

CHAPTER 3

REDESIGNED CUSTOMER SATISFACTION

“The objective of redesign will be to modify the elements that are contributing to dissatisfaction, add ingredients that will enhance satisfaction” (Barsky, J.D., 1995, p.206) and combine them into a new presentation of customer service provider including a streamlined customer experience. As the quote above, it clearly clarifies what the following appreciatively represents about, which is redesigned customer satisfaction. It is great important to run businesses. On the other hand, if customers are dissatisfied, they likely switch the brand or product/service provider, how successful business running without customers. Therefore, redesign steps are as following: focus on the problem, identify causes and redesign for customer satisfaction by creating an action plan within an effort to apply appropriate theoretical researches and suggest managerial implication accomplishment. Redesigned will focus in Booking, Check-in/out processes in Spa Concierge sections.

3.1 Problem Analysis

The author realized the following Business Improvement Project, in a competitive marketplace where businesses compete with customers. It is well known as the fact that no business can exist without customers as Berkman and Gilson (1986) state that “customer satisfaction is recognized of great importance to all commercial firms because of its influence on repeat purchases and word-of-mouth recommendations” (Berkman and Gilson, 1986). As spa business is the same. It is

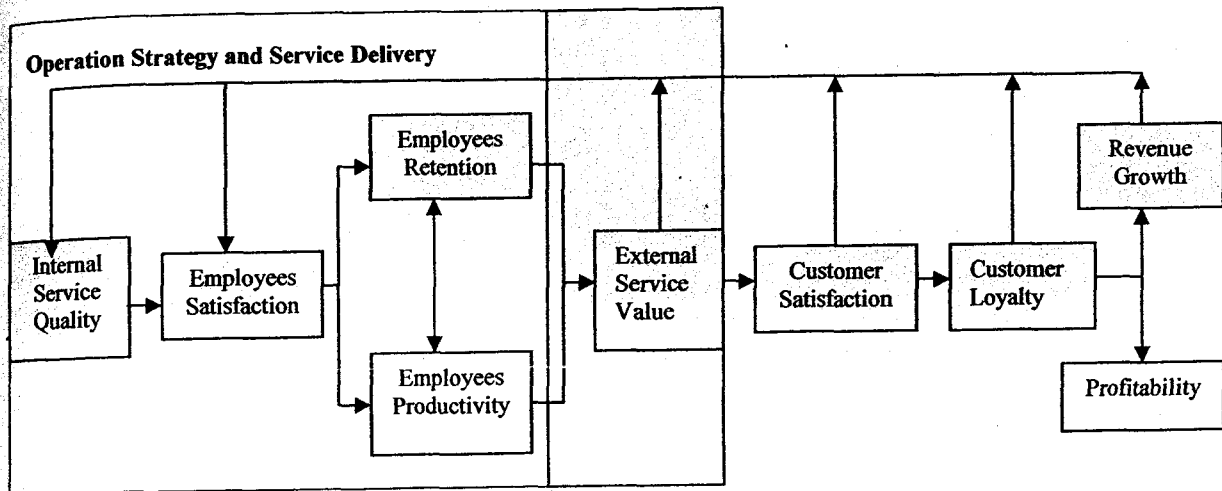
where customers need to be considerably satisfied. On the other hand, "if customers are dissatisfied which entail that "customers likely switch brands and complain to manufacturers, retailers, and other consumers about the product" (Peter and Olson, 1987, p.512) Moreover, Vavra (1997) acknowledges that "customer satisfaction is the leading criterion for determining the quality that is actually delivered to customers through the product/service and by the accompanying servicing".

The significant of customer satisfaction in the business is shown the relationship in figure 3.1. The Service-Profit Chain system is established by the links between profitability and internal services quality. Heskett J.L., Jones T.O., Loveman G.W., Sasser Jr W.E., Schlesinger L. A., Harvard Business Review (1994) simply state that "customer loyalty drives profitability and growth; customer satisfaction drives loyalty; value drives customer satisfaction; employee productivity drives value; employee loyalty drives productivity; employees satisfaction drives loyalty and internal quality drives employee satisfaction. To propose that customer satisfaction influences customer loyalty, which in turn affects profitability" (p.164-174) Proponents of this theory include researchers such as Heskett et al. (1994); Nelson, et al. (1992), "Loyalty creates increasing profit through enhanced revenues, reduces costs to acquire customers, lower customer-price sensitivity, and decreased costs to serve customer familiar with a firm's service delivery system" (Reicheld and Sasser, 1990, pp.105-11) Therefore, if customers satisfied in products and /or services provided in an organization, it will continuously lead to the growth of revenue.

For THE BARAI, the author was surprised to hear how often of customer complaint. And after the author investigated in customer feedback, the number of

customer satisfaction did not accept. As results, the author entails a considerable redesigned a customer satisfaction in THE BARAI.

