南華大學企業管理學系管理科學碩士班碩士論文

A THESIS FOR THE DEGREE MASTER OF BUSINESSADMINISTRATION
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以品質屋方法檢測越南飯店之服務品質：

以MAJESTIC HOTEL 為例

USING QUALITY FUNCTION DEPLOPEMT (QFD) APPROACH TO IMPROVE
SERVICE QUALITY IN VIETNAM: A CASE STUDY OF MAJESTIC HOTEL

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以品質屋方法檢測越南飯店之服務品質：

以 MAJESTIC HOTEL 為例

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　　(1)碩士論文：以品質屋方法檢測越南飯店之服務品質：以

　　　　MAJESTIC HOTEL 為例

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<u>南飯店之服務品質：以 MAJESTIC HOTEL 為例</u>，以參加碩士論文口試。

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中華民國 106 年 5 月 19 日

Letter of Recommendation for ABT Masters

Le Thi My, a student of NHU Master Program for Business Administration for 2 years, has completed all of the courses and theses required for graduation.

1. In terms of studies, Le Thi My has acquired 39 credits, passed all of the obligatory subjects such as Business research method, Service management, etc. (Please refer to transcript.)

2. In terms of theses, Le Thi My has completed the following:
   i. Master thesis: Using Quality Function Developemt (QFD) Approach to Improve Hotel Service Quality in Vietnam: A Case study of Majestic Hotel

   ii. Journal   :

I believe that Le Thi My has already received full formative education of NHU Master Program for Business Management and is qualified to apply for Master's Degree Examination. Therefore, I hereby recommend his/her preliminary paper, Using Quality Function Developemt (QFD) Approach to Improve Hotel Service Quality in Vietnam: A Case study of Majestic Hotel, for the oral defense.

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Title of Thesis：Using Quality Function Deplopemt (QFD) Approach to Improve Service Quality in Vietnam: A Case Study of Majestic Hotel

Department：Master Program in Management Sciences, Department of Business Administration, Nanhua University

Graduate Date：June 2017　　　　Degree Conferred：M.B.A

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ABSTRACT

Service quality is one of the most important aspects of hospitality, especially for the five-star hotel. Vietnam is a developing country which has consumer's income increasing day by day. Therefore, consumers also demand higher level of service. To satisfy those demands, each five-star hotel needs to upgrade their quality by applying a new international standard from the world. This study used a case study about one of the famous five-star hotel in Vietnam: Majestic Hotel. The Vietnam Tourism Occupational Skills Standard (VTOS) was used to help Majestic Hotel to improve their service quality completely.

This study employed 15 experts of hotel management to identify major factors for service quality. They further identified 26 items of customer needs and 43 items of service design and management. The Quality Function Deployment (QFD) was developed together with priority matrix, relational matrix and house of quality. The QFD provided a very good guidelines for hotel managers to provide necessary service design and management to feed the needs of customers.

Key words: Service Quality, Vietnam Tourism Occupational Skills Standard (VTOS), Quality Function Deployment (QFD), House of Quality (HOQ), Relational Matrix

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CHAPTER ONE
INTRODUCTION

1.1 Research Motivation

In recent years, hotel research projects is considered as boom times of the hotel resort projects in Vietnam. A range of hotel and resort was opened along with many international brands to operate in Vietnam. According to statistics, in the past year, the number of visitors to Vietnam increased sharply. Tourism data from the General Statistics Office said that international tourists to Vietnam in November, 2015 was estimated at 732,740 passengers, up 12.9% compared with October and up 20.4% over the same period of 2014. On the domestic tourists, in the first 11 months of 2015, domestic passenger traffic is estimated at 53.8 million, of which, guests staying estimated at 26.6 million. Assessment of Savills Vietnam, in Hanoi, the average occupancy rate of hotel increased from 6% to 12% year on year. Average room rates increased from 13% and 15% year on year.

According to real estate loans, with 4.7 million international visitors to the city in 2015, up 7% year on year. This figure accounts for 59% of international visitors to Vietnam. During the period from 1990 to 2014, the number of five-star hotels in the city of HCM has increased gradually and up to 16 high-class facilities, offering 5,146 rooms, achieved a significant increase of 30% since 2007. The majority of high-end hotels to luxury in Ho Chi Minh City are concentrated in District 1, with a total of 3,921 rooms (76% of total supply). Only two luxury establishments in District 5 and the remainder located in Phu Nhuan District, close to the airport. The majority of the luxury hotels in HCM is managed by an international operator, accounting for 75% of current supply. Rest or manually operated or as part of the portfolio of Majestic and Rex Saigon

Tourist. Very few international brands used in the midsize market establishment's household size.

In the period of 2013 to 2014 the market only has 4 new hotels opened in the luxury segment, bringing the total number increased by 933 rooms. In 2015, with the opening of several hotels like The Reverie (formerly known as Times Square) and Le Meridien, company real estate consulting alternately expects major growth in supply in the blocks 5-star hotel.

Union Square Hotel (formerly known as Viacom A) opened in 2016 will create new supply in this segment. The One and Avenue project is expected to open in 2017 and 2018, currently in the construction phase of the foundation or ground clearance. Majestic hotel expansion and redevelopment in Satra Tax Centre is also expected to be completed within 4 years. Viettel road project in August Revolution, with approximately 424 rooms, is expected to complete soon

According to World Tourism Organization - UNWTO (2014), the global tourism industry has achieved an annual growth rate of 5% with total international tourists up to more than 1,087. Compared to previous years, total international tourists was 1,035 million in 2012 and was 995 million in 2011. Also, WTTC (2013) reports that international tourists are interested in traveling to three major regions, including Asia and the Pacific, Africa, and Europe. Annual growth rate of international tourists going to these regions are 6%, 6%, and 5% respectively. Total international tourists to Asia and the Pacific in 2013 was 248 million, 14 million as addition compared to previous year. On the other hand, Southeast Asia has a strongest annual growth rate in Asia and the Pacific with the annual growth rate in 2013 was 10%.

World Travel and Tourism Council - WTTC (2013) also provides an insight on the travel and tourism competitiveness index in 2013 and 2011 comparison by country. According to this report, Switzerland, Germany, and

Austria are 3 countries that record highest competitiveness scores and they are ranked in top 3 of 139 countries. In more detail, the competitiveness scores of Switzerland, Germany, and Austria in 2013 were 5.66, 5.39, and 5.39 respectively. It is worth to denote that the travel and tourism competitiveness index is measured through 3 proxies, namely travel and tourism regulatory framework, business environment and infrastructure, and travel and tourism human, cultural, and natural resources.

In another spectrum, travel and tourism industry plays a significant role in the economy of nations and economic regions. According to WTTC (2014), this industry brings more jobs to national labor resources with total jobs in 2013 was more than 100 million, consumed for 3.4% of total global labors. WTTC (2014) also estimates that the number of jobs in travel and tourism industry in 2024 will be 126 million with annual growth rate of 2.0%.

WORLD: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO EMPLOYMENT

Figure 1.1 Direct Contribution of Travel and Tourism to Global Labors
Source: WTTC (2014) World Travel and Tourism Council

Travel and tourism industry are also contributing greatly to global Gross Domestic Product (GDP). In 2013, the total contribution of travel and tourism industry to global GDP was 9.5% with value which is equivalent to US$6,990

billion (WTTC, 2014). It is expected that this industry will contribute to 10.3% of global GDP in 2024 with a value of US$10.965 billion (WTTC, 2014).

WORLD: DIRECT CONTRIBUTION OF TRAVEL & TOURISM TO GDP

Figure 1.2 Direct Contribution of Travel and Tourism to Global GDP
Source: WTTC (2014) World Travel and Tourism Council

With bright future of travel and tourism industry, it is denoted that this industry is positioned as important economic activities of any countries. It is also true to Vietnam whether the country has good geographic characteristics in Asia and the Pacific. Vietnam is located in the eastern margin of Indochinese Peninsula with the total land size of the 331,221-kilometer square. The country also has long territory of about 1,650 kilometers with a coastline of 3,260 kilometers, excluding islands.

Table 1.1 Vietnam's Travel and Tourism Statistics

Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Total revenues (US$ million)	1,130	1,304	2,217	2,435	2,609	2,957	4,174	5,652	6,957	8,696
Annual growth rate (%)	18%	15%	70%	10%	7%	13%	41%	35%	23%	25%

Source: VNAT (2014) Vietnam National Administration of Tourism

According to Vietnam National Administration of Tourism – VNAT (2014), Vietnam has welcomed more than 7.5 million of international visitors and 35 million of domestic visitors during 2013. The foreign visitor, furthermore, is coming from different countries and Chinese visitors has consumed the largest part as 1.9 million during 2013. With attractive natural landscape, Vietnam has recorded high revenues from travel and tourism industry. VNAT (2014) reports that travel and tourism industry has brought the revenues of US$8.6 billion and the annual growth rate of 25% in 2013.

Upscale hotel market in HCMC can be divided into 3 groups: Luxury segment (luxury), with leading Hyatt room rates, Upper Upscale segment (upper level) with the base as Renaissance Rex, and Sofitel, and feces being Upscale (senior), including 5-star facility or 4-star international standard.

There is a clear gap between the groups, with the group class to lead the market in the average room rate of US $ 170 / night, followed by the senior team on the price level of approximately US $ 118 / night. Senior group has an inadequate room rate of US $ 90 / night, almost half compared to the group class. Average daily room rates according to the market space is relatively stable over the past 2 years in all 3 groups, is a sign that the balance of supply and demand growth with few new hotels opened.

The average price on the market may increase due to the opening of Le Meridien and The Reverie will create competition in the luxury segment, and subsequently, complete the renovation works Caravelle. Even if the hotel is not expected to increase the price, by increasing the number of rooms in the premium segment, the average price in the market will also increase.

Looking back at 2014, it is expected to be a particularly important year for the 5-star hotel market in HCM, with positive signs showed strong business activity throughout the year from the first quarter. However, tensions between Vietnam and China have a negative impact on tourist arrivals. This short period

of instability that occupancy fell slightly, its impact on trading activity both in the capital is expected to be an important year for the city's hotels.

The hotel market, in general, showed signs of significant recovery from 2012 through steady growth up to 60%. Luxury segment market leader in 2013 and 2014 with the highest occupancy rates in the segment, the proportion of transactions alone in the group at 71%. However, there is a clear difference between the hotel and the highest price the rest of the team hotel, where the hotel is trading at a premium price with lower occupancy rates ranged between 65%.

However, Vietnam's tourism market has the potential to grow further in the future. Ho Chi Minh City is leading the business volume, business and conference tourism, with hotel operations impressive. Overall, compared to other Asian destinations, the total number of rooms is still modest but potentially very attractive payback. This will take the land to investors in the implementation of domestic and international investment opportunities in services sector related to the resort.

1.2 About Majestic Hotel

The Majestic Hotel is a historic luxury hotel located in Ho Chi Minh City Vietnam. Built for local Chinese businessman Hui Bon Hoa in 1925 in a French Colonial and classical French Riviera styles. In 1925, Hotel Majestic, located at the corner of Catinat St. (Dong Khoi St.) & Quai de Belgique St. (Ton Duc Thang St.) was established by Huibon Hoa Company. (The company owner was a Chinese – Vietnamese called Uncle Hoa). The hotel design inherited the French style with 4 stories and 44 guestrooms.

