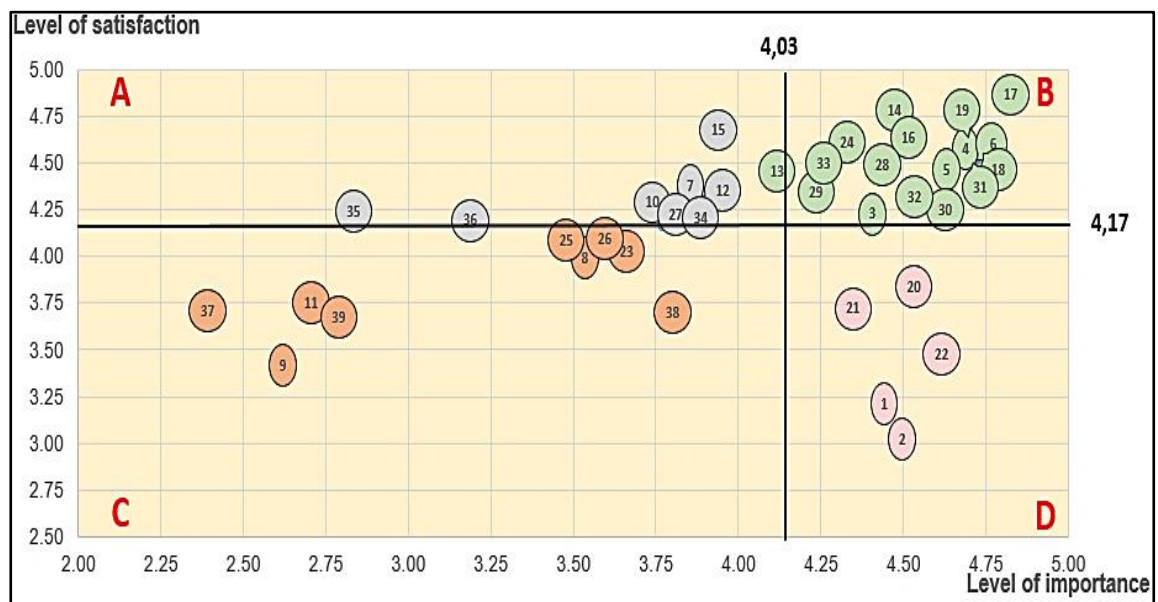


Figure 26. Performance-satisfaction matrix of Hotel Copacabana. Created by the author

As you can see from Quadrat B in figure 26, the results of Likert-scale questions show that the best executed products and services by Hotel Copacabana are:

- Hotel's common areas have all necessary furniture and attributes (e.g. enough sofas, air-conditioning) (3)
- Hotel's common areas are clean and shiny (4)
- Quality of information provided in a reception (5)
- Speed of check-in and check-out service (6)
- Availability of luggage weighing scales at the reception (13)
- Ability of employees to speak Russian (14)
- Staff's speed in providing services (16)
- Friendliness and politeness of staff (17)
- Ability of staff to help and solve problems (18)
- Cleanliness of rooms (19)
- Possibility to replace a missed meal with a packed lunch or late dinner (24)
- Restaurant opening hours (28)
- Presentation of food and beverages (29)
- Variety of food and beverages (30)
- The quality of food and beverages (31)
- Comfort and atmosphere (design, music, air-conditioning, etc.) (32)
- Cleanliness of swimming pool (33)

All these products and services are provided by Hotel Copacabana in the best way, and therefore bring company a competitive advantage. The hotel should continue to maintain the high level of performance on these in order not to worsen its market position.

Particular attention should be given to C group of products, because these are the products and services Hotel Copacabana fails to provide properly. As you can see from Figure 26, there are only five of them among which the worst positions occupy availability of Internet (1) and its quality (2). Other three weak points are connected to the room. People are very unhappy with comfort and atmosphere of rooms, quality of furniture and availability of all necessary equipment. (Figure 26). The hotel should take some steps in order to improve these points and thus decrease the number of dissatisfied guests. (Figure 26)

Talking about the products where satisfaction and importance score is low, we can notice that there are nine attributes corresponding to this criterion (Figure 26). They are:

- Parking possibilities (9)
- Business facilities (e.g. ability to make copies, print e-tickets) (11)
- Game-playing machines (37)
- Evening entertainment programs (38)
- Broadcast of sport matches in lobby bar (39)
- Bicycle/car rental/ airport shuttle (8)
- Presence of vending machines with drinks (23)
- Bar opening hours (25)
- Assortment of drinks (26)

All these above-mentioned products and services can be referred as to non-important ones. It means that the hotel makes the right decision by spending minimum resources on these products and services. For example, worrying about improving parking possibilities does not make any sense, because almost all Russian-speaking guests come with travel agency, which in turns organizes all necessary transfer to airport and excursions for them.

Quadrat A shows products and services, which are performed very well, but unfortunately are not very important for guests (Figure 26). There are eight of them and they are:

- Payment methods (7)
- Variety of excursions provided by the hotel (10)
- Ability to get irons on request (12)
- Employees are dressed clean and have uniform (15)
- The quality of drinks (27)
- Swimming pool opening hours (34)
- Billiard (35)
- Tennis table (36)

In order to stop the waste of time and resources Hotel Copacabana is recommended to either totally withdraw them from the offer or try to catch guests' attention to them (Ritchie et al. 2008). The author assumes that in this case the second solution would be wiser because although these products and services occupy lower position in comparison with other attributes they still have quite high points.

In general, from IPA Matrix (Figure 26) we can also notice that Russian-speaking guests are very satisfied with most of hotel's products and services. Most of the evaluated attributes have the score higher than 4.0, which in turn means that the hotel executes its work quite well. The structured dichotomous question about willingness of guests to recommend Hotel Copacabana to other people also confirms this. According to the results 75 % of respondents would recommend Hotel Copacabana and only 22 % of them are not sure. The percentage of people who chose negative answer is very low, only 3%. (Figure 27)

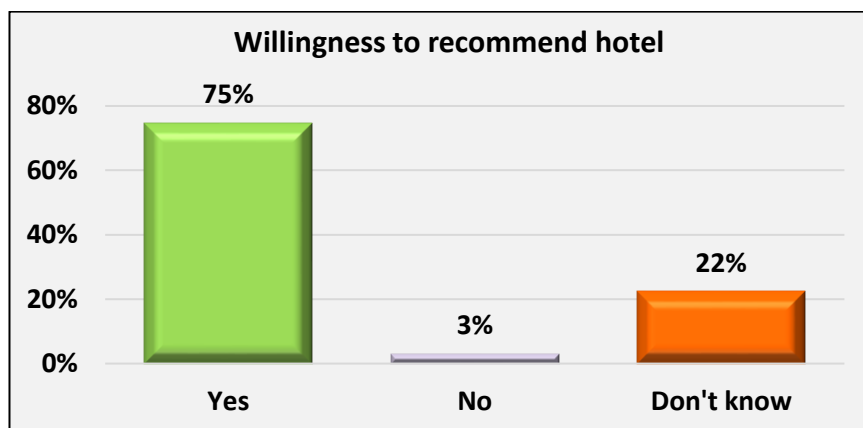


Figure 27. Willingness to recommend hotel. Created by the author.

If we compare the average importance score and average satisfaction score for each category of products, we can see that the results are mostly positive. The only two areas, where hotel has problems are "General factors" and "Housekeeping/rooms". In all other groups of products, the hotel generally exceeds Russian-speaking customers' needs. (Table 4)

	Average Satisfaction Score	Average Importance score	Difference
General factors	3.78	4.51	- 0.73
Front office services	4.17	3.77	+0.40
Hotel's staff	4.68	4.49	+0.19
Housekeeping/rooms	3.92	4.54	- 0.62
Food and beverage services	4.29	4.13	+0.16
Activities	4.03	3.29	+0.74

Table 4. Difference between satisfaction and importance scores. Created by the author.

7.1.4 Findings from open-answer questions

To find the answer to the third research question, respondents were asked to write some ideas about how products and services of five categories of goods could be improved. They were invited to offer their own products and services, which Hotel Copacabana does not provide. All guests' comments were translated and transferred into excel table.

The author believes that the data obtained from this part of research has both positive and negative sides. The positive side is that guests' response rate was relatively high. So, 99 people from 136, which is around 73%, contributed to the hotel by leaving at least one comment about possible improvements. Many people expressed very interesting ideas for new services and offered completely unexpected solutions to problems. Below are some examples of such suggestions:

- *Change the location of table tennis and make the real net.*
- *Put a slide and pool with balls for children.*
- *Organize special area, where guests can bring and eat their own drinks and food.*
- *Forbid entrance to the restaurant with bag in order to make it impossible for people to take fruits from the restaurant.*
- *Why is it not possible to replace missed dinner with lunch on the following day? It is already paid. When going to two-days excursions, it would be nice to have opportunity to have lunch on the next day.*
- *The lunch and dinner should be organized with different schedules for guests in order to avoid queues. For example, by number of floor.*

- *Add to the interior some elements of decor reflecting the culture of Spain, e.g. flowers in pots.*
- *Offer a luggage wrapping service*
- *The presence of single uniform for all staff would look visually beautiful.*
- *The interior is gloomy. Lighter colours would be better.*
- *Put a big TV in waiting area and bar. When we have check-out at 10 am, we have to wait for transfer. However, we want to wait in a comfortable room.*

The negative side of obtained data deals with difficulty of its processing and summarizing. Firstly, many people did not leave comments in appropriate category of products, which made no sense any more to summarize the results for each group separately.

Secondly, some people gave not only some advice but also wrote some complaints. The author later turned out all these complaints into new ideas. For example, the comment “It is very dark in the room” was considered as the hotel has to improve lighting.