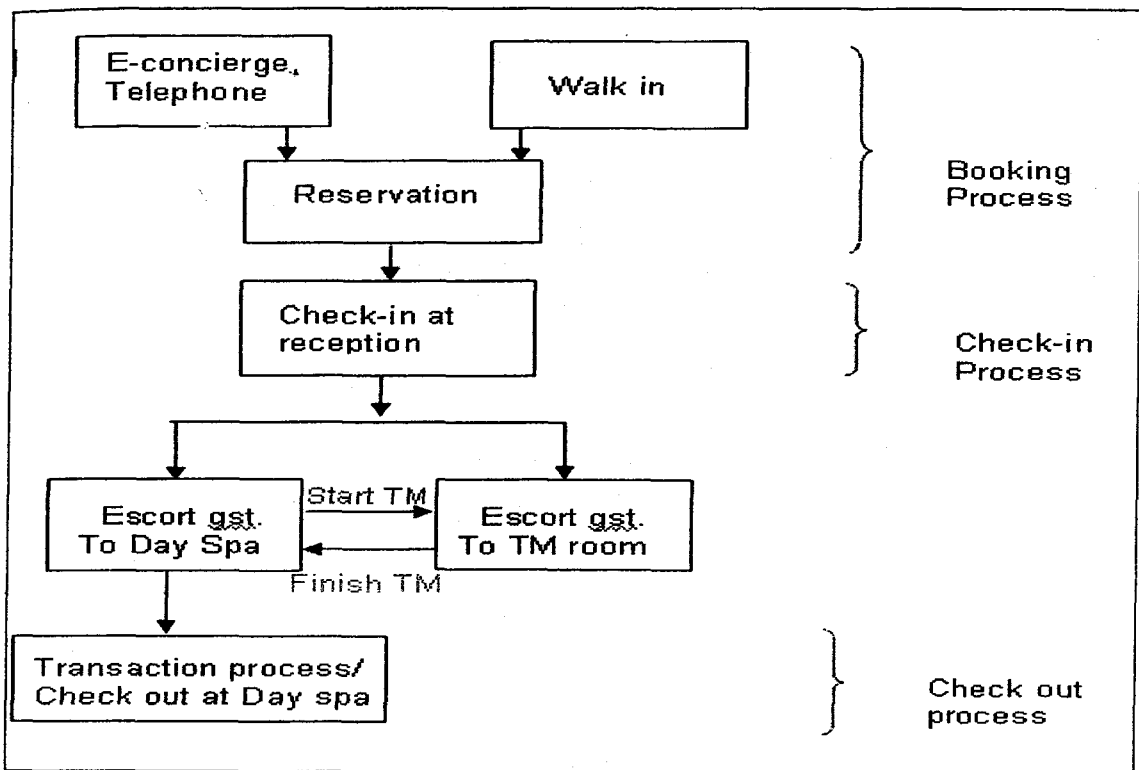
Figure 3.1: The links in the Service-Profit Chain



3.2 Operational in THE BARAI

A preliminary consideration in this problem, the reader is required to comprehend the main processes of service delivery in spa concierge section which are significant in this report. To illustrate main processes of service delivery in spa concierge performance, the author represented the whole processes as shown in Figure 3.2 which consists of booking, check-in and check-out processes.

Figure 3.2: The whole processes of booking check-in and check out



The author will briefly explain in figure 3.2 for booking, check-in and check-out processes which are the main processes in spa concierge section. Customers may make a reservation via phone, internet (e-concierge) or walk through THE BARAI by themselves. In booking process, spa concierge will assist all guest needs such as providing treatment information and proposing or doing discussion about his/ her requirements and desires according to the nature of symptom or physical conditions.

In check-in process or registration procedure, spa concierge will prepare registration form (or Itinerary form⁴) also consult about physical condition. Then spa concierge will escort the guests to the destination either Day spa (changing room, if the customer prefers to use steam or sauna prior starting treatment) or treatment room.

⁴ See in Appendix D

After treatment, the customer will be escorted back to Day Spa to settle his\her expense which finishes in check out process.

3.3 Data Analysis

The data analysis of the levels of customer satisfaction in THE BARAI was mostly collected from comment cards which were considered as a tool to measure the levels of customer's perception in each section of service delivery.

3.3.1 Measurement of customer satisfaction

In order to survey the customer satisfaction in the BARAI, the data was collected from customers questionnaire (commend card⁵) day by day from October 2008 to January 2009 (see the data collection in appendix C⁶). The customer satisfaction was measured in two types quality and quantity; The questionnaire would be given to customers every time to measure levels of customer satisfaction which were ranged from excellent, good, average, fair and poor. Each range could be weighted as following 5 = excellent, 4 = good, 3 = average, 2 = fair and 1 = poor. The scale of each section was represented the quantity of customer satisfaction level. THE BARAI guest's comment in each month was shown in figures 3.3 and 3.4. The target of the organization prefers the scale higher than 4.5.