In 1948, Indochina Tourism & Exhibition Department bought the first floor and the ground floor of the main building and rented the 44 guestrooms for 30 years. In 1951, Mr. Franchini Mathieu – a French Corsican – signed a

15-year contract to develop the property. After the war in Vietnam, the French government had to retreat and hand over Hotel Majestic to the Saigon Authority, but Mr. Franchini continued business thanks to the still effective contract.

In 1965, The Saigon Authority assigned the management to the National Travel Bureau and the General Department of Tourism Development. In 1968, 2 more stories were developed, adding one international conference hall, one restaurant and some guestrooms. (The hotel at that time was renamed as Hoan-My originating from the initials of Hotel Majestic).

In 1994 - 2012 Saigontourist Hld. Co. decided to invest in upgrading the hotel. Aiming at restoring the classical style of Hotel Majestic 1925. In 2012, Hotel Majestic was qualified 5-star hotel after upgrading in 1994 and expanding in 2003. At the time, it was the first 5-star hotel in Vietnam fully operates by Vietnamese.

Since 1925, Hotel Majestic has been inherited one of the finest urban locations, where guests can enjoy the superlative view of Saigon River.The Hotel embodies the boutique world charm, the impeccable elegance, and the classic French colonial architecture.The Columned style and Arched structure glorify the Golden Age architecture, which is an unforgettable impression. Luxury is achieved through detailed concentration, complete comfort, and courteous service.

1.3 Research Objectives

According to Viet Nam Administration Tourism (VNAT) (2014), there will be more and more visitors coming to Vietnam for both of business and leisure activities. When the visitors set to come to Vietnam, it is obviously to emphasize that they will take accommodation services from different infrastructures such as hotel, motel, small accommodation, resorts, etc. It is showing the increase in occupancy rate by an impressive 8.1% annually (Grant

Thornton Vietnam, 2012). On the other hand, many companies set to establish in the hotel industry in Vietnam due to huge profitability. According to Grant Thornton Vietnam (2012), net profit margin of 3-Star, 4-Star, and 5-Star hotels in 2012 were 18.9%, 37.8%, and 28.4%, despite past economic difficult situation. It is worth to denote that hotels are more familiar with international visitors while domestic visitors are preferable to smaller accommodation such as a motel or below 3-Star hotels.

However, according to World Trade Organization in 2006, the hotel businesses to Vietnam was through the presence of international hotel chains such as Sofitel, InterContinental, JW Marriot, Pullman, Lotte, etc. The presence of a foreigner in Vietnam's hotel industry will definitely bring higher service quality. Also, the tangible assets in foreign hotels are very high as they appear at 4-Star or 5-Star levels in term of international standards.

There are not any previous studies mentioned about VTOS Program and QFD. Nowadays we are doing business in a global environment, so applying international quality standard is a very important factor to competitive with rivals, especially in hospitality industry. The purpose of this study is to introduce VTOS and QFD Program. They not only also emphasize the important of service quality in the hotel but also determine a way to improve it.

The study is set to be significance to the managers of the local hotel as they will have an insight into the current situation of Vietnam's travel and tourism industry. Furthermore, the managers will understand how their customers perceiving about service quality when they were in hotels. This will also bring the ideas to managers in the context of improving service quality at their hotels accordingly. Moreover, this study is also considered as good reference for other researchers who want to develop their own studies about Vietnam's travel and tourism industry.

1.4 Scope and Delimitation of The study

Due to time constraint, the scope of the study takes into account service quality aspects in hotels. On the other hand, the study does not look up current situation of other accommodation types such as resorts and motels. The study also takes into consideration of 5 aspects of service quality based on SERVQUAL model, including tangibles, reliability, responsiveness, empathy, and assurance. The quantitative research method was applied in the study with in-depth interview to collect primary data for clarification of relationships between service quality and customer satisfaction when they set for hotel accommodation.

CHAPTER TWO
LITERATURE REVIEW

2.1. Therotical Foundation

2.1.1 Importance of Tourism Services

The definition of travel and tourism also required the clarification on the difference between travel, visitor, tourist, and tourism. Travel, according to Laimer (2010), was defined as the traveler's activities that they move from one geographical area to another one. A visitor was considered as a traveler who comes to a country for the duration of less than one year for any other purposes (Laimer, 2010). Tourism, as stated by Laimer (2010), was determined as a subset of traveler who came to a country for leisure purpose.

The tourism characteristics could be explained under the framework of five levels of product that was provided by Kotler (2000). According to Kotler (2016), the physical or non-physical product could be formulated by five layers namely core benefits, generic or facilitate product, expected or support product, augmented product, and potential product. Chaudhry (2010) asserted that explaining the characteristics of tourism under the theory of five level of the product would be useful and any other leaving out of any layers would return the strong bearing upon marketing mix strategy. Hence, the author would like to examine the tourism characteristics through the concept of "five level of product" by Kotler (2000).

The first layer of a product and it would help the marketer to answer the question what the customer really wants towards their product. In this context, Kotler (2000) recommended that the marketer should focus on selling the benefits of the product rather than selling the features. The core benefit of tourism was the physical environment such as weather, water, infrastructure

(hotel, accommodation, etc.) (Smith, 1994). The second layer was a generic product which was known as the process of turning the core benefit into the basic product. At this stage, the marketer had to present facilitated products for the customer to use the core benefit. The generic characteristic of tourism was the services supports in order to make the core benefit, physical environment, more effective to the tourist.

The third layer was expected the product. It meant that the marketer should aware and prepares all the expected set of requirements from the customers when they buy the company's product (Kim, Raab, & Bergman; 2010). The expectation in tourism product was the capacity to provide different options of tourism to the tourists that allowed the tourists experienced and achieved the satisfaction. The fourth layer was augmented product that was determined as what the marketer should do in order to provide a product exceeding the customer expectation (Middleton and Clark 2001; Kotler, Bowen and Makens, 1999). Smith (1994) stated that the augmented characteristic of tourism consisted of hospitality, which was considered as extra service to fulfill the expectation of the tourist. The last layer was potential product whether it addressed the importance of researching for a new product as the current product would undergo in term of the product life cycle (Kim, Raab, & Bergman; 2010). The potential characteristics of tourism meant that the customer would participate in generating tourist products (Komppula, 2001).

2.1.2. Theories of Quality of Service

Service quality is defined as the feeling of the customers towards particular the services that are delivered by the companies as parts or additional supports of the selling of services (Clow, & Vorhies , 1993). On the other hand, Bitner et al. (1994) also defined service quality as how the companies to ensure

the customers feeling happy with current services or the customers perceive the services of the companies are superior compared to other players' services.

In term of marketing concepts, Zeithaml et al. (1990) asserted that service quality is the gap between customer expectations and their actual feeling about the services delivered to them. In this context, it is notable to emphasize that the positive gap between these items mean customer satisfaction and vice versa (Groncroos, 2000). On the other hand, Harrison et al. (2000) indicated that service quality reflects through its aspects or antecedents, including physical, interactive quality, and organizational quality as three dimensions of service quality.

To measure the service quality, there are many studies have been conducted and the famous model refers to SERVQUAL that is provided by Parasuraman et al. (1988). At the beginning, SERVQUAL model consists of 97 attributes and it creates hard work to the researchers to measure all these attributes. Then, Parasuraman et al. (1988) updated the model and it reduced the number of observed variables to a few ones and they are group into 10 categories, including tangibility, responsiveness, security, accessibility, understanding, communication, credibility, competence, reliability, and courtesy. Although this model is much more simple compared to the first one but some researchers identify that 10 variables are often correlated with each other so the model is refined with the presence of 5 variables, including reliability, assurance, empathy, tangibility, and responsiveness (Liu, Lin & Kuo, 2003).

2.1.3. Theories of Customer Satisfaction

The customer satisfaction is defined as the number of customers who have the satisfaction on the goods and services of a firm higher than the specific satisfaction goals (Farris, Neil, Pfeifer, Reibstein, 2010). Normally, firms can measure the level of customer satisfaction through the survey using Likert scale on the five aspects of services, including product characteristics, delivery time, staff attitude, company brand name/reputation, and price of services (Blomme, Van Rheede & Tromp 2010). Heskett et al. (1997) stated that higher customer satisfaction means higher customer loyalty. Through a survey, Heskett et al (1997) used the satisfaction score and retention score to plot the curve that represented for the relationship between customer satisfaction and customer loyalty. The graph showed that the increases of satisfaction score indicate the increases of retention score. Haskett et al (1997) pointed three zones: zone of defection, zone of indifference and zone of loyalty. A firm will achieve the zone of loyalty only when the satisfaction score is excellent.

Parasuraman et al (1988) suggested that the customer satisfaction is presented through the customer perception on the services of a firm, generally on five aspects: tangible, reliability, responsiveness, assurance and empathy. The tangible means that the customers may be attracted by the physical appearance of the tangible assets of a firm. The reliability indicates that the customers want to find the services that exactly fit their demands. The responsiveness is that how the companies react with the customers' inquires and provide prompt services. The assurance means the customers often expect the engagement of customer information protection and the guarantee of the quality of the services of firms. The last factor is empathy which is known as the attitude of firms' employees towards the customers.

2.1.4. Factors Affecting Quality of Service at The Hotel

Parasuraman et al (1990) stated that the tangibles refer to the physical appearance of tools and equipment that are representing for the services. Parasuraman et al (1988) also highlighted the importance of tangible in banking service where the customer is more attracted by the physical of the asset rather than knowing how the bank repair and maintenance their assets. Schneider (1990) and Bowen (1990) proposed the fancy tangible assets as the core benefit of the companies' services and the new customers tend to look at the physical assets to evaluate initially the offered services.

Zeithaml et al. (1990) stated that reliability is the companies' capacities to perform the committed services in time and in dependence. Reliability, according to Zeithaml and Parasuraman (1990), is the core of the business of the companies. The reliability can be achieved through addressing the reliability problems in the mission statements of the companies, the standards and code of conduct for service reliability and providing the adequate training on reliability. Heskett et al (1994) stated that the reliability can be improved through the high technology in developed countries and through the personnel capacity in developing countries. Parasuraman, Berry and Zeithaml (1991) suggested the company can adopt the continuous improvement program to enhance the service reliability.

Zeithaml et al. (1990) stated that responsiveness is how the companies react with the customers' inquires and provide prompt services. Hart et al (1990), Swanson and Kerlley (2001) emphasized that the service issues solving indicate to the successful service quality. Zahoor et al. (2006) identified that the customer perception on the level of responsiveness of the companies is reflected through the process of which the companies resolve the customers' inquiries. Zahoor also stated that the responsiveness will be improved in the

case of the companies provide the smoother ways for their customers to access easily the companies' services.

Zeithaml et al. (1990) stated that empathy is known as "caring, easy access, good /communication, customer understanding and individualized attention given to customers". Kotler (1999) and Bitner (2003) highlighted the importance of empathy in both of small and large scale companies and addressed that the companies which have to succeed in building the mutual relationship with their customers shall have the higher customer satisfaction.

2.2. Review of Related Literature

Parasuraman et al. (1985) conduct an exploratory research on the Gap 5 of the GAP model. The findings of the research show that customers evaluate service quality through ten service quality dimensions are tangibles, responsiveness, courtesy, access, competence, reliability, security, understanding customers, credibility, and communication. The ten dimensions are simplified into five dimensions in their further research. The five service quality dimensions including tangibles, responsiveness, assurance, empathy, and reliability that are indicated in the SERVQUAL model of Parasuraman et al. (1988).