Lastly, the answers were so diverse, that is was very difficult to combine them. However, after hard work, the author managed to summarize all comments into 128 ideas, which were later in turn divided into two groups.

The first group deals with the products and services Hotel Copacabana already provides but according to the guests’ comments not successfully and therefore require some improvements. In other words, these products and services can be referred to the weaknesses of Hotel Copacabana. The second group of comments combines all ideas about completely new products and services, which can be considered by hotel as new opportunities.

Unfortunately, no matter how interesting and useful all ideas seem to be, it is not possible to realize all 128 of them. The hotel has to choose which ones require more attention and concentrate only on them. For this reason, 7 most important weaknesses and 5 opportunities were chosen, which are presented in figures 28 and 29 accordingly.

7.1.4.1 Products and services which have to be improved

From 77 different categories of ideas about possible improvement of current products, 7 with the biggest number of comments were selected by the author for this report. These elements are presented in figure 28 below.

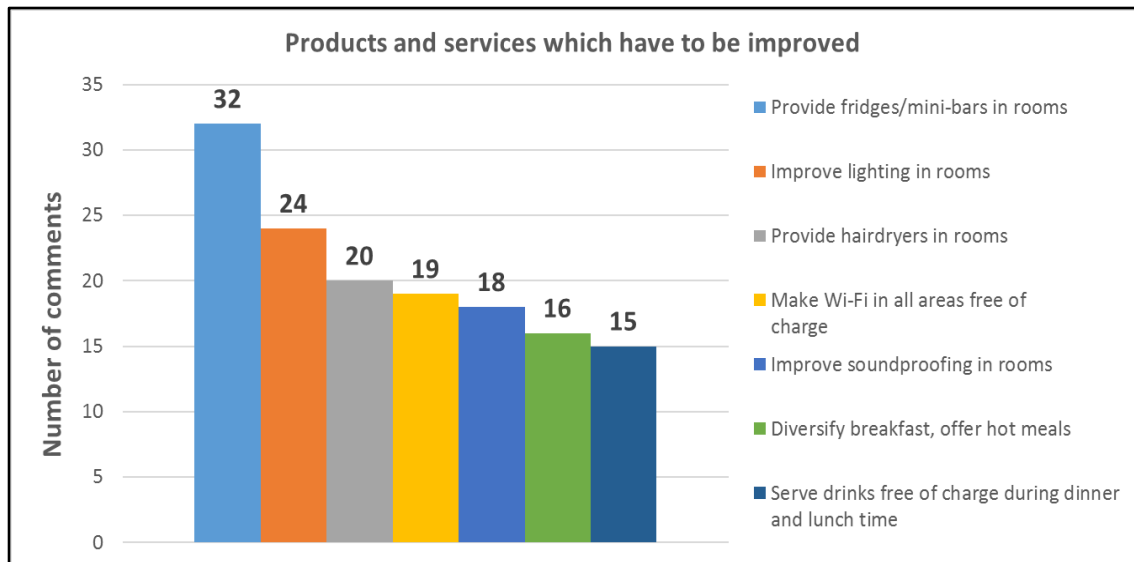


Figure 28. Products and services which have to be improved. Created by the author.

Absence of fridge in rooms

According to the data, the majority (32) of respondents find absence of fridge in rooms as the main weakness of Hotel Copacabana. The hotel provides guests an opportunity to store some medicines or small number of packed products in fridge at the reception, but as comments show many guests find this service dissatisfactory. Below are some examples of such comments:

- *Hairdryer and fridge in rooms would be nice, at least for additional fee.*
- *It is necessary to have fridge in room.*
- *No fridge in rooms, which is very important.*
- *Put small fridges in rooms (with freezer).*

Bad lighting in rooms

The second point the hotel should pay attention to is bad lighting in rooms. So, according to the results 24 guests felt uncomfortable because of insufficient number of lamps in rooms. Below are some examples of guests' feedbacks:

- *There was almost no light in room 304 (only one of the three lights was working).*
- *Make lighting in rooms brighter.*
- *Very little lighting in the evening.*

- *Extra lamps. It is very dark.*
- *The light in room is very dim.*

Absence of hairdryers in rooms

According to Hotel Copacabana's rules, people can take hairdryers at the reception, use them and bring back. However, although there is a sufficient number of hairdryers at the reception, many people do not like such service. So, based on the data, 20 guests prefer to have hairdryers in their room and therefore wrote "Hairdryer must be in room" or similar feedbacks in their questionnaires.

Free Wi-fi only in lobby

Based on the results of the research, paid Internet is another service most frequently mentioned in comments. Nineteen respondents mentioned that they would like to have free Internet in rooms and in some other areas like swimming pool, bar etc. Below are some of the guests' feedbacks:

- *Make free Wi-Fi in all areas, not only in lobby.*
- *The most important is to have fast Internet, which is also available in rooms.*
- *The access to the Internet should be in room, because it is quite noisy in lobby.*
- *Provide Wi-fi in the bar area and on the street near children's playground.*

Bad soundproofing in rooms

The next point many people complained about was bad soundproofing in rooms. Below are some examples from 18 negative feedbacks:

- *Awful soundproofing in rooms, you can hear all your neighbors.*
- *Very loud in corridors at night time.*
- *No soundproofing. It is possible to hear everything what happens in the next rooms (what people are talking on telephone, snoring).*
- *Points reduced because of bad soundproofing and quality of furniture.*

Poor selection of food at breakfast

Next service which was very often mentioned in customers' comments (16) was breakfast. Many people consider diversity of food at breakfast very poor and complained about the absence of warm dishes. Some opinions of the guests about breakfast diversity are presented below:

- *Insufficient breakfast. The smallest selection of food I have*

ever seen in 3-star hotels in Spain.

- *You welcome the families with small kids, but do not provide food for them. There are only buns offered at breakfast.*

Many guests' feedbacks also included suggestion what kind of food should be offered:

- *We do not have complaints about food diversity at dinner. However, the breakfast could be improved by offering omelet or fried eggs.*
- *Diversify breakfast. Offer warm meals (porridges, omelet, etc.), sausages and fruits.*
- *Diversify breakfast (add fried eggs or omelet, bacon, vegetables).*
- *Diversify breakfast. Some more yogurts, muesli and fruits would be nice.*
- *The breakfast is always the same. There are even no fried eggs.*
- *Juices from vending machines not possible to drink, because it is just water with sugar and food coloring.*

Lack of free drinks at lunch and dinner time

Besides comments about the breakfast, many words (15) were said about the lack of free drinks at lunch and dinner time. Below are some of guests' feedbacks:

- *Provide at least non-alcoholic drinks free of charge during the dinner.*
- *Make the water during lunch and dinner free of charge.*
- *Provide drinks at dinner (water, coffee, tea). Include these drinks to the price of package instead of charging extra money.*
- *Make it possible to drink at least tea at dinner.*
- *Provide tea and water free of charge.*
- *Make hot drinks and water free of charge. Tea, coffee and water are very important.*

7.1.4.2 Ideas about new products and services

A total number of 51 interesting new products and services were suggested by guests. The seven most frequently mentioned ones were:

- Organizing animation for children.
- Offering laundry facilities.
- Organizing luggage room.
- Providing possibility to dry clothes.
- Providing table games.
- Organizing room for children where they can play, draw, make craft.
- Organizing fitness room or sports ground.
- Offering SPA treatments.

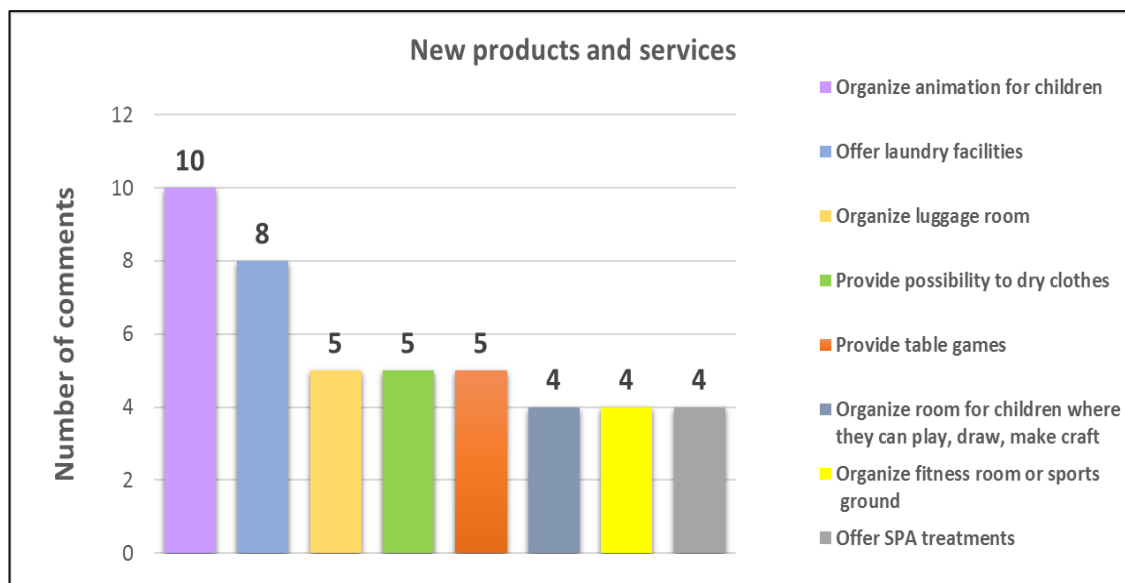


Figure 29. Recommendations for new products and services. Created by the author.