According to the number of Booking, Check-in/out processes, it could be analyzed that the quality of service provided of spa concierge was good. The quantity represents 4.2, 4.3 of Booking and Check-in/ out process, but the management team needs higher.

⁵ See in Appendix E

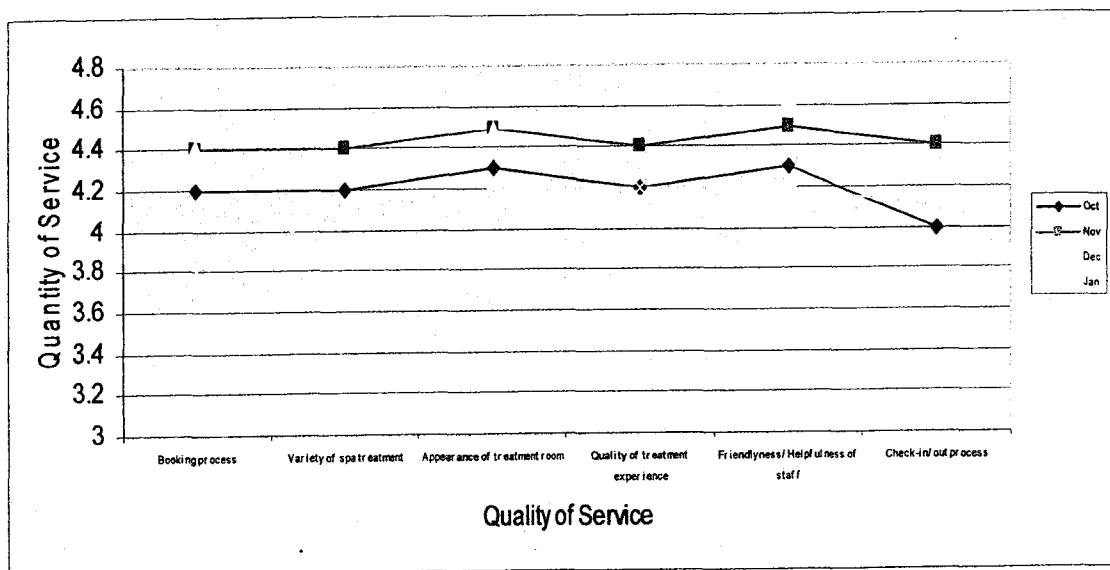
⁶ See in Appendix F

Figure 3.3: THE BARAI guest's comment in Oct'08 – Jan' 09

THE BARAI guest's comment

	Oct	Nov	Dec	Jan
Booking process	4.2	4.4	4.4	3.8
Variety of spa treatment	4.2	4.4	4.5	4.1
Appearance of treatment room	4.3	4.5	4.5	4.2
Quality of treatment experience	4.2	4.4	4.5	4.2
Friendliness/Helpfulness of staff	4.3	4.5	4.6	4.2
Check-in/out process	4	4.4	4.5	4.1

Figure 3.4: THE BARAI guest's comment in Oct'08 – Jan' 09 graph



According to figure 3.4, the graph had been represented the quality and quantity of booking process, check in /out processes which slightly decline more than other sections in the same month and especially on January the scale of service quality dramatically decreased. As a result of the number oh customers in peak season.

Measuring Customer Satisfaction

The tables above described the levels of customer satisfaction in *THE BARAI* which was served into two roles as in Customer Satisfaction Measurement (CSM)

which are providing information and enabling communication with customers. "Perhaps the primary reason for taking the time to measure customer satisfaction is to collect information, regarding what customers say that needs to be done differently or to assess how well an organization is currently meeting its customers need. A secondary, but no less important function of CSM in hospitality enterprises, is that by surveying customers, an organization is demonstrating its interest in communicating with its customer- finding out their needs, pleasure, displeasures and overall well-being".(Varva, 1997,p.28). Although, it is impossible to measure the satisfaction of every single customer, THE BARAI always takes and treats all opinions into consideration. All types of guests are served and given a sense of importance and recognition.

The reasons for measuring customer satisfaction may vary from organization to organization. Naumann (1995) however, suggested the following five objectives that in his opinion are the most common.

- 1. To get close to the customer- understand what attributes affect to customer's decision making, the relative importance of the attributes and get a performance evaluation of how well the firm is delivering each attribute.*
- 2. Measure continuous improvement-the attributes significant to the customer are linked directly to value-added processes in the firm and are put into a form consistent with the internal measurements used to evaluate the process.*
- 3. To achieve customer driven improvement – not all customers are an equally valuable source of innovation. This requires creation of a comprehensive database that not only tracks sales, but sources of innovations.*

4. *To measure competitive strengths and weaknesses- determine customer perceptions of competitive choices. This is achieved by surveying possible and future customers as well as current and past customers*
5. *To link CSM sat a to internal systems (p.22-7)*

3.4 Cause of Problem

This project is to investigate the deviation in the problems between the objectives and actual performance. The spa mission was stated that we will train our employees to exceed guest expectations in all aspects of The BARAI. Our employees will be empowered to use their skills to “wow” our guests and maximize profitability which is the actual performance of all employees expected to accomplish the goals of the BARAI.