Within these five dimensions of service quality, the SERVQUAL model has 22 pairs of items. One component of each pair assesses customers' service quality expectations, and the other assesses customers' service quality perceptions. The use of the SERVQUAL model allows service providers to determine a disparity between the expected service quality level of customers and the actual service outcome that customers received.

The SERVQUAL model has been broadly used for measuring quality of services in many various service environments, such as environments of professional services (Freeman and Dart, 1993), information systems

(Kettinger and Lee, 1994), tourism setting (Tribe and Snaith, 1998), a public utility firm (Babakus and Boller, 1992), environments of business schools (Pariseau and McDaniel, 1997), hospitals (Babakus and Mangold, 1989), banking industry, dry-clean industry, industry of fast food, and industry of pest control (Cronin and Taylor, 1992), and banking industry (Zhu, Wymer and Chen, 2002).

According to Azhagan and Nagarajan (2011), Peter et al. (1993), and Bolton and Drew (1991), the model has been the most reliable, valid and prominent and the most broadly used for measuring and evaluating service quality in many industries. However, according to Carman (1990) and Ladhari (2008), much controversy has doubted suitability of evaluating service quality through a gap between customer perceptions and expectations. The model itself contains some grave shortcomings that reduce its usefulness (Siu and Cheung, 2001).

The SERVQUAL model has been criticized several issues related to its measurement and conceptualization (Teas, 1993), its applicability of the model in different service environments (Dabholkar et al., 2000), and the item composition, the reversed polarity of items and the seven-point likert scale (Gilmore,& Hoffman, 2003).

Buttle (1996) and Ladhari (2008) have theoretical and operational criticisms of the SERVQUAL model. They argue that using gap scores is not a right method because there are a few advocates in literature that customers rely on a gap between their expectations and their perceptions to evaluate service quality. They claim that service quality is more correctly and precisely assessed by measuring customers' service quality perceptions. They also criticize that the SERVQUAL model concentrates on the process of delivering services rather than results of services.

Ladhari (2008) had conceptual and empirical criticisms of the SERVQUAL model. They criticize two different concepts (customer expectations and customer perceptions) of the SERVQUAL model to assess another concept (perceived service quality). They argue that directly measuring the perceived service quality through customer perceptions is more valid and trustworthy. Parasuraman et al. (1991) later refine and reassess their SERVQUAL model.

2.3. Service Quality Measurement

Vietnam National Administration of Tourism uses the scale to measure service quality in hospitality. It has five dimensions which are Product, Cleanliness, Service, Condition and Brand Safety Standard.

- Cleanliness: The products in facility care and cleaning in good standing ready to guests
- Service: there are three departments in the hotel which are Front Office, Food and beverage and Housekeeping. All good service to customers satisfied while using hotel ser.
- Condition: When all products are brought to serve in good condition and used great
- Brand safety standard of the hotel all must be good and work ensures qualities as:
  - o Application of Standards
  - o Crisis and Incident
  - o Fire Safety
  - o Security - Guest Privacy
  - o Leisure Activities
  - o Food Safety
  - o Health and Safety (including Guest & Staff Safety)

o Data Privacy

- In Vietnam, the Vietnam Tourism Occupational Skill Standard (VTOS) is one of the main achievements of the project is to build the hospitality in proficiency basic vocational, VTOS is a program designed to the education to help the participants make the transition back employmentVTOS covers two major divisions within the tourism sector (hospitality and travel) with six key and four specialist occupational areas.

Both sections should be done in excellence (see Figure 2.1).

Table 2.1 List Two Major Divisions

Hospitality Division	Travel Division
1. Front Office Operations	1. Travel & Tour Operations
2. Housekeeping Operations	2. Tour Guiding
3. Food & Beverage Service	**Specialist tourism/travel areas:**
4. Food Preparation	3. On-site Tour Guiding
Specialist hospitality areas:	4. Tourist Boat Service
5. Hotel Management	
6. Small Accommodation Operations	

Source: Original Study

- VTOS: VTOS are Standard tourism skills, Tourism Capacity Development Program Funded by the European Union

  V: Vietnam

  T: Tourism

  O: Occupational

  S: Skill (Standards)

- What is VTCB   Certification: VTCB are businesses and workers applying for VTOS program training and work in order the skills and improving the quality of tourism services after training and assessment will receive a certificate.

- VTCB: VTCB are Vietnam Tourism Certification Board

  V: Vietnam

  T: Tourism

  C: Certification

  B: Board

VTOS also requires that the quality program should considered from management view and also functional view.
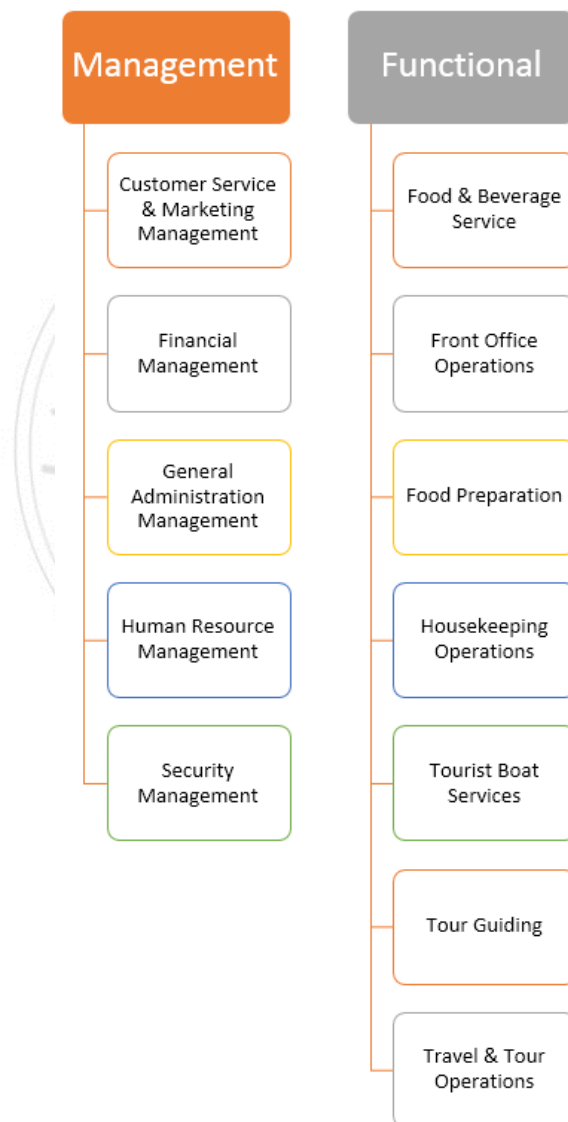
Figure 2.1 Organization management and functions

Source: Original Study

2.4. VTOS System

The relationship between customer satisfaction and service quality has been recognized as an important factor that high service quality will result in higher customer satisfaction and customer repurchasing behavior. According to Parasuraman et al. (1988), customers will choose a service with the expectation that the services will be fit to their demands. In this context, if a company can deliver a service at higher speed, security, responsiveness, the customers will be happier with the companies and therefore they increase the positive attitude towards the companies (Woodside et al., 1989). Additionally, some other researchers agreed that customer satisfaction level is depended on the leadership performance of top managers whether they can provide critical decisions to improve the customers' benefits (Ostrom, & Iacobucci et al., 1995). Furthermore, Bitner et al. (1994) indicate that the relationship between customer satisfaction and service quality is visible and it is showing through the fact that higher service quality means higher customer satisfaction and customer loyalty.

As shown in Figure 2.2, in order to help implement and sustain VTOS in the industry and college sector, the VTOS System was developed consisting of a number of components: systems

Figure 2.2 VTOS System program

Source: Original Study

1. Hospitality city and tourism and travel companies to set a standard for how the work of their employees should be completed. VTOS units can be used for training staff in the key skills and job functions for a range of skills. In addition, VTOS can be used to assess the performance of staff against the standards. Organizations can arrange to register their staff with a Vietnam Tourism Certification Board (VTCB) Assessment Centre to formally recognize or assess their skills and gain a Certificate from VTCB.

2. Colleague and training organizations can use VTOS to design their hospitality or tourism curriculum. VTOS clearly specifies the skills, knowledge, and behaviors required for particular jobs in the industry. VTOS units can be compiled to provide a curriculum for a one-semester, one-year or two-year course or program. VTOS lesson plans and assessment materials will be available to support the VTOS.

2.5 VTOS Hotel Management Occupations

The Vietnam Tourism Occupational Standards (VTOS) for Hotel Management covers the key tasks of a manager of a small to the medium hotel and is focused on developing the competencies (skills, knowledge and attitudes/behaviors) to be able to operate the hotel efficiently and professionally.

The hotel manager is responsible for the day-to-day management of the hotel and its staff. They have commercial accountability for budgeting and financial management, planning, organizing and directing all hotel services, including front-of-house (reception, concierge, reservations), food and beverage operations, and housekeeping. In larger hotels, managers often have a specific remit (guest services, accounting, marketing) and make up a general management team.

While taking a strategic overview and planning ahead to maximize profits, the manager must also pay attention to the details, setting the example for staff to deliver a standard of service and presentation that meets guests' needs and expectations. Business and people management are equally important elements. Work activities vary depending on the size and type of hotel, but may include:

- Planning and organizing accommodation, catering and other hotel services;
- Promoting and marketing the business;
- Managing budgets and financial plans as well as controlling expenditure;
- Maintaining statistical and financial records;
- Setting and achieving sales and profit targets;
- Analysing sales figures and devising marketing and revenue management strategies;
- Recruiting, training, and monitoring staff;
- Planning work schedules for individuals and teams;
- Meeting and greeting customers;

- Dealing with customer complaints and comments;

- Addressing problems and troubleshooting;

- Ensuring events and conferences run smoothly;

- Supervising maintenance, supplies, renovations, and furnishings;

- Dealing with contractors and suppliers;

- Ensuring security is effective;

- Carrying out inspections of property and services;

- Ensuring compliance with licensing laws, health and safety and other statutory regulations.

The manager of a large hotel may have less contact with guests but will have regular meetings with heads of departments to coordinate and monitor the progress of business strategies. In a smaller establishment, the manager is much more hands-on and involved in the day-to-day running of the hotel, which may include carrying out reception duties or serving meals if the need arises. A significant number of hotel managers are also owners or partners, which often results in a broader set of regular responsibilities, from greeting guests to managing finances

Vietnam National Administration of Tourism will check and evaluate service quality in hotel yearly. And the annual report of Majestic Hotel (2008 – 2016) has changed unstably as table 2.2

- In 2008, the average score is 75.2 with the highest score of Brand Safety Standard and the lowest one is Product.

- In 2009, the average score is 78.6 (raise 3.4 points from 2008), the quality of Service, Cleanliness and Condition had increased to the group of highest with Brand Safety Standard (79 ~ 80 points)

- In 2010, the average score is 79.4 (slightly increase 0.8 points compare with the year 2009), the highest dimension is still Brand Safety Standard.

Service, Cleanliness, and Condition maintain with the score of 80. However, Product is still the lowest one.

- In 2011, the average score is similar to the year of 2010 (79.6 points). Service, Cleanliness, Condition and Brand Safety Standard have the same score with 2010. Product's score had increased from 75 to 76.