The figure 29 shows that most of respondents (10) suggested to organize more activities for children and even sometimes incorporated some general ideas what it could be. Below are examples of guests' comments:

- *These shows are more for old people. What about children?*
- *Show sometimes some movies/cartoons for children.*
- *Organize some evening entertainment programs for children, where they will actively participate*
- *Organize mini-club for children.*

Besides animation for kids, some guests (4) expressed the idea to organize special room for children where they can play, draw, watch movies, etc. (Figure 29).

After the idea of animation for children, the second most popular suggestion, with 8 people mentioning it, was providing laundry facilities. It is important to mention that some people in their feedbacks did not mean taking clothes to the dry cleaners, but instead asked for providing good conditions to clean their clothes themselves. Following feedbacks confirm this fact:

- *Organize special room with washing and ironing facilities (washing machine, ironing board).*
- *Iron and ironing board could be placed on each floor (it is more convenient).*
- *Provide laundry facilities to wash one's clothes.*

As the results show, in addition to laundry facilities, many people (5) also would like to have opportunities to dry their clothes after washing them or when coming

from beach. One of the guests, for example, advised to put a clotheshorse in balcony (Figure 29)

Figure 29 also shows that 4 people recommended to organize a fitness studio or sport ground in the hotel and exactly the same amount of people would like to have table games (Figure 29).

7.2 Analysis of netnographic observation

Netnographic observation was conducted in order to reveal the best products and services offered by some of Copacabana’s competitors. The results of the research are based on online feedbacks from Russian -speaking guests, who had their holiday from 1st January till 20 August 2017. The subjects of research are “Gran Hotel Don Juan Resort”, “Alegria Plaza Paris”, and “Hotel La Carolina”.

7.2.1 Identification of competitors’ products and services

During the analysis of products and services offered by competitors, but not offered by Hotel Copacabana, the author created the list of attributes which had to be examined for each hotel. The list was created relying on data provided by Booking.com website and by adding a couple of additional attributes which were discovered extra during the research. Below is the list of these products and services (Table 5).

	Gran Hotel Don Juan Resort***	Hotel Alegria Plaza Paris****	Hotel La Carolina***
General	- Facilities for disabled guests	- Pets are allowed on request - Facilities for disabled guests	-
Room	- Family Junior Suite (2 or 3 Adults+ 1 Children)	- Junior Suite (2 Adults +2 Children) - Bridal suite	-
Room features	- Hairdryer	- Refrigerator - Hairdryer - Extra beds	- Hairdryer - Rope for drying clothes
Outdoors	- Children’s swimming pool	- Swimming pool with fountain	- Swimming pool with hydro massage
SPA	- Solarium - Barber/beauty shop	- Turkish/Steam Bath - Hot Tub/Jacuzzi	-

		<ul style="list-style-type: none"> - Massage and Beauty treatment - Solarium - Fitness centre /gym 	
Parking	- Parking on site	- Parking on site	- Parking on site
Internet	-	- Internet is available in all areas and is free of charge	-
Front desk services	<ul style="list-style-type: none"> - ATM/cash machine on site - Luggage storage 	- Luggage storage	- Currency exchange
Activities	<ul style="list-style-type: none"> - Hiking - Games room - Golf course for additional fee - On site tennis court for additional fee - Cooking demonstration - Children animation 	- Darts	-
Food & Drink	<ul style="list-style-type: none"> - Diet menus - Water free of charge - "All-inclusive" system - Entertainment programs, dances 	<ul style="list-style-type: none"> - Breakfast in the room - Sparkling wine during the breakfast time - "All-inclusive" system 	-
Extra services	<ul style="list-style-type: none"> - Meeting/ banquet facilities - Gift shops 	<ul style="list-style-type: none"> - Ironing Service - Laundry - Newspapers 	- Newspapers

Table 5. Products and services provided by competitors, but not offered by Hotel Copacabana (Booking.com 2017). Created by the author.

The process of research was done so, that all reviews which mentioned at least one of above listed products and services were translated into English and then transferred into advance-prepared table. As the practice shows, most of feedbacks for this research were obtained from such travel websites as Booking.com., TripAdvisor and TopHotels.

7.2.2 Findings from social media websites

Talking about the results of the research, it is very noticeable that not so many Russian tourists are used to leaving their feedbacks online. Especially if we compare how many comments they wrote in questionnaires. However, a small number of feedbacks did not influence the process of research and still allowed to identify the best products and services of Hotel Copacabana's competitors. All these products and services are presented in figure 30 on next page.

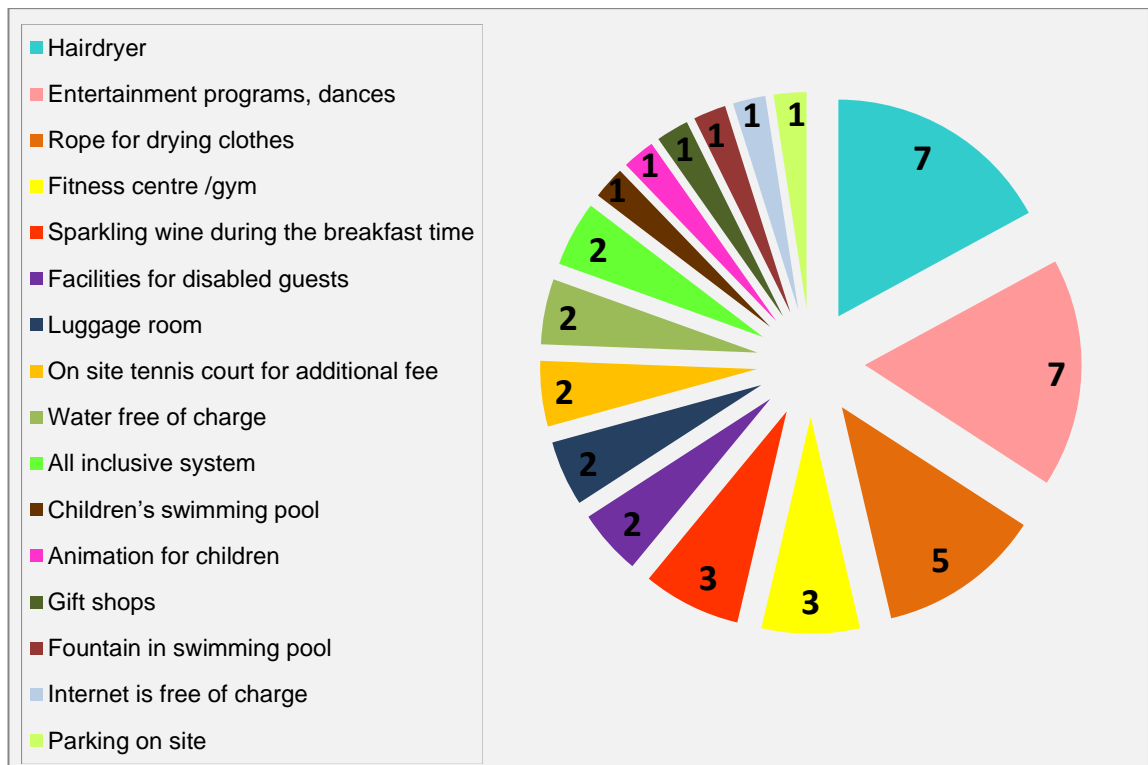


Figure 30. The best products of Copacabana's competitors. Created by the author.

As you can see from figure 30 the five best products offered by competitors, but not provided by Hotel Copacabana are hairdryer, entertainment programs (e.g. dances), rope for drying clothes, fitness center /gym and sparkling wine during the breakfast time.

Presence of hairdryer

According to the social media analysis, the most mentioned word in guests' feedbacks was a hairdryer. Seven Russian customers mentioned hairdryer when describing room's facilities. Below are these reviews including the date in brackets when feedback was published:

- *The room has a balcony, TV, hairdryer, but no fridge.* (08.07.2017) (TripAdvisor 2017)
- *There is a hairdryer.* (31.05.17) (TopHotels 2017)
- *Room is simple. Without air conditioning and fridge, but there is a hairdryer and a rope for drying clothes on the balcony, which is important for us.* (13.08.2017) (TripAdvisor 2017)
- *We had hairdryer and did not have fridge.* (01.07.2017) (TripAdvisor 2017)
- *The room is comfortable, with a hairdryer, spacious, but paid safe deposit box.* (08.08.2017) (Positive Travel 2017)
- *The room is small, modest, without a fridge, but there is a hairdryer, soap, gel shampoos.* (08.08.2017) (Otzovic 2017)

- *The presence of a hairdryer, safe deposit box, soap accessories made our holiday more comfortable. (08.09.2017) (Tury 2017)*

Entertainment programs

Many comments were left by Russian-speaking guests when describing animation programs organized by hotel Don Juan Resort***. Below are examples how customers described the hotel's entertainment programs:

- *In the afternoon, there are dances for retired people. In the evening, sometimes some performers are invited. We liked the evening with Belly dance. (01.07.2017) (TripAdvisor 2017)*
- *Some entertainment for adults is also organized. It's funny to watch how European pensioners dance. (01.07.2017) (TripAdvisor 2017)*
- *There are a lot of people in hotel. Most of them are groups with children (sport groups or camp groups) and retired people, who dance pair dances in the evening. (30.06.2017) (TripAdvisor 2017)*
- *This hotel has already been for a long-time famous for its dances for retired people, which are organized 2 times a day - at 15 and 21h. 80% of guests are retired people. Somehow it is not a lot of fun with them. (04.07.2017) (Top Hotels 2017)*
- *Flamenco dance is on Sundays. (03.07.2017) (TopHotels 2017)*
- *Evening entertainment programs included sometimes some show. (Flamenco, belly dancing) (08.08.2017) (Positive travel 2017)*
- *In the evenings animation program is organized. We liked the Flamenco dance. (08.08.2017) (Otzovic 2017)*

From these reviews, it is also possible to see that the most liked shows among Russian-tourists are Flamenco and Belly dances. So, by including these or similar dances in the evening entertainment program, the Hotel Copacabana has a big opportunity to increase Russian clients' satisfaction level.