3.4.1 The whole process in Booking Process

- Completing Guest Information which is name, address or room number, contact number and Credit Card in case that guest does not stay in the hotel.
- Asking about guest’s main goal for spa experience and fluently explain benefits in each treatment also up sale package treatment. The BARAI’s concept was designed the therapy menu based upon the four Thai elements (water, earth, air and fire). Each element will be requested upon the guests own personal goals focusing on a specific result.
- Standard sentences that should be asked the customers- what types of treatment they are most interested in booking, how long they would like to spend and what time they would like to reserve their treatments.

- Record the treatment that guests request, including date and time.
- Confirm that guest does not have any contraindication- by asking the guests whether or not they have medical conditions or a special request that they would like to inform such as blood pressure, pregnancy, or there is any area that they would like to avoid or concentrate on.
- Note all guests' requirements such as picking them up at lobby, using steam & sauna before starting the treatment.
- Confirm appointment details (day, date, time, type of treatment, duration, room- single or double and price)
- Explain the cancellation policy to inform spa concierge 3 hours prior treatment starting otherwise they will be 100% charged.

From the observation during 5 months internship, it was noted that the actual performance of the spa concierges did not follow all above processes.

- Spa Concierges could not fluently explain all treatments to customers and up sale both packages and retails.
- Spa Concierges could not follow the standard in order to collect all information for making reservation such as they did not inform cancellation policy, so they could not charge customers and customers do not mind cancelling the treatment course at any time and they did not reconfirm the information that they have got from their customers as a result of information error.
- Spa Concierges have not been empowered to make any decision; they could not independently work, so they always ask their team leader for decision otherwise

they will be blamed by their supervisor. So, customers have to wait for a bit longer time.

3.4.2 The whole process of the Check in/Check out Processes

- Recheck treatment room and spa therapist to get ready before starting the treatment.
- Spa Concierges have to print out itinerary form which every guest has to sign and the concierges will ask for medical concern.
- Spa Concierges have to serve welcome drink.
- Check in Process, Spa Concierges should complete within 3 minutes or not longer than 5 minutes.
- Escort to the changing room and/or sometimes escort to the treatment room.
- After customers finish the treatment, the receptionist will prepare billing transaction, accurately.

On the other hand, the actual performance could not be performed as it supposes to be in Check in/ out Processes also there are some unexpected situations occurred and interrupted as follow;

- Spa Concierges did not prepare document (Itinerary form) which would be used in the next minutes. Therefore, customers had to wait for concierges printing.
- Spa Concierges did not recheck the treatment room before escort customer to the treatment room in order to ensure that therapist is really to treat the customer even through therapist did not have customer back to back. Therefore, during check in process, customers have to take time longer than 5 minutes.
- Spa Concierges have not been empowered to make any decision; they always have to ask their team leader for making decision otherwise they will be blamed by their supervisor. So, customers have to wait for a while and a bit longer, when

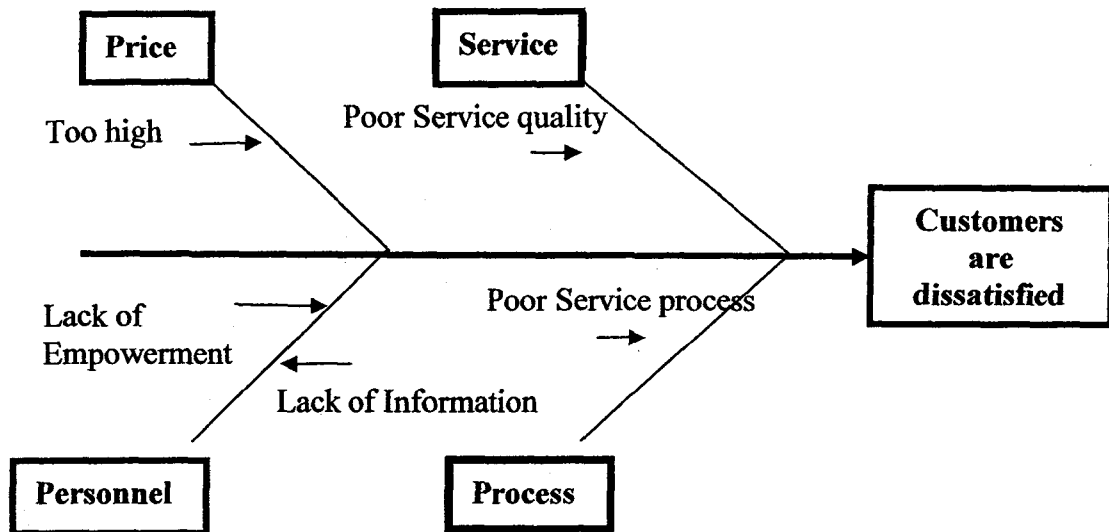
concierges consult their question with the supervisor, customers will be left in the cold and nobody looks after them.