- In 2012, the average score is 81.6 (increase 2 points from 2011). Brand Safety Standard is still the highest dimension, but Product had increased 4 points (from 76 to 80).

- In 2013, the average score had increased rapidly from 81.6 to 84. In this year the highest position of Brand Safety Standard had been replaced by Cleanliness and Condition with the score of 85. And Brand Safety Standard was down to the lowest group with Product (83 points).

- In 2014, the average score met the minimum score (with the score of 85.8 over the minimum score of 85 points that Vietnam National Administration of Tourism required). And the score of each dimension is quite similar (85 ~ 86 points). The lowest one is still Product.

- In 2015, the average score is the highest in the period of 2008 – 2015 (with the average score of 89.6 had increased 3.8 points from the previous year). The highest group is Cleanliness, Service, Condition and Brand Safety Standard (90 points). The product is still the lower group with the score of 88.

Table 2.2 The Average Score From 2008 – 2015

Year	Product	Service	Cleanliness	Condition	Brand Safety Standard	Average Score
2008	72	74	74	76	80	75.2
2009	74	79	80	80	80	78.6
2010	75	80	80	80	82	79.4
2011	76	80	80	80	82	79.6
2012	80	81	82	82	83	81.6
2013	83	84	85	85	83	84
2014	85	86	86	86	86	85.8
2015	88	90	90	90	90	89.6

Source: Human Resource Dept. in Majestic Hotel in 2016
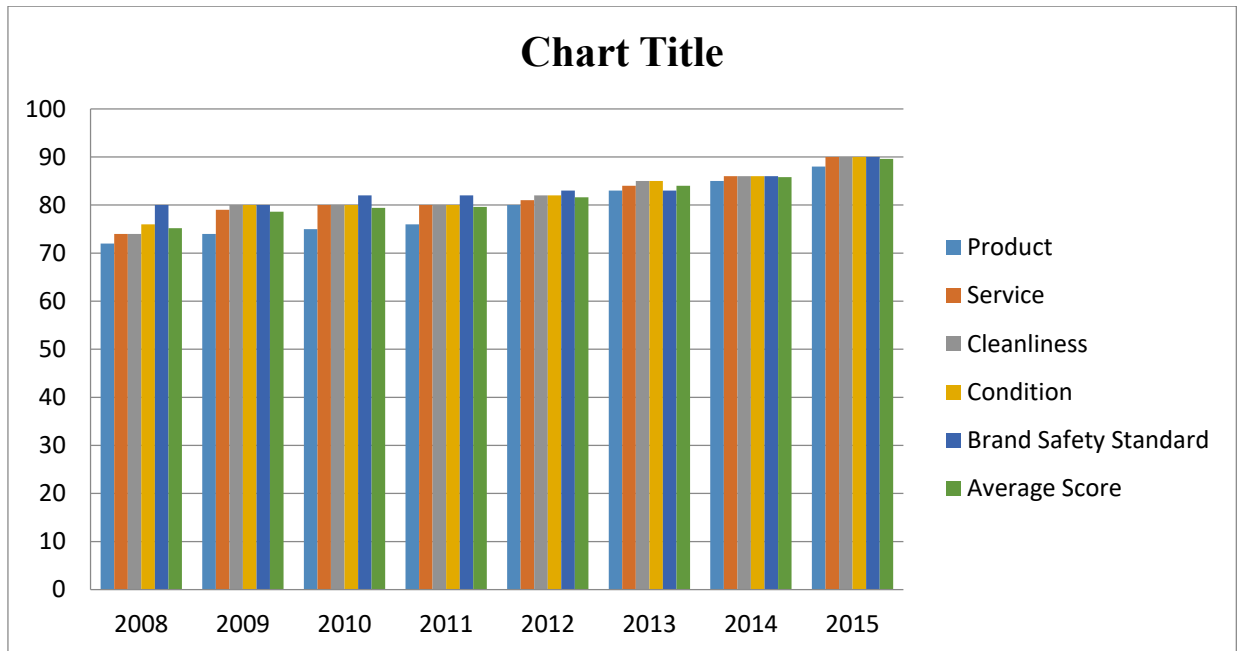
Figure 2.3 The Average Score From 2008 – 2015

Source: Human Resource Dept. in Majestic Hotel in 2016

2.6 Evaluation the period from 2008 to 2015

Generally, in this period we can divide into 2 small periods from 2008 to 2013 and from 2014 to 2015

From 2008 to 2013, the average score of Majestic Hotel did not achieve the minimum average score of 85 regulated by Vietnam National Administration of Tourism. In each year, it had a slightly different five

dimensions from each other. The lowest score usually is Product and the highest score is about Brand Safety Standard.

In the year of 2014 and 2015, service quality of Majestic Hotel achieve the standard for the five-star hotel (average score is over 85 points) and the score of each dimension is quite similar to others. The major reasons for such a change can be explained as follow:

2.6.1 The Impact of Economic crisis in 2008

1. The impact of the global economic crisis affecting the Vietnam:

The last months of 2008 the disease comes from a powerful country like the US economy. Why? Workers earning less than spending, to reduce the difficulties for people living families to cut spending, unemployment increased in society, make the import Vietnam now hesitate before the living with an income of residents is lower than consumption goods.

2. State monitors and provide orientation support for Enterprise:

Diversification of export forms, concern over the domestic distribution channels in importing, organizing fairs, brand promotion, to promote the image of Vietnam enterprises. Besides support for large businesses to open representative offices in the major markets and the good order of information is easy to understand, identify customers and find customers, monitoring the market, reduce risk for exporters, market access quickly, exploiting the advantages that Vietnam enterprises have a competitive advantage and exporters a competitive advantage to the host country that has more competitive advantages. Exports, stimulus for domestic enterprises to jointly develop production and stabilize their lives. The state must use the management tools to adjust macro promote the development of domestic production fast, reliable, quality, in line with market tastes in this difficult period, to encourage businesses to increase expand markets and promote export business.

3.   Investment environment:

Called on domestic enterprises and foreign businessmen to establish enterprises and activities to better the previous investment enterprise, in order to attract investment and raise production capacity to expand commodity markets production and products, market stability, curb inflation. Want to be so even macroeconomic policies to facilitate the investors besides local policies and procedures clear from the initial stages, the system infrastructure must be invested to upgrade and repair to perfection, local human resources to create high-quality before calling for investment in the local area that has strength, attractive policies to encourage investment. Do not bring the market that truly give support to investors in which mutually beneficial, long-term goal with the introduction of several on the market when investors deem conditional and truly effective after a period of operation, through the investment environment of foreign entrepreneurs in the province of Vietnam and Vietnam now also be present on the domestic market, there will be a good lesson for the products and opportunities to review their products on their markets.

2.6.2 The Lack of Requirement in Human Resources Training, Tourist Hotels

The situation of human resource training and tourist hotels in recent years is reflected as follows Scale network and training: With the development of industries with high-speed travel hotels require a large amount of tourism human resources professional high growth boosted net tourism personnel training at various educational levels. For training at university level: Mainly training in sectors such as Business Administration of Tourism, Culture, and Tourism, Geography of Tourism.

2.6.3 Program Training Curricula

1. The survey showed that the school has developed training programs for the study.

    During the training process since 1996 to date, the program has gradually been reviewed and adjusted. However, the training program also exposed some weaknesses in the training ranks as follows:

2. For higher education programs:

    Training programs in business administration at the school tour is not uniform. In the training program, focusing on the practical not (practice here is understood as a basis but really professional practice), ie students learn only pure theory to practice before graduation. Under this program, students are equipped with knowledge, not skills management training and other professional skills. Especially the proportion of specialized modules on tourism in the entire training program is low and no specialized training program on the property.

3. For training colleges, secondary and vocational:

    No consensus on training programs at this level. Such as Tourism Training College specialized training in Business Reception Desk-Bar, Kitchen, Chambers; College of Commerce Central II synthetic professional training Reception-Desk-cubicle-stove ... Besides not developed a range of programs in line with the training needs of the objects and layout show no link between the practice of the profession, especially the link between kitchen and table parts.

    For the work of compiling textbooks for teaching, in general, there has been a significant development, the number of travel professionals is increasing. But still not meet the demand in terms of quantity and quality in the region because of many newly established tourism department or faculty.

2.6.4 Form of Training

Overall the technical infrastructure for training in universities is yet to meet the demand scaling and improving the quality of training. Universities lack the practical basis of management skills and professional techniques.

Colleges, professional training schools, vocational training has developed investment infrastructure accordingly. However, some schools in other regions have not been enough investment in developing infrastructure in line with the scale of training, lack of practice facilities. In addition, schools are short of equipment and teaching aids according to the new method.

2.6.5 Training Staff

Can see the selection and training of school teachers in the region are very keen to get a team of qualified teachers at each level of training. However, the tourism training sector in our country is new. Therefore, the development of professional teaching staff specialized very difficult to achieve regional and international standards.

Tourism faculty of the university has trained long time train travel should be pretty good in theory. But in the curriculum without the exercise should not attract good managers involved in teaching at the school. For the local university startups, tourism faculty is inadequate.

Additional research some trades training schools are training at the hotel restaurant. The universities in the region to study the early supplementing some train lines to suit your current needs as Guides, tourist Marketing, Hospitality Management, Restaurants, schools and so on. University of Foreign languages faculty should open more Japanese, German, etc.

Schools, training centers and colleges level, vocational high school and is continuing to expand the scale, complete training programs towards increasing

practical skills for students. On the other hand, need to diversify the forms of training to meet the needs of businesses.

Diversification and innovation training program. To accomplish this problem, the training institutions need to collect the opinions of the business unit, management organizations, and associations to design training programs that match the real needs money. Research towards building training programs for each job position in the tourism industry. In particular, there should be training programs for small and medium enterprises. Joint Program of the need to increase the practice course the hotel; schools should develop training programs continuity between low to high grade.

For universities and colleges in the region are trained to travel professionals need to improve training programs in business administration sector in the direction of travel: increase the percentage of modules specialized subjects, there is a certain percentage of in-depth courses are selected according to the needs of students, additional training content on practical skills. The structural training program in hotel management in the model of the European countries and Singapore are usually sections: Theory courses related to hotel management and hotel administration tools, ethics and behavior professional qualifications, technical skills, and vocational hotel. With such training programs, students after graduation can take on administrative work at the intermediate level of large hotels and high-end hotel, small and medium scale.

For schools, training centers, and vocational secondary school should continue to expand the scale, complete training programs towards improving the practical skills to students. In the training program all tourism occupations, besides specialized skills, foreign languages, and informatics, should pay attention to training the basic skills such as problem solving (situations); organization of work; sales skills.

Training institutions need to develop revenue-generating services associated with environmental professional to create practical skills for students and increase revenues for training.

Strengthening the funding of targeted programs to cater for the renewal of equipment, innovative teaching methods and building programs and curricula; retraining of teachers.

2.6.6 Catering Staff is Trained

Improving the quality of the workforce in the accommodation business In the hotel, want to improve the quality of service of the staff is to create mechanisms to adapt to the market, the customer is always regarded as "God". To do so, the hotel must train staff and employees especially for employees in the housekeeping department and front, equip employees with new knowledge service skills and communication skills serving, especially foreign languages because it is two parts regular contact with customers, and service quality of the hotel stay was rated as good or not depends largely on two parts on. In addition to professional qualifications, language proficiency, the employees must be enthusiastic service style, absolutely not for guests to wait long. Costumes must synchronize employee, clean neat fit with the job and had to wear the insignia of the hotel.