The presence of opportunity to dry clothes

According to the analysis, the presence of opportunity to dry clothes is considered to be a very important service provided by the hotel. So, five guests mentioned availability of a rope in the balcony as a big advantage of La Carolina hotel. All these five positive reviews are presented below:

- *On the balcony, there is even a rope to dry clothes, which is very convenient. (06.08.2017) (TripAdvisor 2017)*
- *Room is simple. Without air conditioning and fridge, but there is a hairdryer and a rope for drying clothes on the balcony, which is important for us. (13.08.2017) (TripAdvisor 2017)*

- *The balcony is spacious, there are two chairs, table and a space to dry clothes.* (08.17.2017) (TopHotels 2017)
- *Particularly we were pleased with the presence of a rope for drying clothes.* (07.08.2017) (TopHotels 2017)
- *We liked a lot that there are a hairdryer and clothes dryer.* (10.08.2017) (TopHotels 2017)

Fitness center /gym

Next service which was mentioned in customers' reviews was the presence of gym in hotel. So, three guests said some words about this service:

- *The gym is poorly equipped.* (07.08.2017) (Booking.com 2017)
- *Old furniture, in the fitness room there are no dumbbells, barbells and only one simulator.* (08.08.2017) (Booking.com 2017)
- *Fitness room is bad, no barbell.* (31.07.2017) (Booking.com 2017)

As you can see from these three reviews, although gym is important for Russian-speaking customers, they are not satisfied how this service is provided by Hotel Alegria Plaza Paris. It in turn opens a new possibility for Hotel Copacabana to beat competitors.

Sparkling wine during the breakfast time

According to the social media analysis, some of the guests liked the service of sparkling wine at breakfast and therefore mentioned this service in their feedbacks:

- *Champagne is offered during the breakfast.* (16.06.17) (Booking.com 2017)
- *Champagne during breakfast time.* (21.05.17) (Booking.com 2017)
- *Champagne during the breakfast.* (11.05.17) (Booking.com 2017)

The author believes that Champagne at breakfast is an unexpected service for Russian-speaking guests and one of the points that distinguishes Hotel Alegria Plaza Paris from other hotels. Such small pleasant surprise increases customers' satisfaction level as it exceeds their expectations.

7.3 Analysis of ethnographic observation

Ethnographic observation is a supplementary method in this research. It was done during summer 2017 from the reception area and lasted in total 11 weeks (from 1st June till 20th August). All Russian guests' face-to-face comments were

daily noted and transferred into research diary, which is made up of three columns. The first column comprises all positive guests' feedbacks and therefore can be considered as advantages of Hotel Copacabana. Opposite to first column, the second group includes all guests' daily complaints and therefore shows the weakest points of the hotel. The last, third column is designed to catch some of guests' ideas about new services and possible improvements. In other words, the third column provides new opportunities for a hotel. So, the next three subchapters are devoted to describing what products and services Russian-speaking customers mostly complained about and what kind of advice were given.

7.3.1 Findings from analysis of complaints

A total number of 277 complaints were noticed and transferred into research diary. Later in order to get more visible results, all similar negative comments were combined into one group. Below in the Table 6 are presented all these groups of complaints including the number of times they were received.

Complaint	Frequency of complaints
Problem with electricity or lighting	41
Problem with Air Conditioning	35
Complaint about broken or absence of furniture	30
Problem with plumbing	29
Problem with number of towels in rooms	23
Complaint about cleanliness in rooms	20
Problem with shampoo and gel / soap	15
Problem with TV	15
Complaint about the absence of fridge in rooms	12
Complaint about the absence of opportunity to get boiled hot water	9
Problem with telephone	9
Complaint about the absence of shower in hotel's common area	5
Problem with the speed of paid Internet	5
Complaint about quality of pillow	4
Complaint about quality of furniture	3
Complaint about the absence of hairdryers in rooms	3
Complaint about bad soundproofing	2

Complaint about early check-out	2
Problem with queue in the restaurant	2
Complaint about the absence of opportunity to dry clothes	2
Complaint about availability of hairdryers at the reception	1
Complaint about availability of irons at the reception	1
Complaint about complimentary gift for birthday or honeymoon	1
Complaint about dirty dishes in the restaurant	1
Complaint about lunch packet/ cold dinner / meal replacement	1
Complaint about mattresses	1
Complaint about the absence of telephone number of reception in room	1
Complaint about the absence of ventilation in bathroom	1
Noisy cleaning staff	1
Problem with smoking rules	1
Problem with theft in hotel	1
Total Number of complaints	277

Table 6. Summary of complaints. Created by the author.

As you can see from the table, there are many different issues people were not satisfied with. However, because of volume restrictions of the report, the author of the Thesis shortly described only 9 most frequently mentioned ones.

Problem with electricity or lighting

According to the results, most of the guests (41) claimed about electricity and lighting in rooms. If we address this problem deeper and have a look on guests' comments, we can see what people were exactly not satisfied with. (Figure 31)

So, based on the comments, one of the most popular claims was electricity supply disconnection, as 21 guests complained about this. It happened when people used their own devices which by electrical voltage were not appropriate for local electrical outlets.

Another reason for complaint was popped bulbs, with 15 guests mentioning this problem. The author of the thesis can not provide any comments why it happened so often but can advise to change bulbs to more durable ones.

The last 5 people complained about electrical outlets in their rooms. Some of them did not work very well, while others were totally broken.

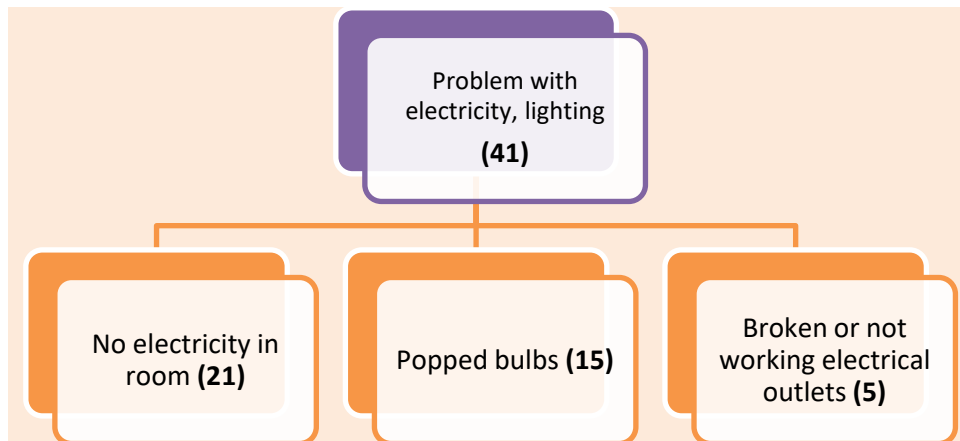


Figure 31. Reasons of complaints about electricity/lighting. Created by the author.

Problem with Air Conditioning

Many words (35) were said about not working or poorly working air conditioning. It is worth mentioning that 35 recorded comments were written only in situations when some defects in air conditioning really took place. In fact, there were much more complaints each day. It happened because people did not know how to use air conditioning, were afraid to press buttons strongly or just forgot to close balcony door.

Complaint about broken or absence of furniture

As it can be seen from the table 6, the next popular point to complain was furniture. Thirty guests complained about the absence of some furniture or its breakage (Figure 32).

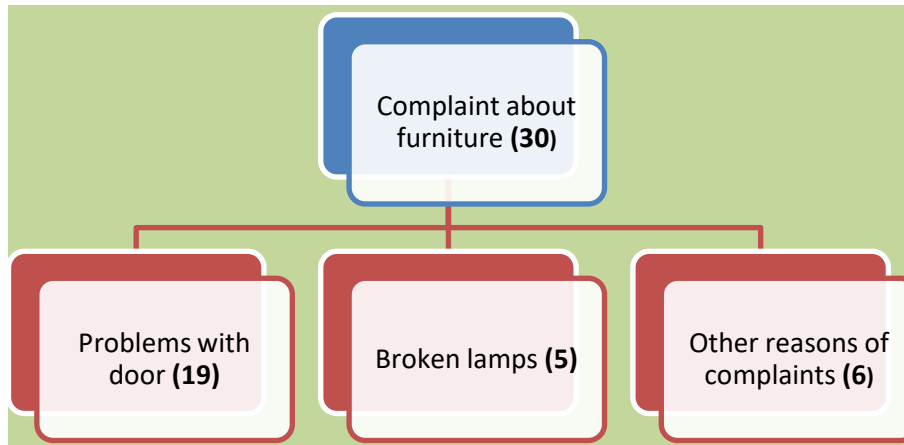


Figure 33. Reasons of complaints about furniture. Created by the author.

By dividing this problem into smaller ones, it can be noticed that first of all attention should be paid to hotel's doors. There were many people (19) who had difficulties in opening the entrance door or could not properly close balcony because of broken lockers. In addition to doors, some negative feedbacks (5) were given also to broken lamps. It means, that some furniture renovation in rooms could be also a good idea. (Figure 32)

Problem with plumbing

Plumbing is another frequently occurred issue. Under the word "Plumbing" the author of the thesis summarises all malfunctions which took place in bathroom. The results show that the vast majority of complaints (10) were devoted to not properly working toilet. In most of the cases there was no water in toilette's cisterna or flushing button was broken. In addition to this reason, the leakage of water in shower or sink also led to many (8) guests' dissatisfaction. (Figure 33)

Thus, so many negative words about bathroom can only mean that plumbing in hotel is very old and therefore has to be changed to new one.