- In asking about medical problem, concierges have less knowledge about physical problem, so they might not clearly understand what should be carefully to the guests.
- Confusing in transaction due to the conditions of customers such as spa credit, voucher, new hotel promotion, group voucher condition.

From above investigation of problems in the actual performance of Booking, Check-in/out processes are the results of customer dissatisfaction as represented in comment cards. The author has divided the root of causes into four characteristics which based on the Ishikawa diagram (Also called a Cause-and-Effect or Fishbone Diagram), see figure 3.5.

In addition to Ishikawa Diagram, below, the author has entered the problems at the right of the diagram at the end of the main bone and divided causes of problems in to 4 categories which were price, service, personnel and process. Even through price was not considered in Booking, Check in/out processes and it was not a part of service delivery, the price also affected to customer dissatisfaction.

Figure 3.5: Author's presentation (based on Ishikawa, 1985)



3.5 Solution

3.5.1 Price

“Price simply defines the amount of money charged for a goods or service. More broadly, price is the same of the values consumers exchange for the benefits of having or using the product or service” (Philip K., John T.B., James C. M., 2006 p. 447) Higher price encourages high service quality expectation. Therefore, if “actual service delivered does not reach customer expectation as a gap between customer’s expectation and the perception of the service providers’ performance will be promote customer dissatisfaction”. (Parasuraman et al., 1985, p. 45). Numerous studies in the service management literature argue that “a customer’s perception of the value received in a transaction or relationship where “value equals perceived service quality relative to price and customer acquisition costs” (Blanchard and Galloway, 1994; Heskett et al., 1990, pp. 164-174), “customer satisfaction is the result of a customer’s perception of the value received...where value equals perceived service quality relative

to price" (Hallowell, 1996, p. 29). As same as Athanassopoulos (2000) states that "customer satisfaction is recognized as being highly associated with "value" and.... is based, conceptually, on the amalgamation of service quality attributes with such attributes as price" (p.192).

Moreover, price is also affected in market competitive. As Kotler (2001) and Peter (2001) acknowledge that "Competitiveness from marketing point of view is complementary, and explains factor of competitiveness, acting on the consumer including price..."

It is considered that consumers on the market can be affected by price which is particular importance to the consumers of the defined market, and can be considered as competitive advantage. Many companies even in nowadays market can be considered as competitiveness on the price. As this result the company who wants to obtain dominant market-share position and believes that with the largest market-share, it will eventually enjoy low costs and high long-run profit. So prices should be set reasonably comparing with competitors. As Marriott strives to be the market-share leader in its class, when it opens a new hotel, Marriott opened hotel, Marriott builds market-share as quickly as possible. For instance, Marriott in Australia Gold Coast with \$99 rates, Lower rate creates demand. As the demand increased, low-revenue business was replaced with higher. Furthermore, due to nowadays economic recession, the company goes into trouble for running business and survival. From such circumstance, the author recommends to survive the business rather than to make large profit. Hotels often use this strategy when the economy slumps. So in order to survive, a company must create price as a key strategy. As recent recession, a 300-room hotel still had 300 rooms to sell each night, although the demand dropped to 140-room a night. The hotel

tried to get out the slump in the best way by cutting rates and trying to create the best cash flow under the condition.

Due to price in BARAI's menu after realization; the price was more expensive than other competitors such as Chiva som, Evason Hua Hin Resort & Spa, Anatara, Hilton, Marriott, and Evason Hua Hin Resort and Spa (See the comparison price between The BARAI with others in appendix⁷) As this result the customers may switch to consume other service providers. So the best way for THE BARAI in order to gain dominant market- share, it should adjust price down and more reasonable.

3.5.2 Personnel

Empowerment

"The personal relates to the enrichment of employees by providing appropriate knowledge and skills to prepare employees to take up responsibility and act in behalf of the organization" (Zemke & Schaff, 1989) The management should encourage and rewards employees for their initiatives, while tolerating their mistakes when their intent were failed. Empowerment enhances the personal well-being of employees because they feel trusted and their opinions matter. Empowerment becomes effectiveness if all barriers are designed to take on customer-oriented flexibility. The Ritz-Carlton Hotel chain has a policy whereby every employee who is an entry-level housekeeper could do apart from normal cleaning room duties that can be an example of employee empowerment.