In addition, the leadership department staff are the face of the hotel, as parts in direct contact with customers should be interested and invested more professional training.

1. The System is Focused Housekeeping

Product diversification stays, It decided in the hotel business is exploiting all the existing potential, ensuring that customer satisfaction and satisfaction. To do so requires the hotel to use the maximum advantage of existing services, research and identification of customer need to change direction to scale

services to meet the needs guest diversity. Currently, in addition to sleeping services, most hotels have added other entertainment services such as karaoke, sauna, to diversify the product.

2. Diversification of Products and Services

Quality management Lodging stems from the nature of tourism services, quality management issues very difficult. Due to the production and consumption of services should occur at the same time the management of service quality to stay in business would be conducted in parallel. In addition to the quality management continuously performed regularly in order to detect and assess the quality of service actually stayed at the hotel, from which there are methods to improve service quality for staying fit. The organization managing service quality continually takes place regularly, every month the head of the department to collect information, to supervise the work, recorded assessment of matters arising then presented to the board of directors resolved. On this basis selected hotels relevance to your target customers, simultaneously determine the direction, planning, improve the quality of services to meet potential customers. To further improve the quality of accommodation services, hotels need to rely on their inherent potential and investment towards expanding the number and types offer guests a special feeling when guests stay at the hotel. This will be a factor in creating attractive and attract tourists, as well as the positive factors affecting the operation of the hotel business.

In the economy as the current competition, enterprises want to survive have no choice but to choose for themselves a reasonable way, prestige attract new customers and keep existing customers is crucial to growth and development. For a hotel, the service is the accommodation service so improving the quality of accommodation services is extremely important for businesses to be able to compete with other rivals as well as improve efficiency business results.

2.7 The Concept of Quality Function Deployment (QFD)

QFD is a widely- recognized methodology for developing a design quality aims at satisfying customer needs through technical improvement. In 1966, Akao and Ida combined his work in quality assurance and quality control point with function deployment. Akao et al. (1966) described QFD as a method to transfer customer demands into design quality.

QFD is initiated by Shigeru Mizune and Yoji Akao of ToKyo Institute of Technology in the early 1960s. QFD was first applied in 1972 at Mitsubislic Heavy Industries Limited in its Kobe Shipyard, Japan. In the 1980s, QFD became more popular in the United States. At that time, many famous multinational companies such as General Motors, Fords and Xeox, among others. In 1992, the Ritz- Carlton Hotel applied QFD and won the Malcolm Baldrige National Quality Award. Since then more hotels such as Hyatt, Sheraton, Carlson, etc., have applied QFD to promote service quality.

In AKao's (1997) words, QFD is "a method for developing a design quality aimed at satisfying the consumer and then translating the consumer's demand into design targets and major quality assurance points to be used throughout the production phase. QFD is a way to assure the design quality while the product (or service) is still in the design stage". QFD is a comprehensive quality assurance system to promote customer satisfaction and business growth in many industries, including hotel industry. QFD can identify the flows of management activities. It can bridge the gap between present level and standard level of technical requirement to fulfill the needs of the customers, which leads to design and deploy better quality (Shrivastava & Verma, 2014).

The procedure of building a house of quality (HOQ) should follow the following stepss:

- Step 1: Identify customer's needs.
- Step 2: Priority customer need and competitive bench-making

- Step 3: develop service design/ management requirement
- Step 4: Develop relationship matrix to identify the relationship between customer needs and service design/ management requirement
- Step 5: Prioritize service design/ management requirement
- Step 6: Identify functional interaction between pairs of service design/ management requirement

2.8 The application of Quality Function Deployment in the hotel Industry

Previous studies have tried to evaluate the quality of hotel service using QFD. Eslami and Gharakhani (2012) collected the needs of hotel services from customers, employees and managers from Zanjan's grand hotel. They further employed a decision team which consisted of 4 managers and senior employees to identify the technical requirements. The results shows that offering quality foods, existence of sauna and swimming pool, friendly behavior and attitude, and service people's proper appearance are extremely important for customer satisfaction.

Ahmed (2006) argued that QFD contributed to "Azadi Grand Hotel" by designing a three-phase action plan, which offer target value for the hotel. The results indicated that QFD implementation improve the level of service to meet customer needs. Shrivastava and Verma (2014) used QFD analysis and found that customer requirements are important. Among others, making bills and report correctly, personal attention to all the customers, well dress of professional staffs, qualified food and beverage, clean and tidy rooms, competitive and affordable price are some of the most important factors to achieve customer satisfaction.

Jeong and Oh (1998) used PZB model to develop to elements of hotel service including:

1. Reliability: First service, correct billing, problem handling

2. Responsiveness: prompt service, willingness to help

3. Tangibles: Modern equipment, visual appearance, professional appearance

Based on PZB model, Jeong and Oh (1998) and other researchers further identify the following items for technical requirements:

1. Reliability

   a. The guest rooms are ready as promised

   b. The quest rooms are equipped with new and modern facilities

   c. The services are following standard operating standard

   d. The billing issues are secured

2. Responsiveness

   a. Provide prompt speed of responses to problems

   b. Provide detail information on service

   c. Easy to contact with staff

   d. Quick check in/ check out procedure

3. Empathy

   a. The employees at the hotel are always welcome to their customers

   b. The employees' attitude is positive

   c. The employees at the hotel are uniform dressed

   d. The employees know how to communicate with their customers

4. Assurance

   a. The customer's properties are well-protected

   b. The transactions are secured

   c. The assurance services are delivered without paying addition fees

   d. The hotel provided a safe-environment

   e. The employees at the front desk can protected customer privacy

f. Safe storage of customer belongings is available

Shrivastava and Verma (2014) proposed the following items as the basis customer requirements among others

1. Making bills and reports correctly
2. Personal attention to all the customers
3. Well dressed and professional staffs
4. Qualified food and beverages
5. Clean and tidy rooms
6. Fast reservation and settlement scheme
7. Equipments are always functioning
8. Personal's interest to help the customers
9. Competitive and affordable price
10. Friendly attitude of personnel toward customers
11. Providing services as promised
12. Visually appealing facilities
13. Proper location of the hotel
14. Facilities of swimming pool, sauna and jacuzzi.
15. Proper interest accessibility in rooms
16. Safe environment for accommodation
17. Personal's knowledge to answer the customers
18. Providing fast services to the customers
19. Proper working time for the customers
20. Understanding special needs of the customers
21. Fulfilling the required service at the first request

Erto and Vanacore (2002) identified the following elements to define service quality of the restaurant:

1. The welcome is warm

2. The staffs look well-dressed and neat

3. The service is punctual

4. The food they serve is fresh and good tasty

5. The selection off dietary dishes is excellent

6. Each dish is very clearly described

7. Annoying noises are absent

8. The table and chairs are properly placed

9. The cloth is clear and tidy

10. The napkins are clean and tidy

11. The trolleys are clean and tidy

12. The glasses are clean

13. The cutlery is clean and efficacious

14. The lighting is good

15. The waiter/ waitress brings the menu immediately

16. The dishes are clean

17. Overall look of facilities is appearing

18. The salt cellars are full and contain dry salt.

It seems that, in term of hotel service from customer point of view, different authors tend to identify different customer requirements from different perspectives. An integration of previous studies and a further qualitative study may be required to identify a comprehensive list of customer requirements for hotel services.

From the technical point of view, how to design an appropriate equipment, structural, and skills to fulfill the needs of the customer is also critical, Shrivastava and Verma (2014) proposed the following items as the basic technical requirements:

1. Reliability service

2. Proper maintenance

3. Qualified staff

4. Politeness and humble

5. Good cost management system

6. Online reservation policy

7. Housekeeping staff

8. Qualified food and beverage staff

9. Qualified health facilities

10. IT services

11. 24-hour services.

Jeong and Oh (1998) argued that (1) courtesy, (2) fast check in, (3) fast complain handling, (4) cleanliness, (5) timely arrangement, (6) room items on order, (7) food quality, (8) sanitation, (9) employee friendliness, and (10) price.

The VTOS program identified thr following standard operating procedure for employees to implement as a minimum technical requirement.

1. Check the guest room in clockwise or anti-clockwise movement

2. Check in cleanliness of all furniture and put it in good order according to the standard, including (a) entrance door, (b) writing desk, (c) wardrobe, (d) mirrors, (e) paintings, (f) night table, (g) guest letter, (h) envelops, (i) post cards, and (j) business cards.

3. Check whether all amenities are located according to standard, including (a) hair shampoo, (b) hair conditioner, (c) body lotion, (d) mouthwash, (e) talc power, (f) vanity box, (g) sanity box, (h) shower cap, (i) tooth brush, (j) comb, and (k) shoe mitt, (l) shaver and razor.

4. Check whether all facilities are working and in good order, including (a) television, (b) radia and alarm clock, (c)remote controls, (d) water kettle, and (e) light bulbs

5. Check whether the mini-bar items are supplied and in good order, including (a) champagne glass, (b) water glass, (c) wine glass, (d) coffee cup, (e) coffee and tea, (f) sugar.

6. Check whether the curtain can be closed or drawn completely.

7. Check whether the carpet in the guest room has been vacuumed and has signs of dirt or stains

8. Check there are no items underneath the bed.

9. Check there are no stains and no scratches on the wall paper.

10. Check the cleanliness of the window.

11. Check the quality if floral arrangements

12. Ensure every guest room has an emergency evacuation plan behind the guest room door

13. Ensure the door can open and close properly.

Based on the above literature review, it seems that additional integration is required for the items of technical requirement of QFD. Since the items of technical requirements are designed to fulfill the needs of the customers, it is essential to identify customer requirements. Then technical requirements will be designed accordingly.

CHAPTER THREE
QUALITATIVE STUDY

3.1 Research Design

The research objective leading the type of research is exploratory mainly targeting to describe the development process of 5-star hotel at HCM City where people perform this service. This study presents a qualitative research approach to measure the major dimensions of service qualitative on the process of hotel management.

The qualitative approach is the one that suitable to be applied in this research. The quality approach is to describe and find out real activities of service quality at 5-star hotels.

3.2. Interview Questionnaires

This study adopted the interpretative methodology to explore the key constructs related to service quality and customer satisfaction to understand the inter-relationships among the research constructs. The study followed the concept of grounded theory approach (Glaser & Strauss, 1967), which emphasizes the emergence of theories derived directly from the voices and actions of respondents (experts) rather than forcing the existing theories into predefined categories service. VTOS is a very important tool to provide training and to promote service quality and customer satisfactions of 5-star hotel. The following general questions related to the antecedents and consequences of service quality and customer satisfaction. Respondents were asked to express their opinions regarding the following questions.

1. Do you have any experience with working in 4-star or 5-star hotel? For how long?

2. Have you ever heard the VTOS program? Do you know what is it?

3. Does your working hotel adopt VTOS program to train the staff?

4. Have you ever trained by VTOS program?

5. How is your working hotel to implement the VTOS program?

6. After the training of VTOS program, do you agree that the staff/you really improve your profession on the hospitality of hotel?