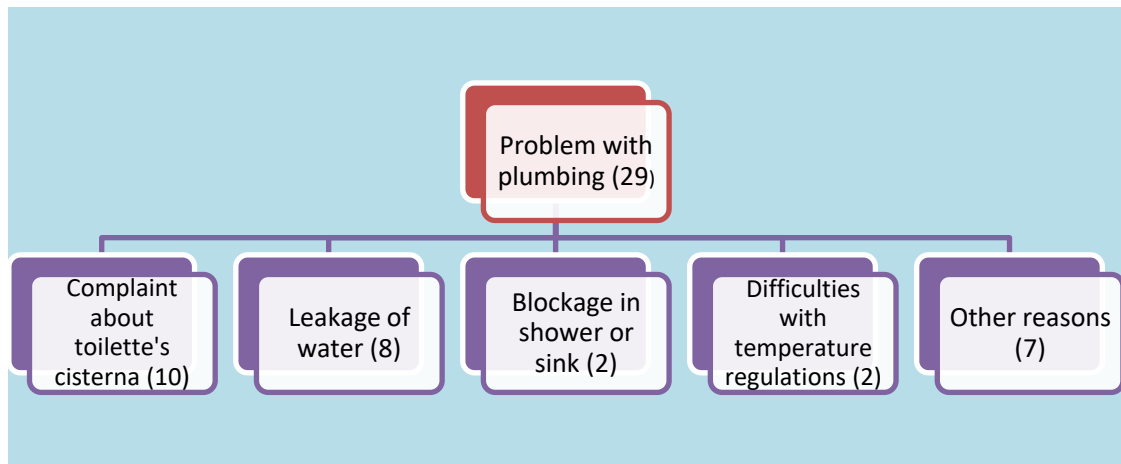


Figure 34. Reasons of complaints about plumbing. Created by the author.

Problem with number of towels in rooms

Significant number (23) of guests came to the reception because of lack of towels in their room. The thing is that Hotel Copacabana does not have many single rooms, and therefore single travellers very often have to stay in double ones. Moreover, in case of group arrivals with many small children, very often three or four kids are accommodated in the same room. All these frequent changes about the number of persons in rooms, complicate the work of housekeeping department. As a result, cleaning staff is not sure how many people are going to arrive to each room and how many towels have to be given.

Complaints about cleanliness in rooms

There was a significant number of people (20) who were not pleased with the quality of cleaning in rooms or the way it was done. Thus, three guests said that there was no cleaning at all, two guests were not satisfied with the time of cleaning, while other 15 found some dirt in their room or did not get some attributes (e.g. duvet cover). The critical point to complain about quality of cleanliness became dirty air conditioning. People noticed some mould inside air conditioning and considered it as very dangerous for health. (Figure 34)

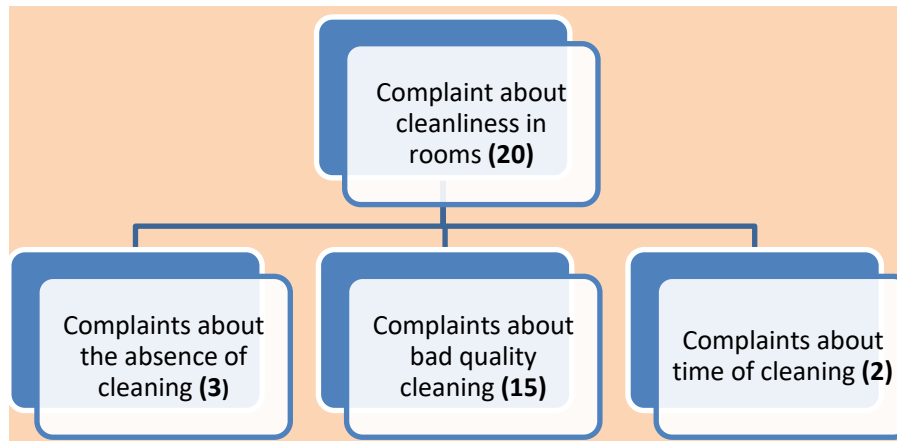


Figure 35. Reasons of complaints about cleanliness in rooms. Created by the author.

Problem with shampoo and gel / soap

Besides poor cleaning, guests also complained about lack of toiletries (Table 6). Because of the big number (15) of complaints, the author of the thesis had to highlight this issue by introducing it in separate group. As the practice shows, some guests received only shampoo at the day of arrival, while others for example got shampoo and shower gel every day. As a result, after communicating with each other, some guests felt themselves neglected and started to complain.

Problem with TV

Problem with TV is another frequent reason (15) for guests' dissatisfaction (Table 6). In some cases, there were really faults in the operation of TV, in other cases people complained about the lack of Russian channels.

Complaint about the absence of fridge in rooms

The Hotel Copacabana provides fridge at the reception for medicines storage and storage of food if it was bought not earlier than two days before departure. The reason is that fridge is limited in size and therefore can not store all products from the guests during their whole stay in Copacabana. As the results of ethnographic observation shows, Russian-speaking guests consider such service insufficient. They would like to have fridge in rooms so that they can use it at any time they want.

7.3.2 Findings from analysis of recommendations

A total number of 23 recommendations were provided by guests and then later transferred by the author into research diary. Below in the table 7 are presented all recommendations including the number of times they were received. (Table 7)

Recommendation	Frequency
Offer beach towels rental	4
Offer baggage wrapping service	2
Organize the rental of bicycles, roller-skates, scooters, etc.	2
Provide slippers in rooms	2
Assign rooms so that young people do not live on the same floor with families and do not disturb them by making a lot of noise	1
Buy more routers to provide good free Internet	1
Change towels to new ones. Old towels are worn out	1
Offer maps of Barcelona	1
Provide different sized portions in restaurant	1
Provide possibility to use microwave	1
Provide some SPA treatments	1
Provide tee on the request	1
Put in rooms a basket with fruits as a complimentary gift for honeymooners	1
Put kettles in rooms	1
Put small combs in rooms	1
Sell ice in the bar to be able to cool the drinks	1
Write the names of dishes in restaurant in Russian	1
Total number of recommendations	23

Table 7. Recommendations provided by guests. Created by the author.

As it can be seen from the table 7, most of the guests will appreciate such hotel services as beach towel rental, baggage wrapping service, rental of vehicles and slippers in rooms. By taking this advice into consideration, the hotel will be able to increase the number of satisfied Russian- speaking guests in hotel.

7.3.3 Findings from analysis of positive comments

Unfortunately, not many people (9) came to the reception in order to share their positive experience. The ones, who did it, mentioned the positive points listed below (Table 8).

Positive comment	Frequency
Good food in the restaurant.	4
Good cleaning services	1
Ability of staff to speak Russian	1
Nice, friendly personnel	1
The helpfulness of hotel's staff	1
Total number of comments	8

Table 8. Positive comments from guests. Created by the author.

So, based on the data, only five elements were mentioned by Russian-speaking guests as good ones. The main favorite in this list is good food in the restaurant. All other attributes unfortunately got insufficient number (1) of positive comments. (Table 8)

8 Summary and recommendations

The aim of the thesis was to find out which services and products of Hotel Copacabana can satisfy Russian-speaking tourists and hereby help company become stronger and more competitive in the market.

To meet the aim of the research, three types of analysis were carried out. The first analysis identified the hotel's current best and worst features as well as provided ideas for new products and services. The second analysis was done to show the best practices of competitors which can be adapted and applied by Hotel Copacabana. Final third analysis was conducted as a supplementary method of research and as practice shows greatly helped to discover the weakest points of Hotel Copacabana and catch new ideas for possible innovations.

The results of all three researches were summarised in SWOT matrix, which in current research covers only hotel's strengths, weaknesses and opportunities. As

it can be noticed, there is no column “Threats” included in the table. The author considers that at the moment there are no critical products and services which can ruin the hotel. However, if necessary steps are not done in order to improve poorly-performed products and services, all attributes mentioned in the column “Weaknesses” can easily reach their critical point and become threats. (Table 9).

SWOT Summary			
Type of research	Strengths	Weaknesses	Opportunities
Questionnaire (findings from Likert-scale questionnaires)	<ul style="list-style-type: none"> - Hotel’s common areas are clean and shiny - Quality of information provided in a reception - Speed of check-in and check-out service - Ability of employees to speak Russian - Staff’s speed in providing services - Friendliness and politeness of staff - Ability of staff to help and solve problems - Cleanliness of rooms - Variety of food and beverages at dinner - The quality of food and beverages - Comfort and atmosphere of common areas (design, music, air-conditioning, etc.) 	<ul style="list-style-type: none"> - Availability of Internet - The quality of Internet - Comfort and atmosphere of rooms (lighting, air conditioning, soundproofing, etc.) - The availability of all necessary furniture, equipment and accessories - Quality of rooms’ furniture and technical equipment 	<p>To work on promotion concerning:</p> <ul style="list-style-type: none"> - Payment methods - Variety of excursions provided by the hotel - Ability to get irons on request - Employees’ uniform - Quality of drinks - Swimming pool opening hours - Billiards - Tennis table
Questionnaire (findings from open-answer questions)		<ul style="list-style-type: none"> - Absence of fridges in rooms - Bad lighting in rooms - Absence of hairdryers in rooms - Free Wi-fi only in lobby - Bad soundproofing in rooms - Poor selection of food at breakfast - Lack of free drinks at lunch and dinner time 	<ul style="list-style-type: none"> - Organize animation for children - Offer laundry facilities - Organize luggage room - Provide possibility to dry clothes - Provide table games - Organize room for children where they can play, draw, make craft

			<ul style="list-style-type: none"> - Organize fitness room or sports ground. - Offer SPA treatments
Netnographic observation			<ul style="list-style-type: none"> - Provide hairdryers in rooms - Improve entertainment programs - Provide opportunity to dry clothes - Organize fitness centre/gym - Offer champagne during the breakfast time
Ethnographic observation	<ul style="list-style-type: none"> - Good food in the restaurant 	<ul style="list-style-type: none"> - Problem with electricity or lighting - Problem with Air Conditioning - Complaint about broken or absence of furniture - Problem with plumbing - Problem with number of towels in rooms - Complaint about cleanliness in rooms - Problem with shampoo and gel /soap - Problem with TV - Complaint about the absence of fridge in rooms 	<ul style="list-style-type: none"> - Provide beach towels rental - Offer baggage wrapping service - Provide rental of vehicles - Provide slippers in rooms

Table 9. SWOT Summary. Created by the author.