A man and woman were guests at the Ritz-Carlton Hotel in Amelia Island, Florida. One day they were on the way to the beach with their young daughter when

⁷ See in Appendix G

they passed two of housekeepers in the hallway. The guests were warmly greeted, and one of the housekeepers commented on how adorable the child looked in her beach dress. The other housekeepers agreeing and asked how old the child was. The couple nonchalantly replied that the child was turning 2 years the next day, and the family then continued walking to the beach. Upon returning to their room, they found a bright balloon and a big cookie on a plate where the plate was written the greeting "Happy Birthday". The child was delighted, and her parents told the hotel manager that the Ritz-Carlton would always have a special place in their hearts and would be a hotel of choice- because of the simple actions of two housekeepers who were empowered to make a real difference which is caring about their guests. But in reality, it is often nothing more than making minimize customer complaints- such as a front desk receptionist being "empowered" to lower the room rate for a dissatisfied guest, or a waiter not charge a customer for dessert because they was not happy with their main course. Anyway, Empowerment is based on trust between management and subordinate because it gives additional power and authority to employees. Such the Hyatt Regency Chicago, employees carry a card that says, "Empowerment: I am free to take care of the guest, and management will support me."

However, Spa Concierge in BARAI will be empowered for minimizing customer complaint and customizing what the guests need as follow:

- Delegation of authority spa concierges can take action immediately without calling a team leader or asking permission. The authority allows on-the-spot responsiveness to the customer while making service presenting. As a result, service may not delay. For example, a spa concierge can give service discovery

when customers complain and they prefer to get 30 minutes massage/ offer 5% discount / complimentary bath or scrub supported by team leader.

Information

Personnel refer to Spa Concierges who deliver actual services to customers. McMillan et al., 2003 state that "all staff should have the knowledge to solve the problem- or at least the knowledge to locate the person who has got the necessary knowledge for that particular problem". To effectively serve customers, "employees need a strong knowledge of products, service, etc. It is very helpful in gaining and maintaining a solid customer-provider relationship" (Robert W.L., 2005, p.356), the sufficient knowledge could accurately and confidently answer customer queries. Too often, different people in the department answer the same customer query in different ways. Too often, only one person can actually make the decision and solve the customer's problem, that's why employees often have to ask to see the manager to get something done properly.

To improve employees' knowledge and skills, it is necessary to educate and provide cross-training to employees to learn to perform the functions of the personnel in other areas of their organization. During the training, employees were allowed to perform these new duties for a short period of time, so they would be able to understand among employees in other different section by giving them the chance to empathize with their peer. The outcome of the results is better communication, reduced antagonism, and sometime they may discuss how to develop better procedures. As Motorola is a leader in knowledge-base strategy. Having one of the finest reputations for quality in the United States, they currently give employees at least 40 hours of education per year and spend 4.6 percent of payroll expense on training.

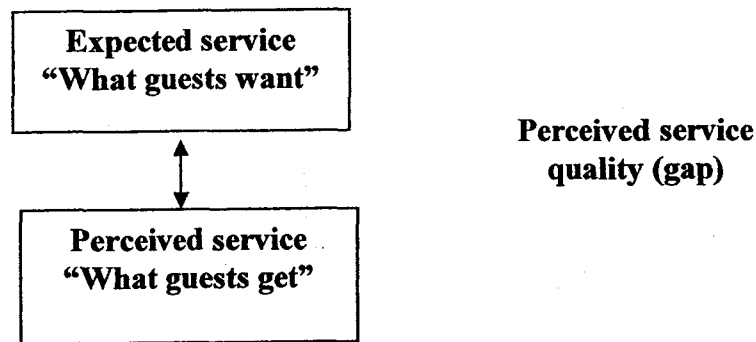
Due to THE BARAI, the management team can assist their team by render as follow:

- More training and education in product, treatment knowledge physical condition, and price. As the new menu does not complicate as last one, so it is easier to remember and up sell.
- More often role play with each other or with team leader/spa manager or spa Director. Let them try to practice so that they will more confident to sell treatment with completely information.
- Cross-training Spa Concierge should be turned to Therapist section. In order to know what product do therapists prepare (what are ingredients) how long therapists spend to prepare the product and room. Very important, in case therapists have treatment back to back, spa concierge should arrange room and product for therapist

3.5.3 Service Quality

In today's economy, the service is crucial to customer satisfaction and business success in every industry. For a service firm, the ability to provide quality service is, in fact, the most effective means of differentiating itself from competitors. In addition, a firm's service quality is significantly affected by the subjective judgment of the customers between "what they want" and "what they get". See Figure 3.6. As noted previously, according to Parasuraman and colleagues (1985), "the quality perceived in a service is a function of the gap between consumers' expectations of a service and their perception of the actual service delivered. In other words, customers assess service quality by comparing the service they receive with the service they desire". (pp. 41-50) The gap between these encourages customer dissatisfaction.