7. According to your experience of working in a hotel. Do you think to apply the VTOS program can enhance the business performance efficiently?

8. Do you think VTOS program really benefits to hospitality management? Why or why not? Please explain in details.

9. What factors of VTOS program make the good performance?

10. Can you tell me the VTOS program can bring to Hotel/ customers what the advantages?

11. If you would like to improve quality service of your hotel, will you concern about VTOS or not? Why?

12. If you were hotel staff with VTCB certificate, what is the first thing that you think of your professional?

3.3 In-Depth Interview with Key Informants

In order to obtain comments from the hospitality industry, 15 experts were identified to ask their opinions about factor service quality and customer satisfaction. The experts' interviews were iterated until the research constructs were clearly identified. The interviews were conducted from June 2016 to May 2017. The details of the interview experts are shown in table 3.1:

Table 3.1 Title and Affiliation Interview Experts

Respondents	Title	Affiliation
Informant #1	Management hospitality industry	Housekeeping Manager Department, InterContinental Saigon Ho Chi Minh City
Informant #2	Staff in hotel	Staff Food and beverage Department, Nikko hotel Ho Chi Minh City
Informant #3	Head of Food and beverage	Food and beverage Manager Department, Resort Phu Quoc: Island
Informant #4	Head of the Front office	Front office Manager Department, Thien Thanh hotel Phu Quoc Island
Informant #5	Supervisor and staff on hotel	Supervisor-Housekeeping Department, Majestic hotel Ho Chi Minh City
Informant #6	Head of Housekeeping	Housekeeping Manager Department, Majestic hotel Ho Chi Minh City
Informant #7	Supervisor and staff on hotel	Supervisor-Food and beverage Department, Majestic hotel Ho Chi Minh City
Informant #8	Head of Housekeeping	Housekeeping Manager Department, Nikko hotel Ho Chi Minh City
Informant #9	Tourist companies:	Sale Marketing Tourist companies: Saigon Tourist Ho Chi Minh City
Informant #10	Supervisor and staff on hotel	Saff Housekeeping Department, Majestic hotel Ho Chi Minh City
Informant #11	Supervisor and staff on hotel	Staff Housekeeping Department, InterContinental hotel Ho Chi Minh City
Informant #12	: Management hospitality industry	Assistant Manager Ocean Pearl hotel: Phu Quoc Island
Informant #13	Supervisor and staff on hotel	Staff Food and beverage Department, Nikko hotel Ho Chi Minh City
Informant #14	Sale Marketing Vietnam travel	Sale Marketing Vietnam travel Chudu 24 Ho Chi Minh City
Informant #15	Marketing Manager Saigon Tourist	Tourist company: Saigon Tourist Ho Chi Minh City

Source: Original Study

This study interviews voice recorded and data were collected. After each interview, the records were turned into written transcripts, the interviews are then analyzed line by line in order to identify the full transcription. We have extracted by theme analysis categorizing and coding were conducted.

To identify themes meaningful for analysis when the analysis of this content was conducted by open coding, axial coding, and selective coding. The assessment and summary for data coding are listed in Table 3.3. Based on Table 3.3, the following themes were identified (1) experience and working in 5-star

hotel; (2) to know and adopt VTOS program; (3)Hotel training the staff at VTOS program; (4) Improve profession and enhance the business performance; (5) Benefit to hospitality management; (6) Factors VTOS program and good performance; (7) Advantages and improve quality service of hotel; (8) Concern about VTOS and VTCB certificate, worked professionals; (9) The hotel joined VTOS program; (10) Choose Majestic hotel is your favor in HCM; (11) Highest satisfaction; (12) Decide about position, service quality and price.

The data was collected by in–depth interview with key informants who could contribute to the information building of the thesis:

Table 3.2 Number of Interview Experts

Interview	Number
Management Front office Majestic hotel	1
Management Housekeeping InterContinental	1
Head of the Front office Thien Thanh hotel Phu Quoc	1
Head of Housekeeping Majestic	1
Head of Housekeeping Novotel	1
Assistant Manager Ocean Pearl hotel	1
Supervisor and staff on hote	4
Tourist companies: Saigon Tourist	2
Vietnam travel Chudu 24	3
Total	15

Source: Original Study

These people are actors in VTOS value chain. They have contributed to the implementation process of the industry hospitality and they are also main persons to provide information of VTOS. The interviews were conducted in the offices and destinations in different districts such as HCM city, Phu Quoc Island, The discussion was based on the in-depth interview guideline.

3.4 Content Analysis

The in-depth interviews were recorded through voice recording and interview notes. The records were then turned into written transcripts. The content analysis was implemented by open coding, axial coding and selective coding (Strauss & Corbin, 1990).

1. Open Coding

Open coding adopted a "line-by-line" analysis to find the important concepts from the respondents. After that data closely examined, and compared for similarities and differences so that relevant concepts were categorized according to certain properties.

2. Axial Coding

From the open coding process, then the specific concepts were re-assembled into explanatory categories to make the collected phenomenon explicit. This step combined the data together what significant to of respondents.

3. Selective coding

This study further identified a central category as a vehicle for the integration of the other major categories to further develop and refine theoretical claims. The categories were identified accordingly.

Table 3.3 Assessment for Data Coding

Theme	Count	Cases
Experience & working in time 4 -5 star hotel	33	1/1/3, 1/1/3, 1/1/4, 2/1/3, 2/1/4, 2/1/5, 2/1/6, 3/1/3, 3/1/4, 3/1/5, 4/1/3, 4/1/4, 5/1/3, 5/1/3, 6/1/3, 6/1/3, 6/1/5, 7/1/3, 7/1/3, 7/1/5, 8/1/3, 8/1/5, 9/1/3, 9/1/5, 10/1/3, 11/1/3, 11/1/4, 12/1/3, 13/1/3, 13/1/4, 14/1/3, 14/1/5, 15/1/3
To know and Adopt VTOS program	45	1/1/8, 1/1/8, 1/1/13, 1/1/14, 1/1/14, 2/1/8, 2/1/9, 2/1/12, 2/1/13, 3/1/13, 3/1/14, 3/1/7, 3/1/9, 4/1/12 4/1/7, 4/1/9, 5/1/7, 5/1/8, 5/1/12, 5/1/13 , 6/1/12, 6/1/13, 6/1/7, 6/1/8, 7/1/12, 7/1/13,7/1/7, 7/1/8, 8/1/8, 8/1/12, 8/1/13, 9/1/8, 10/1/7, 10/1/12, 11/1/7, 11/1/11, 12/1/8, 12/1/18, 13/1/7, 13/1/12, 14/1/7, 14/1/11,15/1/8, 15/1/11, 15/1/19
Hotel training the staff VTOS program	36	1/1/16, 1/1/17, 1/1/18, 2/1/12, 2/1/18, 2/1/20, 2/1/22, 2/1/23, 3/1/17, 3/1/19, 3/1/21, 3/1/22, 4/1/15, 5/1/16, 5/1/19, 5/1/21, 6/1/16, 6/1/19, 6/1/21 7/1/16, 7/1/19, 7/1/21,8/1/16, 8/1/21, 9/1/16, 10/1/15, 10/1/19, 11/1/15, 11/1/20, 12/1/22, 12/1/25,13/1/15, 13/1/19, 14/1/15, 14/1/19, 15/1/22
Improve profession and Enhance the business performance	47	1/1/26, 1/1/27, 1/1/28, 1/2/1, 1/2/2, 1/2/3, 1/2/4, 2/1/26, 2/1/27, 2/2/2, 2/2/4 3/1/26, 3/1/31, 3/1/32 , 4/1/23, 4/1/24, 5/1/25, 5/1/26, 5/1/30, 5/1/31, 6/1/25, 6/1/26, 6/1/30, 6/1/31, 7/1/25, 7/1/26, 7/1/30, 7/1/31, 8/1/25, 8/1/26, 8/1/31, 8/1/32, 9/1/23, 9/1/24, 9/1/29, 10/1/24, 10/1/25, 10/1/30, 11/1/24, 11/1/31, 12/1/31, 12/2/4, 13/1/24, 13/1/27, 14/1/23, 14/1/28, 15/2/5
Benefits to hospitality management	38	1/2/7, 1/2/8, 1/2/9, 1/2/10, 2/2/7, 2/2/8, 2/2/10, 3/2/7, 3/2/9, 3/2/12, 4/2/1, 4/2/4, 5/2/3, 5/2/6, 5/2/7, 5/2/12, 6/2/6, 6/2/7, 6/2/12, 7/2/6, 7/2/7, 7/2/12, 8/2/3, 8/2/4, 8/2/7, 9/2/1, 9/2/2, 9/2/3, 10/2/1, 10/2/2, 11/2/3, 11/2/4, 12/2/10, 12/2/11, 13/2/1, 13/2/2, 14/2/3, 15/2/18
Factors VTOS program and Good performance	39	1/2/12, 1/2/13, 1/2/14, 2/2/12, 2/2/13, 2/2/14, 3/2/19, 3/2/21, 4/2/7, 4/2/8, 4/2/9, 5/2/15, 5/2/17, 5/2/18, 6/2/15, 6/2/17, 6/2/18, 7/2/15, 7/2/17, 7/2/18, 8/2/12, 8/2/13, 8/2/14, 8/2/15, 9/2/6, 9/2/7, 9/2/8, 9/2/9, 10/2/6, 11/2/8, 11/2/9, 12/2/14,12/2/16,13/2/5, 13/2/6, 14/2/6, 14/2/9, 15/2/25, 15/2/27