The final SWOT summary by dividing all products and services in three categories not only informs us which place each attribute occupies in customer's mind but also provides answers to three research questions of this thesis. These answers are discussed in the following sub chapters.

8.1 Currently satisfying products and services

Based on the results of questionnaire, the biggest advantages of Hotel Copacabana are mostly connected to front office services, restaurant, quality of common areas and the work of staff.

Most of the positive reviews were devoted to the work of restaurant. In particular the hotel should continue to give possibility for guests to replace missed meal and it can maintain the same restaurant opening hours. The findings from questionnaire and ethnographic observation also showed that Russian-speaking guests are mostly happy with the presentation, variety and quality of food and the whole atmosphere in restaurant. These are extremely important attributes which help Hotel Copacabana to remain competitive.

Besides the work of restaurant many positive opinions were expressed about the work of hotel staff. As it was mentioned in chapter 4 on page 30, because Russia is a country with low individualism index, Russian clients pay a lot of attention to how the products are served by the employees. Thus, Russian tourists' satisfaction with hotel staff is really a valuable indicator that hotel personnel do their work very well. So, Hotel Copacabana should continue employing Russian-speaking staff and keep up a high level of speed in providing services and ability of staff to solve problems. Friendliness and politeness of staff should also be supported at the same high level in order not to lose a competitive advantage.

Talking about front office services, hotel should definitely keep the luggage weighing scales at the reception and go ahead with fast check-in and check-out as well as with qualitative provision of information in a reception.

Other predominant features of Hotel Copacabana are related with hotel's common areas. Questionnaire showed that people are satisfied with cleanliness of swimming pool and all other common areas and do not have many complaints about availability of necessary furniture.

All these described pluses assist Hotel Copacabana to meet intensive competition and be attractive for Russian-speaking tourists. In other words, we can say that all these products and services reached the growth stage in Product-life cycle, which was described in chapter 2 on page 13 of this report. However, as we remember, after the growth stage follow the maturity and decline stages, which are characterized with some slowdown in dominance of products and services. It means what is an advantage now can easily be defined dissatisfactory on the next day. In order to avoid this, Hotel Copacabana is advised not only to keep up the same high level of performance of these products but also constantly innovate them and find new ways to differentiate these attributes from competitors.

8.2 Adaptable products and services offered by competitors

As it was presented on page 9, product development can be achieved either by innovation or following the leader. In order to apply the second tactic and find out which products and services offered by stronger competitors can be copied, the netnographic method of analysis was conducted.

According to the results, Hotel Copacabana concedes to other hotels because it does not provide hair dryers in rooms or dryers for clothes. The Hotel Copacabana is advised to include these attributes to product-service mix and thus deprive other hotels of their competitive advantages.

Another interesting product offered by Hotel Alegria Plaza Paris is champagne served at breakfast time. Because of being a distinctive feature of the hotel and thus exceeding customers' expectations, this product got only positive reactions from the guests. Therefore, it could be also a good advice for Hotel Copacabana to offer sparkling wine or even better to think about its own cherry on the cake.

Beside this, entertainment programs provided by evaluated competitors are more liked by tourists. Taking into account that flamenco show and belly dances were mentioned most often in guests' feedbacks, Hotel Copacabana is advised also to include these or similar traditional dances into evening animation program.

In addition to this the customers left significant amount of feedbacks about gym in Hotel Alegria Plaza Paris, but most of them were negative ones. The author assumes that this in turn offers a good chance for Hotel Copacabana. By providing very good fitness facilities with large enough number of dumbbells and barbells, Copacabana can make gym a competitive advantage.

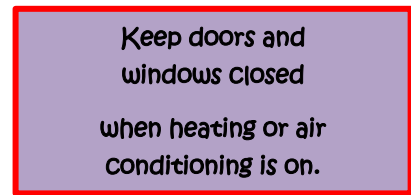
All these described products and services offered by competitors are the ones that should be taken into consideration by Hotel Copacabana. However, just copying the product offered by competitor is maybe not the best approach. Based on the ideas of product development written by Mr. Kumar and discussed in chapter 2, in order to be better than competitors, it is important to understand: “Why should customers choose your product and not the product of competitors?” In this regard, Hotel Copacabana is advised to add some distinctive features to competitors’ products and only then offer them to the guests.

8.3 Improving the product-service mix to serve Russian travellers expectations

All products and services listed under the heading “Weaknesses” in SWOT summary table on page 77 are the attributes that are not offered by Hotel Copacabana efficiently and so the ones which spoil the overall impression about the hotel. The results of all three methods of research showed that most of the weakest points of Hotel Copacabana are related to hotel’s rooms. Many negative words were said about cleanliness and comfort of rooms as well as about quality and availability of necessary furniture and equipment.

To improve the situation, first of all the hotel is recommended to check the work of air conditioners, TV, electricity and plumbing, as many complaints were received concerning these attributes. In addition to technical improvements of these attributes, based on the results of the researches and guests’ comments, the author of the thesis advises Hotel Copacabana to take the following actions as well:

- Write instructions in Russian language how to use air conditioners and thus facilitate the work of hotel staff, as well as avoid customers frustration. Picture 3 is an example of such instruction.



Picture 3. Instruction to air conditioning. Created by the author.

- Make sure that all rooms have Russian TV channels, so that all guests get the same service for the price they paid.
- Replace bulbs to more durable ones or even change the whole electricity system so, that when people are outside, light will be automatically switched off.

As we remember from theoretical part, Hofstede determined Russia to be a country with low individualism index. It means that for Russians physical conditions, like good ventilation and lighting and adequate work space are one of the priorities when choosing a place to stay. This can be one of the reasons why so many negative feedbacks were given concerning comfort and atmosphere of rooms. In particular guests of Hotel Copacabana complain about bad soundproofing and lighting. If the first problem is not so easy to solve, the lighting can be made better by providing extra lamps in rooms.

Furnishing is another critical point for guests' dissatisfaction. Guests endure inconvenience because of lack of hair dryers and fridges in rooms and even claim that these are the main reasons for not coming back. In this regard, author assumes that if organizing fridges in each room is very costly for a hotel, then at least rental of fridges for extra fee should be organized.

In addition to this, furniture and equipment in hotel rooms are also negatively described by Russian clients. Guests complain not only about dilapidated state of furniture but also about some breakage. The ethnographic observation showed that first of all, attention has to be paid to broken lamps and doors which are difficult to open or have problems with lockers.

Besides renovation of furniture and equipment, some changes in the work of housekeeping department should also take place. Based on the results of the

research the author believes that in order to decrease the number of negative reviews at least following steps have to be made:

- Improve communication system between reception and housekeeping departments so that cleaning ladies can be better informed how many towels have to be put in each room.
- Set a single rule how often and in which amount soap accessories have to be distributed.
- Do thorough cleaning of air conditioners in order to remove mold and thus make people feel themselves safe. It is interesting that Russian guests were the only ones who paid attention to cleanliness of air conditioners, which confirms the theory of Hofstede. As it was mentioned in table 1 on page 30 Russians have high uncertainty avoidance index and therefore care a lot about cleanliness.

Good rooms with appropriate furnishing, working devices and good cleaning are not the only expectations of Russian-speaking customers in Hotel Copacabana. The results of research revealed that many clients also expected to have free fast-working Internet in their rooms and were very disappointed by not receiving such service. This in turn again supports an observation made by Hofstede that Russians use Internet a lot for leisure purposes. (Table 1). In this regard, Hotel Copacabana should think it over how to provide high quality Internet to Russian-speaking guests.

Beside rooms and Internet, some negative issues were revealed in the work of restaurant. Special attention should be paid to the breakfast menu. Russian-speaking customers were not satisfied with the choice of food at breakfast and particularly with the lack of hot meals. Some advice like serving omelet, porridge, pancakes and fruits were given by the guests to improve the situation. Such requests are quite explainable if we again have a look at Hofstede's dimension of culture. In table 1 on page 30 it was discussed that Russia has a high uncertainty index and that is why Russian customers try to avoid ready-made food and instead value more fresh fruits and vegetables.

Another problem which guests faced during the work of restaurant is the lack of free drinks. Russian-speaking clients claim that at least water and hot-drinks should be served at lunch and dinner time free of charge. It in turns confirms the results of research conducted by Demidov and discussed in chapter 4 of this report (Figure 12), where the tea was mentioned as the most important drink among Russians. At the same time as it was presented in Table based on Hofstede's and other scientists' researches, Russians have low masculinity index and for this reason consider coffee as a symbol of togetherness. So, Hotel Copacabana is recommended to take into consideration such cultural characteristics and make sure that Russian-speaking customers can always have the opportunity to get a cup of coffee and tea.