Figure 3.6: Perceived service quality gap

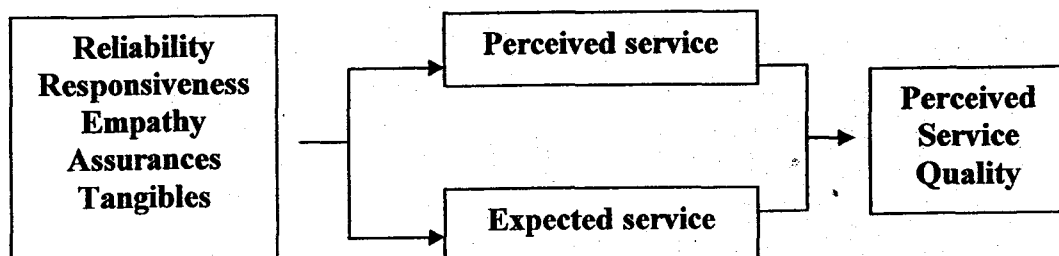


This gap is actually made up of several other gaps-all of which are potential breaks in the links of the relationship as reader can find out in "The nature and determinants of Customers Expectations of Service" Zeithaml, et al, (1983).

The Five-Factor American Model

In developing their SERVQUAL model of measuring customer satisfaction Parasuraman et al. (1988) identified "five service dimensions as factors that are considered highly by customers when assessing the quality of service (see figure 3.7)

Figure 3.7: Five Service Dimension in the SERVQUAL model



These five dimensions were reliability, responsiveness, empathy, assurance and tangibles

- *Reliability*- represents the service provider's ability to perform service dependably and accurately; this includes such qualities as dependability, consistency, accuracy, "right first time", and so on.
- *Responsiveness*- represents the willingness to help customers and provide prompt service in a timely manner; this includes helpfulness, friendliness, warmth, willingness, openness, and so on.
- *Assurance*- reflect the knowledge and courtesy of employees and their inspire trust and confidence in the customer; this includes competence, experience, qualifications, skills, courtesy, politeness, credibility and so on.
- *Empathy*- involves the caring personal attention that the firm offers its customers; this includes ease of approach and contact; jargon-free, understandable communication; an understanding of the customer's need; and so on.
- *Tangible* – consist of the appearance of physical facilities, equipment, personnel and communication materials.

In Table 3.1 represents these five dimensions of quality might look like this.

Table 3.1: Applying five dimensions of quality in room service section

<i>Quality Dimension</i>	<i>Quality Service Standards</i>
Reliability	Phone answered within five rings, 24 hours a day
Responsiveness	Effort to comply with any special requests. Prompt service
Assurance	Phone operator has thorough knowledge of menu and prices
Empathy	Customer name used. Prescribed guest treatment procedure carried out with sincerity. Order taken in courteous manner.
Tangibles	Full description of items and presentation. Specific delivery time stated.

From a marketing perspective, service quality is the most important determinant of hospitality satisfaction. Thus, the focus of hospitality management should be placed on providing quality service to enhance customer satisfaction. To increase service quality the management must highlight to gain an understanding of quality strategy that is specifically appropriate for service firms. A good service quality determines every aspects of a service offering. Service quality will improve consistency, development, distribution and promotion. THE BARAI will improve service quality as showed in table 3.2 below.

Table 3.2: Improving Service quality Standard in THE BARAI

<i>Quality Dimension</i>	<i>Quality Service Standards</i>
<i>Reliability</i>	<p>Phone answer within three rings and say sorry if do not pick it up within 3 rings with courteous voice (may say “sorry to keep you waiting). Put the mirror in front of the operator (operators will ensure that they speak with their smile then their voice supposes to be courteous). Inform customer following the Check list in Check in Process form⁸ during booking process.</p> <p>Check-in all customers within 3-5 minutes excluding customers have special consulting.</p>
<i>Responsiveness</i>	<p>Ensure treatment rooms, therapists, and arrange itinerary form before customers arrive, therapists have to inform concierge that treatment room is ready. Concierge should write down a sign of each gender in the top – right hand side, F= female, M= male / treatment room and therapist name and total price in order to provide promptly service. Refuse customer’s requirements with unreasonable reason. And arrange transaction bill before customers finish.</p>

⁸ See in Appendix H

Quality Dimensions

Quality Service Standards

Assurance

Receptionist operator answers with the proper guest's requirement about knowledge of menu, products and prices. Moreover, receptionist advises the right treatment with the right person in the right requirement. Answering and giving suggestion professionally is needed in each customer transaction condition.

Empathy

Host will greet customer with his / her name at arrival gallery then introduce with the guest name to her colleagues in order to carry out the next process either making the reservation or inspection /try to talk in front of customer in English/ try to remember the return customers and call them with name and say welcome back, recheck with their history what they prefer or do not.

Tangibles

Greet customer with well grooming appearance and well being manner, tidy place, provide product quality and equipment maintenance.

3.5.4 Process

Service process

Services are acts of performances-often carried out in a series of steps. Such a series of steps makes up a service process. As previously noted, service processes have certain features that distinguish them from physical goods. These include the fact the services are produced and consumed almost simultaneously, and those customers participate with the service organization in the process of production and consumption.