Table 3.3 Assessment for Data Coding

Theme	Count	Cases
Advantages and Improve quality service of hotel	59	1/2/17, 1/2/18. 1/2/18, 1/2/19, 1/2/20, 1/2/24, 1/2/25, 2/2/17, 2/2/18, 2/2/26, 3/2/26, 3/2/28, 3/2/30, 3/3/5, 3/3/10, 4/2/12, 4/2/13, 4/2/16, 5/2/22, 5/2/23, 5/2/24, 5/2/27, 5/2/30, 6/2/22, 6/2/23, 6/2/24, 6/2/27, 6/2/30, 7/2/22, 7/2/23, 7/2/24, 7/2/27, 7/2/30, 8/2/18, 8/2/19, 8/2/21, 8/2/25, 8/2/27, 9/2/13, 9/2/14, 9/2/15, 9/2/16, 10/2/9, 10/2/10, 10/2/13, ,11/2/12, 11/2/13, 11/2/18, 12/2/22, 12/2/23, 12/2/24, 12/3/3, 13/2/14, 13/2/15, 13/2/19, 14/2/12, 14/2/16, 15/2/30, 15/2/34
Concern about VTOS and VTCB certificate, Worked professional	46	1/2/24, 1/2/25, 1/2/29, 1/2/31, 2/2/29, 2/2/30, 2/3/1, 2/3/3, 2/3/4, 3/3/16, 3/3/20, 3/3/21, 3/3/22, 3/3/25, 3/3/32, 4/2/13, 4/2/18, 4/2/21, 5/2/18, 5/3/1, 5/3/3, 6/2/18, 6/3/1, 6/3/3, 7/2/18, 7/3/3, 8/2/26, 8/2/31,9/2/19, 9/2/23, 10/2/14, 10/2/17, 10/2/18, 11/2/20, 11/2/26, 11/2/28, 12/3/5, 12/3/7,13/2/20, 13/2/23, 13/2/24, 14/2/18, 14/2/22, 15/3/2, 15/3/6, 15/3/8,
The Hotel joined VTOS program	74	1/3/3, 1/3/4, 1/3/5, 1/3/6, 1/3/7, 2/3/9, , 2/3/10, 2/3/11, 2/3/12, 2/3/13, 3/4/6, 3/4/7, 3/4/8, 3/4/9, 3/4/10, 4/2/27, 4/2/28, 4/2/29, 4/2/30, 4/2/31, 5/3/7, 5/3/8, 5/3/9, 5/3/10, 5/3/11, 6/3/7, 6/3/8, 6/3/9, 6/3/10, 6/3/11, 7/3/7, 7/3/8, 7/3/9, 7/3/10, 7/3/11, 8/3/4, 8/3/5, 8/3/6, 8/3/7, 8/3/8, 9/2/28, 9/2/29, 9/2/30, 9/2/31, 9/2/32, 10/2/23, 10/2/24 , 10/2/25, 10/2/26, 10/2/27, 11/3/2, 11/3/3, 11/3/4, 11/3/5, 11/3/6, 12/3/9, 12/3/13, 12/3/14, 12/3/15, 13/2/29, 13/2/30, 13/2/33, 13/2/31, 13/2/32, 14/2/27, 14/2/28, 14/2/29, 14/2/30, 14/2/31, 15/3/13, 15/3/14, 15/3/15, 15/3/16, 15/3/17
Choose Majestic hotel is your favor in HCM	32	1/3/17, 1/3/22, 1/3/23, 2/3/23, 2/3/27, 2/4/7, 3/4/20, 3/4/24, 3/4/25, 3/4/28, 4/3/13, 5/3/21, 5/3/25, 6/3/21, 6/3/25, 7/3/21, 7/3/25, 8/3/8, 8/3/21, 9/3/10, 9/3/13, 10/3/4, 10/3/7, 11/3/16, 11/3/19, 12/3/26, 12/3/3, 13/3/10, 13/3/13, 14/3/7, 14/3/10, 15/3/30
Highest satisfaction	16	1/3/28, 1/3/29, 2/4/16, 3/5/4, 4/3/19, 5/4/10, 6/4/10, 7/4/10, 8/3/30, 9/3/18, 10/3/13, 11/3/23, 12/3/9, 13/3/18, 14/3/15, 15/4/8
Decide about position, service quality and price,	30	1/4/1, 1/4/2, 2/4/22, 2/4/26, 3/4/9, 3/5/9, 3/4/10, 4/3/23, 4/3/24, 4/3/26, 5/414, 5/4/15, 6/4/14, 6/4/15, 7/3/14, 7/3/15, 8/4/7, 9/3/23, 9/3/24, 10/3/18, 10/3/18, 11/3/28, 11/3/29, 12/3/14, 12/3/15. 13/3/3, 13/3/9, 14/3/22 15/4/14, 15/4/17

Note: Expert / Page / Line
Source: Original Study

3.5 Reliability of the Themes

All themes were classified by three coders, including the researcher (coder A) and other two Manager who represented coder B and coder C, respectively. These three coders were well trained in the knowledge of service quality and capable of doing content analysis and data coding. The three coders undertook the assessment of the themes, categories, and dimensions from the content of the interviews the. In order to measure the reliability of the coding among three coders, this study adopted Holsti's (1969) reliability formula to text the reliability. According to Holsti (1969), the reliability is calculated by the following formula.

$$\text{Average reciprocal reliability} = \frac{2 \times \text{Sum from both coder } i \text{ and coder } j}{\text{Sum from coder } i + \text{Sum from coder } j}$$

$$\text{Reliability } (\alpha) = \frac{N \times \text{Average reciprocal reliability}}{1 + (N-1) \times \text{Average repicprocal reliability}}$$

N: Number of the coder

Krippendorff (2004) specified that a study should set a minimum cut-off of $\alpha = 0.80$, where only those variables with reliabilities above this are considered to be meaningful and valid. Validity refers to "the extent to which a measuring procedure represented the intended, and only the intended, concept" (Neuendorf, 2002, p.112).

Since the results of the in-depth interview were recorded and turned into written transcripts, followed by open coding, axial coding, and selective coding, the dimensionality of the research constructs was confirmed and the inter-relationships of the research constructs were identified. Therefore, it can be concluded that the reliability and the validity of the research constructs are ensured.

Themes were classified by three coders, including the researcher (coder A), one Management hospitality industry represented the coder B and Staff in

hotel represented the coder C. All of the coders are well trained in management hospitality industry and staff field knowledge and capable of doing content analysis and data coding. In the coding process, the definition of each variable was explained to the coders before they started the coding. The three coders undertook the assessment of the themes and categories from the content of the interviews. This study also conducts the reciprocal agreement for these three coders, coder A classified 558 ideas, coder B classified 506 ideas, and coder C classified 512 ideas. For more detailed information, see the Table 3.4.

Table 3.4 The Main Categories of Reciprocal Agreement

Category	Coder A	Coder B	Coder C
Experience & working in time 4 -5 star hotel	33	30	29
To know and Adopt VTOS program	45	40	41
Hotel training the staff VTOS program	36	33	31
Improve profession and Enhance the business performance	47	40	43
Benefits to hospitality management	38	34	35
Factors VTOS program and Good performance	39	36	36
Advantages and Improve quality service of hotel	59	52	56
Concern about VTOS and VTCB certificate, Worked professionally	46	42	41
The Hotel joined VTOS program	74	69	70
The Hotel Not joined VTOS program	54	51	50
Stayed another hotel	9	8	8
Choose Majestic hotel is your favor in HCM	32	29	29
highest satisfaction	16	14	15
Decide about position, service quality and price,	30	28	28
Total	558	506	512

Source: Original Study

Table 3.5 Reciprocal Agreement

	Coder A	Coder B	Coder C
Coder B	506	×	×
Coder C	512	506	×

Source: Original Study

Reciprocal Reliability from:

$$\text{Coder A, B} = (2\times506)/(558+506) = 0.95$$

$$\text{Coder B, C} = (2\times506)/(506+512) = 0.99$$

$$\text{Coder A, C} = (2\times512)/(558+512) = 0.96$$

$$\text{Average reciprocal reliability} = (0.95+0.99+0.96) \div 3 = 0.97$$

The results of the in-depth interview were recorded and became into written transcripts, followed by open coding, axial coding, and selective coding, the research constructs is confirmed and the inter-relationships of the research constructs are identified. After that, it can be concluded that the reliability and the validity of the research constructs are ensured.

CHAPTER FOUR
QUALITY FUCTION DEPLOYMENT

This chapter uses Quality Function Deployment (QFD) aims at satisfying customer needs of hotel through the improvement of management and service requirements. The research design of QFD is firstly discussed. The house of quality model is then presented. The priority of customer needs and service design/ management requirement is also identified.

4.1 Research Design

This study used Majestic Hotel as a case to study. Majestic Hotel is a 5-star hotel located in Ho Chi Minh city of Vietnam. The case study was conducted using the systems and data that have already available in the operating practice. The priority of customer needs requirement is obtained through in-depth interview. Service design/ management requirements and then priorities are collected by the discussion with management of Majestic Hotel.

4.2 Sampling and Data Collection Procedure

Fifteen experts as shown in Table 3.1 were interviewed to identify the customer needs of a hotel service. Upon completion of the list of customer needs, the author tried to discuss with the manager of each department of Majestic Hotel to identify the list of service design/management requirement. The list of customer needs and list of service design/management requirement were then integrated with the result of literature review. Once the listing items are complete. The author sent both list to the above 15 experts to have the priority for each item. The average weight were then standardized to obtain the importance weight.

4.3 Customer Needs Analysis

Words used by the customers to describe their expectations are always called "the voice of the customer (VOC)". In addition to the results of literature review, this study conducted expert interviews to get the VOC from the experts. The following questions were asked:

1. What does your customers really want?
2. What are your customer's expectations?
3. What can the design team do to achieve customers satisfaction

Eventually the following items were identified for customer needs of the hotel services.

1. Fast check in
2. Fast complaint handing
3. Employees' friendliness to customers
4. Employees' politeness and humble
5. Customer's privacy can be protected
6. Making bills and reports correctly
7. Personal attention to all the customers
8. Well dressed and professional staffs
9. Qualified food and beverages
10. Clean and tidy rooms
11. Fast reservation and settlement scheme
12. Equipments are always functioning
13. Personal's interest to help the customers
14. Competitive and affordable price
15. Friendly attitude of personnel toward customers
16. Providing services as promised

17. Visually appealing facilities

18. Proper location of the hotel

19. Facilities of swimming pool, sauna and jacuzzi.

20. Proper interest accessibility in rooms

21. Safe environment for accommodation

22. Personal's knowledge to answer the customers

23. Providing fast services to the customers

24. Proper working time for the customers

25. Understanding special needs of the customers

26. Fulfilling the required service at the first request

4.4 Service Design/ Management Requirement Analysis

In addition to the results of the literature review and the expert interviews, this study adopted the items provided by the managers from Majestic Hotel to become the items of service design/ management requirements. The list of items is shown in table 4.1.

Table 4.1 List of items for Service Design/ Management Requirements

Check the Guest Room	Always check the room in clockwise or anti-clockwise movement
Cleanliness of Furniture	Check the cleanliness of all furniture and put in good order according to the standard Check the cleanliness of entrance door and put it in good order according to the standard Check the cleanliness of writing desk and put it in good order according to the standard Check the cleanliness of wardrobe and put it in good order according to the standard Check the cleanliness of the mirrors and put it in good order according to the standard Check the cleanliness of the painting and put it in good order according to the standard Check the cleanliness of the night table and put it in good order according to the standard Define Standard for guest letter Define Standard for envelopes Define Standard for postcards Define Standard for business cards
Check exchangeable items	Check whether all amenities and supplies as per the standard and are in good order Check whether shampoo is as per the standard and is in good order Check whether hair conditioner is as per the standard and is in good order Check whether body lotion is as per the standard and is in good order Check whether mouthwash is as per the standard and is in good order Check whether talc powder is as per the standard and is in good order Check whether vanity box is as per the standard and is in good order Check whether sanitary box is as per the standard and is in good order Check whether shower cap is as per the standard and is in good order Check whether tooth brush is as per the standard and is in good order Check whether comb is as per the standard and is in good order Check whether shoe mitt is as per the standard and is in good order Check whether shaver and razor is as per the standard and is in good order
Check electronic	Check whether all televisions are working and in good order Check whether all radio, alarm clock are working and in good order Check whether all remote controls are working and in good order Check whether all water kettle clocks are working and in good order Check whether all light bulls clocks are working and in good order

Table 4.1 List of items for Service Design/ Management Requirements

Check the Guest Room	Always check the room in clockwise or anti-clockwise movement
F&B Minibar & Items	Check whether the mini-bar items in the refrigerator are supplied according to standard and their validity time : champaigne glass Check whether in mini-bar items in the refrigerator are supplied according to standard and their validity time : water glass Check whether in mini-bar items in the refrigerator are supplied according to standard and their validity time : wine glass Check whether in mini-bar items in the refrigerator are supplied according to standard and their validity time: coffee cup Check whether in mini-bar items in the refrigerator are supplied according to standard and their validity tine: coffee and tea Check whether in mini-bar items in the refrigerator are supplied according to standard and their validity time: sugar
Curtains	Check whether the curtain can be closed or drawn open completely
Carpet & Wall paper	Check whether the carpet in the guest room has been vacuumed and has signs of dirt or stains Check there are no items underneath the bed Check stains and scratches on the wall paper
Window	Check the cleanliness of the window Check the quality of the floral arrangements
Emergency	Ensure every guest room has an emergency evacuation plan behind the Guest room door
Leaving the Guest room	Close the door and leave the room, ensuring the door closes properly

Source: Original Study

4.5 Prioritizing customers' needs

As shown in table Firuge 4.1 , the importance of the customers' needs was obtained from the interviews, while the experts as shown in Table 3.1 become our respondents. The importance of each attributes in the relationship matrix was measured on a 3-point scale, ranging from 1= unimportant to 3= strongly important. The raw score of customers' needs are calculated from the horizontal scores in the matrix. The results indicate that, among others, providing clean and tidy rooms (100 points), fulfilling the required service at the proper working time for customers (98 points)., first request (100 points), fast check-in (97 points), fast complain handling (96 points), employees' politeness (96

points) and humble and personal knowledge to answer customers (96 points) are some of the most important items for customers' needs.