The results of all three types of research identified not only weak points of Hotel Copacabana, but also some possibilities for improvement, as well as ideas for new products and services. According to Likert-scale questions, such factors as payment methods, variety of excursions offered by the hotel, ability to get irons on request, employees' uniform, quality



Picture 4. Example of bar promotion (Depositphotos 2017).

of drinks, swimming pool working hours, presence of billiard and tennis table are positively evaluated by Russian-speaking guests. However, despite that these attributes are executed by a hotel on a high level, according to Importance-satisfaction matrix on page 55, many guests find them unimportant. Thus, in order to prevent unreasonable leakage of money, Hotel Copacabana is recommended to arrange some promotion or marketing programs in order to catch guests' attention to these attributes. Thus, for example by creating some advertisement for a bar, the hotel can encourage guests come to the bar and thus turn bar to one of the advantages of the hotel (Picture 4).

In addition to products and services revealed by Likert-scale questions and netnographic observation, the hotel is also advised to add a number of attributes which Hotel Copacabana as well as examined competitors neglected to pro-

vide. These products were advised by Russian-speaking clients within the framework of questionnaire and ethnographic observations.

According to questionnaire and ethnographic observations, many guests would like to diversify their leisure time by enjoying SPA treatment, playing table games and renting different vehicles like bicycles, roller-skates, scooters, etc. Inclusion of these elements to product-service mix is a perfect chance for Hotel Copacabana to differentiate itself from competitors and thus attract more potential customers. In addition to this, demographic questions showed that families with children are the most frequent guests of Hotel Copacabana. It means that arrangement of some animation for kids is another way for Copacabana to become more attractive for Russian-speaking guests. Customers advised to organize a special room for children where they can play, draw, make craft, and the author of this thesis recommends Hotel Copacabana to take this idea into consideration. However, in case Hotel Copacabana is not ready to such investment, then the author advises to show children different cartoons during certain hours.

Findings of open-answer questions of the questionnaire showed that some clients would be happier if there was a luggage room in Hotel Copacabana. This service is very important because many Russian-speaking guests have to arrive to hotel before check-in hours or leave later than check-out time. Many people feel uncomfortable when they cannot leave their belongings in safe and this factor can influence their decision when choosing a hotel. However, in order not to complicate the work of reception staff or hire a special person to control the luggage, it would be probably more advisable to organize luggage lockers instead. At the discretion of hotel this service could be provided for free as well as for additional fee.

In addition to this, the analysis revealed that luggage room service is not the only issue which can be applied to security service. Many people also expressed the idea to offer a luggage wrapping service. The author of the thesis believes that such service is not only the possibility to differentiate from competitors but also a way to earn some extra money.

Laundry facilities is another opportunity to beat the competition. Taking into account the fact that Russian-speaking guests prefer to wash their clothes themselves instead of paying for dry-cleaning, investment in a couple of washing machines and ironing boards could be a great way to satisfy Russians.

Slippers in rooms and rental of beach towels could be other advantages of Hotel Copacabana. The ethnographic observation showed that many Russian-speaking guests are used to the fact that beach towels and slippers are included in the price in such countries as Egypt and Turkey and therefore did not take them to vacation in Spain. Thus, availability of towels and slippers at least for additional fee can make their holiday more carefree.

All these products and services mentioned above are the ones which have to be modified in the nearest future in order not to become threats for a company or the ones which could be added extra to Hotel Copacabana's product-services mix. As it was discussed in chapter 2 on page 9, constant introduction of new products or a bundle of products is one of the main reason why such famous hotels like Hilton and Marriott are the leaders in their market. However, as the results of the researches show, Russian-speaking customers' expectations concerning hotel's products and services are not only high but even exceed the standards of 3-star hotel. It can be related to the fact, that Russian travellers used to pay the same price for All-inclusive service in such countries as Egypt and Turkey. Being not restricted with amount of services provided, they found the absence of some services in Spain as inappropriate. The good point is that many Russian-speaking guests mentioned during the research that they are ready to pay extra to get the products and services they want. Thus, for example, by offering for additional fee such services like slippers in rooms, kettles to drink tea, luggage lockers, rental of fridges, rental of beach towels and different vehicles, etc. can help Hotel Copacabana not only to satisfy Russian-speaking guests but also to earn some extra money.

9 Evaluation of the research

To conclude the research process, the author would like to say that conducting a research is not so easy as it could be thought. It is not just copying the text from the Internet, but instead it requires a lot of hard work to understand the resources, to choose from hundreds of them the best ones, to summarize all data to something valuable and then present the result in a way so that it can be not only understandable to readers but also applicable to interested parties.

However, no matter how difficult the research process was, the author of the thesis got valuable learning experience from it and acquired new skills, which could be also applied in the workplace. The research process taught the author to evaluate current knowledge more critically, think more broadly and write more effectively. In addition to this the research process allowed author to learn from her own mistakes how to carry out the research process more effectively and which methods of analysis revealed to be the most effective ones.

Thus, the biggest challenge for the author was to organize the questionnaire distribution process. The first idea of leaving questionnaires in guests' room on the day of arrival has totally failed. From 100 distributed questionnaires, only 11 were returned. The guests considered questionnaire an unimportant piece of paper and threw it away or drew pictures on it. The next idea was giving the questionnaires during check-in and asking guests directly to fill them and return them on last days. It was very noticeable that guests expressed more willingness to fill the questionnaires when they were asked to do it face-to-face. Therefore, from the next 100 questionnaires around 50% were received back. However, although this approach was better one, it still did not work very well. The author assumes that problem was because many people were tired from the trip and did not listen about questionnaire during check-in. Then the researcher started to give the questionnaires directly to guests a few days before their departure and kindly ask them to fill it. As a result, the return turnover increased to around 80%. The only difficulty was to find the right person to give the questionnaire, as many of the guests did not come to reception after the check-in or just did not have willingness to spend time on it. However, although this method was the most difficult and

stressful one, it definitely proved to be the most effective way to get questionnaires back.

It is interesting to notice that ethnographic observation method was very effective in analysing Russian-speaking guests. The author of the study did not place hopes in this method and considered it a supplementary one. However, as a result, it revealed a lot of new issues not covered in the two other types of researches. Russian-speaking guests did not have any hesitation to come to the reception in order to express their dissatisfaction and share their experience.

In comparison to ethnographic observation, netnographic type of research was not so productive in identifying Russian-speaking customers' needs and preferences. There were very few feedbacks left by Russians on travel websites.

Overall the author of the thesis believes that the result of all three types of the research can be valuable to all hotels targeting to Russian-speaking guests. Some of the recommendations were already taken by Hotel Copacabana into consideration. Thus, the Internet quality was improved and evening Disney entertainment show for children was organized. Next year the hotel is planning to do some investment by purchasing fridges and later providing them for additional fee, organizing fitness room and offering some Spa treatments.

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Appendix 1: Questionnaire in English language

Hotel Questionnaire



Dear Guest!

Welcome to our hotel. We are very pleased that you decided to stay with us, and we will try our best to make your stay with us as comfortable and enjoyable as possible.

We would really appreciate if you could evaluate the level of services provided by Hotel Copacabana and share with us your ideas and wishes about possible improvements. This will help us eliminate possible shortcomings in our work and make your next stay with us even more pleasant.

The survey is also designed as a practical part of Bachelor's diploma and by participating in it you will help greatly our student in her study project.

I Part

Few questions about you and your trip

1. Country of residence_____
2. The duration of your stay (*please tick the appropriate box*)
 - 1 to 6 days
 - 7 to 10 days
 - 11 to 14 days
 - 14 to 21 days
 - More than 21 days
3. Who do you travel with? (*please tick the appropriate box*)
 - Alone
 - Partner
 - Family member
 - Friends
 - Colleague

4. What was the main reason for you to visit this hotel? (please tick the appropriate box)

- Rest
 Visiting friends and relatives
 Business reasons
 Culture
 Others, please specify _____

5. Would you recommend Hotel Copacabana to your friends/relatives/colleagues? (please tick the appropriate box)

- Yes
 No
 Don't know

II Part

Below are the products and services provided by Hotel Copacabana. We ask you to rate each attribute twice.











First, please indicate how important each product and service is for you (left column) and then evaluate how efficiently each product and service is performed by Hotel Copacabana (right column).

Please, evaluate each attribute on the scale from 1 to 5, where:

1 = not important at all
 2 = not very important
 3 = almost unimportant
 4 = important
 5 = extremely important

1 = absolutely dissatisfied
 2 = rather dissatisfied
 3 = neutral
 4 = rather satisfied
 5 = absolutely satisfied

We would also appreciate if you provide us with some recommendations and ideas how mentioned products and services could be improved and diversified.