Process as the “essence” of service

Production and consumption of services, and consumer involvement in these, all occur at about the same time. Simultaneously, the quality of service is judged by the customer. The design of a service process-the mapping out of how a service is to be rendered-is thus of vital importance in maintaining the quality of service. Process is so important that Lynn Shostack (1981) described “process as being the very *essence* of a service” (pp.221-229).

According to Shostack (1990b), “the actual delivery of a service is part of an overall integrated service system that can be broken down into three distinct parts.

First, there are the steps, tasks, and activities necessary for the rendering of the service-the list of activities involved in the actual service process itself (analyze what has to be done); second there are the means by which the tasks are executed -the combination of people and goods that make up the surrounding “infrastructure” of the service delivery process (work out how it is to be done); finally, there is the role and experience of the consumer” (pp.133-146) (assess how the customer respond to it)

According to THE BARAI service design (service process) as the author has noted previously in the operation area. Absolutely, designing a service is a logical step-by-step. But this does not mean that it is a static process in which a step is taken and assumed to be firmly established for all times. Rather, designing a service system is an interactive process; the fact that the customers contribute and participate in the part of service. Therefore, service process should be considered in customer-centric. For example, in the reservation and checking in processes customers provide essential information about the rooms, the time at which they expect to arrive, special requirements, and so on. In a real sense, the customer has no many choices, but the service cannot simply take place without customer's involvement. Therefore, the service process should deliberately be designed to make it easier for customers participate in the production process. For instance, a reservation clerk can greet a customer by name, know the likes and dislikes of that customer, and generally facilitate the check-in process by being familiar with the guest's details before arrival to avoid the need for the whole lot of unnecessary questions also filling-in of forms at the time of arrival. This reservation clerk is effectively facilitating the enforced involvement of the customer in the service process. Therefore, service process should be customized in order to provide personalized attention as Bowen & Lawler (1992) state that "customized service process-In assessing process, customer evaluate whether the service follows a "production line" approach or whether the process is a customized one in which the customer is given personalized attention" (pp. 31-39.) Therefore, in order to provide customized service process by giving a personalized attention, THE BARAI can carry out customer centric process as follow:

- Due to customized the process to serve as personalized attention and making the customer service centric, spa concierge has to try to remember the guest name

and try to call them with their name during their experience journey in THE BARAI starting in the first host greet at arrival court.

- In Locker room, guests have to sign before receiving the locker key; customized service process, spa concierge may record guest's name instead.
- In case of returned guest whom still stay in the hotel in that period of time, spa concierge may ask a bit question as such do they prefer the same music as last time opened or would they prefer to concentrate in the same area. Guest will get feeling of carefulness.
- Moreover, customers in BARAI Suite who have treatment everyday (include with the room price) during his/her stay may sign itinerary only the first time of his/her treatment, but in the itinerary form has been defined the period of each guest stay. Spa concierges may send the confirmation letter to customer in order to remind them that they have a next treatment for tomorrow or suite butlers who look after them will remind them instead. However, spa concierge must ask and reconfirm them about physical problem, the area to concentrate and avoid also music preference in order to provide prompt service.

3.6 Recommendation

According to all solutions that the author has noted previously which are the keys resolution solving problem, customers are dissatisfied in Booking, Check in/out processes. Application the solutions in the real situation should carry out step by step. Firstly, THE BARAI did marketing research by comparing price between THE BARAI' and other competitors. The result was the price of THE BARAI was higher than other competitors; so, THE BARAI has to adjust the price by changing. Spa

Director brought up this issue to the committee considerable, finally this issue passed committee agreement already. They designed to launch the new menu which was changed in layout, treatment description and price. And the new menu will be launched soon. (See THE BARAI current price in appendix⁹). The new price was adjusted under considerable of cost, competitor's price and ease to remember not only spa concierges but also customers as well. Secondary, management team planned to educate employees the new menu. Beside, elimination barriers against customer dissatisfaction, management team should educate and train spa concierge how to improve service quality and service process which should pursue as the author has noted previously in solution. However, not only service quality and process but also product/ treatment knowledge and transaction system that encourage concierges practicing to gain more confident. Fourthly, Cross training between concierges and therapists, especially spa concierges have to recognize what main ingredient in each treatment is and how therapists prepare the treatment room. In case therapists are very busy, back to back treatments, concierges can set products and treatment room instead. Besides, concierges will gain more confident to answer accurate customer requirement. The last step, after spa concierges gain knowledge and confidence from training and practicing, the management can delegate authority to concierge to make decision on the spot in order to provide prompt service.

The author has already informed this intention to spa director who has extremely authority to redesign the new presentation of customer service provider in order to eliminate contribution dissatisfaction and the author trust that this recommendation

⁹ See in Appendix I

will increase the satisfaction in Booking, Check in/out processes. Evaluate result, spa director may measure the outcome by considering customer feedback (commend card).