4.6 Prioritizing Customer Needs and Service Design/ Management Requirements

As shown in Figure 4.1, this study identifies 44 service design/ management requirement. The important data of each service design/ management requirement in the relationship matrix was measured on a 3-point scale, ranging from 1=unimportant to 3=strongly important. The raw score of each service of design/management requirement are calculated from the vertical scores in the matrix. The results indicate that, among others, check whether all light bulbs are working in good order (63 points), check there are no items underneath the bed (61 points), check whether the cleanliness of all furniture are put in good order according to the standard (60 points), define standard for envelopes (60 points) and check whether sanitary box is as per the standard and is in good order (60 points) are some of the most important items for service design/management requirement.

4.7 House of Quality

This study identifies 26 items of customers' needs that are essential for hotel service quality. This study also identifies 44 service design/management requirement to fulfil the needs of the customers. The house of quality is shown in Figure 4.1. The raw score, relative importance and prioritize rank are shown in the bottom of the Figure 4.1 for service design/management requirement and in the right side of the Table for customers' needs. As shown in the House of quality, evidence are shown that those items for Cleanliness of the furniture, check exchange items, check electronics, check mini bar and items, check

carpet and wall paper are related together, especially for check the guest room, leaving the guest room and the emergency are mostly related to windows, check exchange for items, cleanliness of furniture, etc.
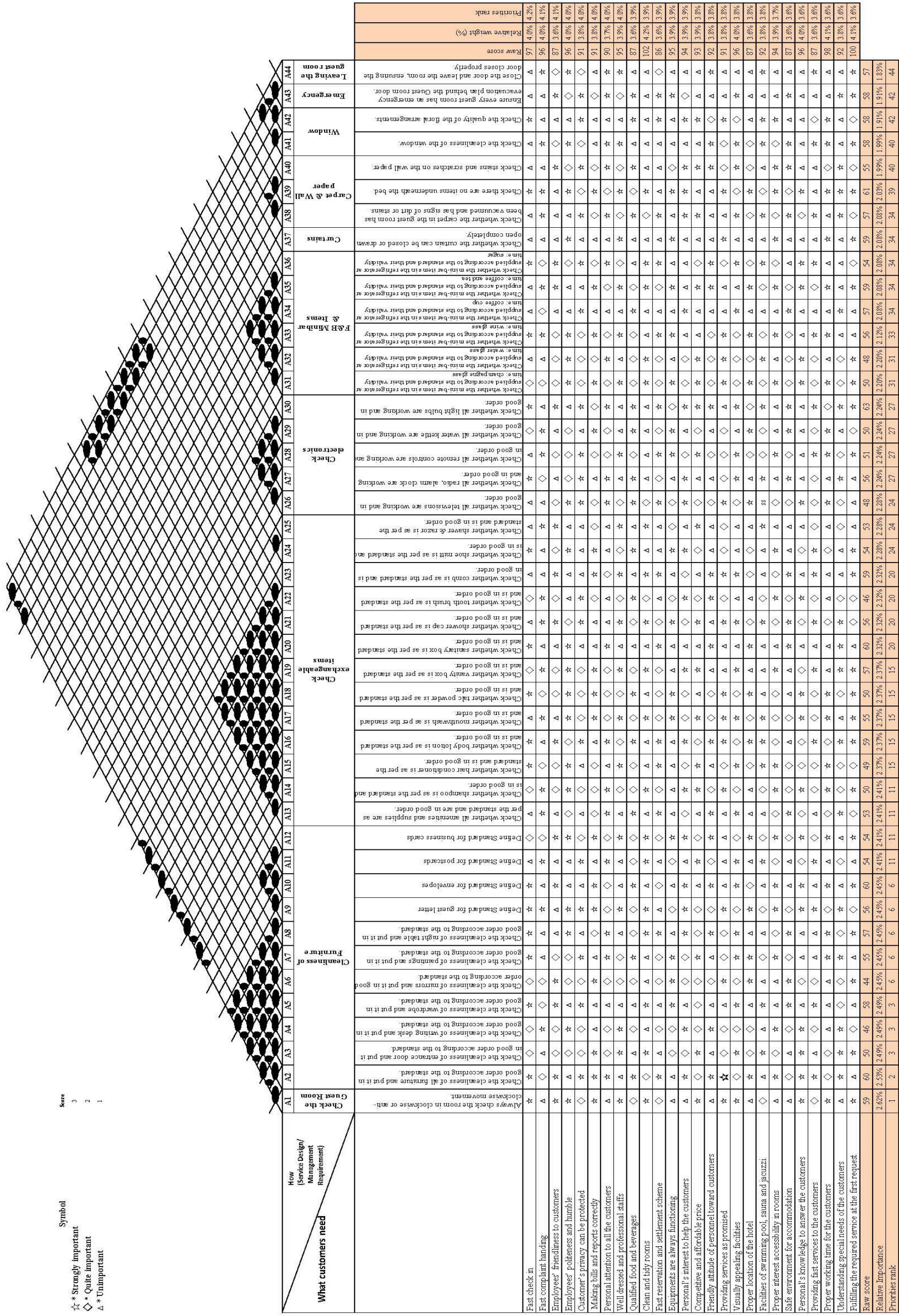
Figure 4.1 House of Quality for Hotel Service

Source: Original Study

CHAPTER FIVE
CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

There are many researchers concluded the important of service quality in hospitality, especially in the global competitive environment. However, there is not any studies mention about VTOS Program. Using VTOS Program is the good way to improve service quality in a hotel with a low cost and it can enhance the general service quality effectively. Here are some solutions using VTOS Program to increase service quality in Majestic Hotel:

1. Recruitment of university graduates with high achievements, capable and ambitious coach, then put them in management positions in business. This is one of the shortcuts to get a team of young and talented management. Building a future management team, for now, are strategies that any leader must have.

2. Speaking to the construction management team for future business, we often think of two sources, human resources trained on site and external sources. As the business developed rapidly, the need to develop management team has risen, if only rely on resources in place to grow up is not enough, also rely on external resources, the ground is now higher wages artificially. This was not the people now also lost to other places. Meanwhile, also a resource that businesses have not yet focused heavily exploited are students just graduated, if we choose the best of them, trained them, I think certainly there will be a inherit the management team constantly.

3. Improving the working efficiency of employees and identify long-term goals are to their commitment to the working process is a very important

skill of a good management people. Through the training, managers can help their staff develop their capacity to undertake potentially higher duties, while managers will have more time for management mine. Her "Staff training" will help managers maximize the capacity of the staff, and focus on higher goals to organizational development.

4. VTOS international experts and Vietnam build project within the framework of human resource development tourism in Vietnam (HRDT Project) by the European Union funding and has been Board Certification Vietnam Tourism Industry South (VTCB) evaluation, approval, and release. Ministry VTOS is designed in harmony with international standards and is adapted to the requirements and conditions in Vietnam.

5. VTOS capacity units by the international group of experts and Vietnam in the construction industry. Capacity Units in the draft was the technical working group to consider, including experts from the business and vocational trainers in the training institutions in the country. Feedback from the consultants was integrated into the revised standards and set the unit capacity has been piloted with students to ensure proficiency and content matching domains work has identified areas.

In conclusion, the result of this study shows the importance of service quality in hospitality. Besides, it emphasizes the role of the employee in that service, they are an important part of service in the hotel. Therefore, using VTOS Program is one of the most effective ways to improve not only employee's skills but also improve hotel's service quality, through that it will increase the customer satisfaction. Focusing on service quality is also the way for the five-star hotel to achieve sustainable development.

This study aims to explore the relationships between customer satisfaction and customer loyalty to 5 dimensions of service quality at hotels, including tangible, reliability, responsiveness, empathy, and assurance. To support this aim, the study utilizes quantitative research method with data collected from a survey of the questionnaire with 150 customers who have purchased in hotels in Vietnam.

The results show that the customers have low satisfaction on the orders of goods and operating hours of hotels. Further, the customers emphasize that they feel less secured when purchasing in hotels accordingly.

5.2 Recommendations

Based on key findings above, there are several recommendations that will be made:

First, high-end shopping mall should take into account the secure in the transaction. To improve the transaction security, hotels can apply new transaction technology from security. It is emphasized that there are more and more customers want to use a credit card or debit card for their transaction. Therefore, the hotels should be equipped by payment merchant from local and foreign banks. This will allow the customer to be flexible during their shopping time. Managers of hotels need to equip enough electronic devices related to cash payments or payments through credit cards and employees in check-out counters to hasten the speed of payments at check-outs.

Second, high-end shopping mall should focus on their operating hours. The operating hours should be extended during working days, from Monday to Friday due to the customers often come back home very late and they need extra time to shop in hotels. The opening time of hotels is suggested increasing from 9am-9pm to 9am-10pm on a daily basis.

Third, high-end shopping mall should improve their order of goods by conducting training to their employees. The training of the employees should be implemented and maintained regularly, especially the knowledge of products, consistent courteousness of employees, whole-hearted and prompt service behavior of employees. Hotels should empower employees to improve employees' ability to hand complaints of customers directly and immediately. Moreover, Hotels should have a sincere interest in solving problems of customers, pay attention to the diversity and quality of products, keep promises of doing services, and implement error-free transactions and records to enhance the confidence of customers in hotels. Moreover, managers need to understand customers' needs to provide products that customers expect.

In light of the findings and conclusion of the study, the following recommendations will be drawn:

1. The manager should show evidence of continuous improvement in their performance in management/training activities and in an increased capacity to facilitate learning for staff and supervisors

2. The manager shall continue to expand hotel own repertoire of professional experience, e.g. conducting in-service activities, mentor colleagues, provide leadership in professional associations, and utilize research properly.

3. Encourage Manager/supervisors from a variety of roles in the training process in relation to the purposes of training and staff needs, including linguistic needs.

4. Cooperatively works with supervisors and management in planning for training to meet staff in the hotel.

5. Develops short-and long-term personal and professional goals relating to the roles of a manager and uses knowledge of continuous quality improvement for guest to highest satisfaction

6. Future research should be conducted on the accomplished subject district of Management' assessment strategies, diversity, learning environments and technology to assist continuous development of manager and staff as well.

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