Importance of product/service						Level of products/services' performance in Copacabana hotel				
1	2	3	4	5		1	2	3	4	5
					General Factors					
					• Availability of Internet					
					• The quality of Internet					

					<ul style="list-style-type: none"> Hotel's common areas have all necessary furniture and attributes (e.g enough sofas, air-conditioning) 					
					<ul style="list-style-type: none"> Hotel's common areas are clean and shiny 					
How could we improve the hotel's common areas and facilities? (please write your wishes and recommendations).....										
1	2	3	4	5		1	2	3	4	5
					Front office services					
					<ul style="list-style-type: none"> Quality of information provided in a reception 					
					<ul style="list-style-type: none"> Speed of check-in and check-out service 					
					<ul style="list-style-type: none"> Payment methods 					
					<ul style="list-style-type: none"> Bicycle/car rental/ airport shuttle 					
					<ul style="list-style-type: none"> Parking possibilities 					
					<ul style="list-style-type: none"> Variety of excursions provided by the hotel 					
					<ul style="list-style-type: none"> Business facilities (e.g ability to make copies, print e-tickets) 					
					<ul style="list-style-type: none"> Ability to get irons on request 					
					<ul style="list-style-type: none"> Availability of luggage weighing scales at the reception 					
How could we improve our Front office' services? (please write your wishes and recommendations).....										
1	2	3	4	5		1	2	3	4	5
					Hotel's staff					
					<ul style="list-style-type: none"> Ability of employees to speak Russian 					
					<ul style="list-style-type: none"> Employees are dressed neatly and have uniform 					
					<ul style="list-style-type: none"> Staff's speed in providing services 					
					<ul style="list-style-type: none"> Friendliness and politeness of staff 					
					<ul style="list-style-type: none"> Ability of staff to help and solve problems 					
How the work of hotel's staff could be improved? (please write your wishes and recommendations).....										

1	2	3	4	5		1	2	3	4	5
					Housekeeping/rooms					
					• Cleanliness of rooms					
					• The availability of all necessary furniture, equipment and accessories					
					• Quality of rooms' furniture and technical equipment					
					• Comfort and atmosphere of rooms (lighting, air conditioning, soundproofing, etc.)					
How could we improve our rooms and housekeeping service ? (please write your wishes and recommendations).....										
1	2	3	4	5		1	2	3	4	5
					Food and beverage services					
					• Presence of vending machines with drinks					
					• Possibility to replace a missed meal with a packed lunch or late dinner					
					Bar					
					• Bar opening hours					
					• Assortment of drinks					
					• The quality of drinks					
					Restaurant					
					• Restaurant opening hours					
					• Presentation of food and beverages					
					• Variety of food and beverages					
					• The quality of food and beverages					
					• Comfort and atmosphere (design, music, air-conditioning,etc.)					
How could we improve our Restaurant and Bar's products and services? (please write your advices and recommendations).....										
1	2	3	4	5		1	2	3	4	5
					Activities					
					• Cleanliness of swimming pool					
					• Swimming pool opening hours					
					• Billiards					
					• Tennis table					

					• Game-playing machines					
					• Evening entertainment programs					
					• Broadcast of sport matches in lobby bar					
<p>How can the activities provided by Hotel Copacabana can be improved? (please write your wishes and recommendations).....</p>										

Are there any other products and services you would like to see in Hotel Copacabana? (please write your wishes and recommendations).....

**Thank you for taking time to fill out the questionnaire.
We truly value your opinion and recommendations you have provided.**

Please return this form to the reception.



**Thank
You!!!**

Appendix 2: Questionnaire in Russian language

Анкета гостя



Уважаемый гость !

Мы рады приветствовать Вас в отеле Copacabana. Нам очень приятно, что Вы выбрали наш отель и постараемся сделать всё возможное, чтобы Ваш отдых у нас прошёл интересно и комфортно.

Мы будем Вам очень признательны, если Вы оцените уровень услуг, оказанных Вам в отеле, а также поделитесь с нами своими идеями и пожеланиями. Это поможет нам устранить возможные недостатки в нашей работе и сделать Ваше следующее пребывание у нас еще более приятным.

Данный опрос проводится также в рамках исследования для дипломной работы и Ваше участие в нём поможет студенту в защите проекта.

Часть 1

Несколько вопросов о Вас и Вашей поездке

1. Страна проживания _____

2. Время Вашего пребывания в отеле Copacabana (*пожалуйста, отметьте соответствующий вариант*)
 - От 1 до 6-ти дней
 - От 7-ми до 10-ти дней
 - От 11-ти до 14-ти дней
 - От 15-ти до 21-го дня
 - Более 21 дня

3. Вы путешествуете: (*пожалуйста, отметьте соответствующий вариант*)
 - Один
 - С супругом/ой
 - всей семьёй
 - С друзьями
 - С коллегами по работе

4. Цель Вашего пребывания?(пожалуйста, отметьте соответствующий вариант)

- Отдых
 Посещение друзей/ родственников
 Работа, командировка
 Культурный визит
 Другое (пожалуйста укажите)_____

5. Будете ли Вы рекомендовать отель Сорасабана своим друзьям/ родственникам/ коллегам? (пожалуйста, отметьте соответствующий вариант)

- Да
 Нет
 Не знаю

Часть 2

Ниже представлены продукты и услуги, предлагаемые отелем Сорасабана. Мы просим Вас оценить каждый элемент дважды.

Сначала мы просим Вас определить насколько важно для Вас наличие ниже-представленного продукта/услуги (левая колонка). Затем мы просим Вас оценить уровень Вашей удовлетворенности качеством предоставления этого же продукта/ услуги отелем Сорасабана (правая колонка).

Пожалуйста, оцените ниже перечисленные элементы по 5-ти бальной шкале, где:

1 = совсем не важно
 2 = не очень важно
 3 = почти не важно
 4 = важно
 5 = очень важно

1 - абсолютно неудовлетворён
 2 - скорее неудовлетворён
 3 - нейтрально
 4 - скорее удовлетворён
 5 - абсолютно удовлетворён

Мы будем очень признательны если Вы также поделитесь с нами своими предложениями и идеями о том, как мы могли бы улучшить или разнообразить ниже перечисленные продукты и услуги.

Важность продукта/услуги					Качество предоставления продукта/услуги отелем Сорасабана				
1	2	3	4	5	Общие факторы				
					• Наличие интернета				

					<ul style="list-style-type: none"> • Качество подключения к Интернету 					
					<ul style="list-style-type: none"> • Комплектация и комфорт общественных зон отеля (освещение, кондиционирование, наличие необходимой мебели и аксессуаров) 					
					<ul style="list-style-type: none"> • Чистота и порядок общественных зон отеля 					
<p>Как бы мы могли улучшить общественные зоны отеля? (пожалуйста, Ваши пожелания и рекомендации)</p>										
1	2	3	4	5	Служба приёма и размещения	1	2	3	4	5
										
					<ul style="list-style-type: none"> • Качество встречи и качество предоставления информации о гостинице 					
					<ul style="list-style-type: none"> • Скорость процедуры заселения/выселения 					
					<ul style="list-style-type: none"> • Методы оплаты 					
					<ul style="list-style-type: none"> • Услуга проката велосипедов /аренды автомобиля/трансфера из и в аэропорт 					
					<ul style="list-style-type: none"> • Парковка 					
					<ul style="list-style-type: none"> • Разнообразие экскурсий предлагаемых отелем 					
					<ul style="list-style-type: none"> • Услуги Бизнес-центра (ксерокопирование / печать / сканирование документов) 					
					<ul style="list-style-type: none"> • Услуга предоставления утюгов по запросу 					
					<ul style="list-style-type: none"> • Наличие весов для взвешивания багажа 					
<p>Как бы мы могли улучшить работу службы приема и размещения отеля? (пожалуйста, Ваши пожелания и рекомендации)</p>										

1	2	3	4	5		1	2	3	4	5
					Персонал отеля					
					<ul style="list-style-type: none"> Наличие русскоязычного персонала 					
					<ul style="list-style-type: none"> Внешний вид сотрудников отеля, наличие униформы 					
					<ul style="list-style-type: none"> Скорость предоставления услуг 					
					<ul style="list-style-type: none"> Приветливость и вежливость персонала 					
					<ul style="list-style-type: none"> Эффективность обработки запросов и разрешения проблемных ситуаций 					
<p>Как бы мы могли улучшить качество работы персонала?<i>(пожалуйста, Ваши пожелания и рекомендации)</i></p>										
1	2	3	4	5		1	2	3	4	5
					Номерной фонд отеля					
					<ul style="list-style-type: none"> Чистота и уборка номеров 					
					<ul style="list-style-type: none"> Комплектация номеров (наличие необходимой мебели, технического оборудования, аксессуаров) 					
					<ul style="list-style-type: none"> Качество мебели и технического оборудования в номерах 					
					<ul style="list-style-type: none"> Комфорт и атмосфера номеров (освещение, кондиционирование, звукоизоляция, уют) 					
<p>Как бы мы могли улучшить наши номера и работу службы горничных?<i>(пожалуйста, Ваши пожелания и рекомендации)</i></p>										

1	2	3	4	5		1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Служба питания					
					• Наличие автомата с напитками					
					• Услуга заказа ланч пакета/ позднего ужина					
					Бар					
					• Режим работы бара					
					• Разнообразие напитков					
					• Качество напитков					
					Ресторан					
					• Режим работы ресторана					
					• Презентация, оформление блюд и напитков					
					• Разнообразие блюд и напитков					
					• Качество блюд и напитков					
					• Атмосфера и комфорт ресторана (музыка, кондиционирование, дизайн и т.д)					
Как бы мы могли улучшить качество работы бара и ресторана?(пожалуйста, Ваши пожелания и рекомендации)										
1	2	3	4	5		1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Развлечения					
					• Чистота бассейна					
					• Режим работы бассейна					
					• Бильярд					

					• Настольный теннис						
					• Игровые автоматы						
					• Вечерние развлекательные программы						
					• Трансляция спортивных матчей в Лобби-баре						
<p>Как бы мы могли разнообразить /улучшить выбор развлечений предлагаемых отелем? (пожалуйста, Ваши пожелания и рекомендации)</p>											

Дополнительные услуги, которые Вы хотели бы видеть в отеле Сорасапана? (Ваши идеи и пожелания)...

Большое спасибо за то, что Вы нашли время на заполнение данной анкеты. Ваше мнение очень ценно для нас!



**Thank
You!!!**

Пожалуйста, передайте заполненную Вами анкету работникам Ресепшена