

KSh 4,000/-

CC

**MASS CUSTOMISATION AS A BUSINESS STRATEGY FOR FIVE
STAR HOTELS IN NAIROBI, KENYA.**

BY

KHAYIYA, ROSEMARIE AYUMA (MAHM)

REG.NO. H87/15122/2004

**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF DOCTOR OF PHILOSOPHY
IN HOSPITALITY AND TOURISM MANAGEMENT IN THE SCHOOL
OF ENVIRONMENTAL STUDIES AND HUMAN SCIENCES OF
KENYATTA UNIVERSITY**

MAURICE O. KHAYIYA (PHD)

DEPARTMENT OF BUSINESS ADMINISTRATION

WILSON Z. OTENGAH (PHD)

DEPARTMENT OF SOCIOLOGY

DECEMBER 2007

Khayiya, Rosemarie
*Mass customisation as
a business strategy*

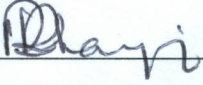


2009/336613

KENYATTA UNIVERSITY LIBRARY

DECLARATION

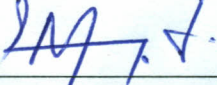
This thesis is my original work and has not been presented for a degree in any other University or any other award.

SIGNATURE: 

DATE: 7/11/08

KHAYIYA ROSEMARIE AYUMA

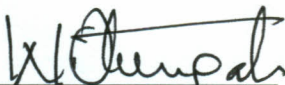
We confirm that the work reported in this thesis was carried out by the candidate under our supervision

SIGNATURE: 

DATE: 07.11.2008

MAURICE. O. KHAYOTA (PhD)

DEPARTMENT OF BUSINESS ADMINISTRATION; KENYATTA
UNIVERSITY

SIGNATURE: 

DATE: 7th/11/008

WILSON. A.P. OTENGAH (PhD)

DEPARTMENT OF SOCIOLOGY; KENYATTA UNIVERSITY

DEDICATION

UNRESERVEDLY DEDICATED TO MY PARENTS JACKSON KHAYIYA
(DECEASED) AND REBECCA KHAYIYA

ACKNOWLEDGEMENT

The researcher wishes to express her sincere thanks to those who consciously contributed to the accomplishment of this study morally, materially or otherwise. In particular, my sincere thanks go to my two supervisors, Dr. M. Khayota, Department of Business Administration and Dr. W. Otengah Department of Sociology, Kenyatta University. I am grateful for their valued help, advice and suggestions. The two patiently devoted their time in guiding and supervising this study. Despite the numerous demands on their time, they were prepared to listen attentively to my research problems and always suggested possible solutions and course of action. Both gentlemen were excellent supervisors.

My thanks also go to Dr. H. Shauri for his tireless effort, patience, concern, understanding and encouragement in the data analysis stage. His contribution was considerable. Mr. A. Obere deserves special gratitude for his encouragement and contribution.

The researcher is also indebted to the managers of the five star hotels covered in the study and the customers of these hotels. I owe much gratitude to their cooperation during the research. Finally, special thanks go to my family for their patience and understanding during all the stages of this study.

Above all, I thank the Almighty God who brought me through it all.

TABLE OF CONTENTS

Declaration.....	ii
Dedication.....	iii
Acknowledgment.....	iv
Table of Contents.....	v
List of Figures.....	vii
List of Tables.....	viii
Definition of Terms.....	xi
Abstract.....	xii
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 Background information.....	1
1.2 Problems Statement and justification.....	11
1.3 Statistical hypotheses.....	12
1.4 Objective of the study.....	12
1.5 Significance of the study.....	13
1.6 Conceptual Framework.....	14
1.7 Study limitations.....	15
1.8 Operational definition of terms.....	16
CHAPTER TWO.....	18
LITERATURE REVIEW.....	18
2.1 Introduction.....	18
2.2 The system of mass production	18
2.3 The new paradigm of mass customisation.....	21
2.4 Approaches to mass customisation	24
2.5 Decision factors: An Analytical framework.....	26
2.6 Business Strategies.....	40
2.7 Pioneers of Mass Customisation	47
2.8 Literature overview	50
CHAPTER 3	
METHODOLOGY	
3.1 Introduction	52
3.2 Research design.....	52
3.3 Study location	53
3.4 Population and sample selection	53
3.5 Data collection methods and instruments.....	54
3.6 Instrument Validity and reliability.....	56
3.7 Data analysis	57
CHAPTER 4.....	60
RESULTS AND DISCUSSION	60

4.1 Introduction	60
4.2 Demographic characteristics of respondents	61
4.3 Awareness of Mass Customisation in 5 Star Hotels.....	62
4.4 Customers' Attitudes on the utilisation of mass customisation....	67
4.5 Factors that Enhance or retard the Application of mass Customisation in five star hotels.....	117
4.6 Influence of Mass Customisation on stay and reasons for visit	121
CHAPTER 5.....	135
SUMMARY, CONCLUSION AND RECOMMENDATION.....	135
5.1 Introduction.....	135
5.2 Summary.....	135
5.3 Conclusions.....	141
5.4 Recommendations.....	142
REFERENCES.....	147
APPENDICES.....	161

LIST OF FIGURES

Figure 1.1: Framework of Factors affecting Mass Customisation.....	15
Figure 2.1: The Paradigm of Mass Production as a Dynamic System of Reinforcing Factors.....	20
Figure 2.2: Customer Driven Competition Activity Sequence.....	22
Figure 2.3: The New Paradigm of Mass Customisation as a Dynamic System Feedback Loop.....	23
Figure 4.1: Demographic Characteristics of Customers.....	62
Figure 4.2: Customers views on factors that would enhance their stay	112
Figure 4.3: Factors that influence customer purchase.....	114
Figure 4.4: Customer input and hotel response.....	116

LIST OF TABLES

Table 3.1 Research objectives and analysis methods.....	59
Table 4.1 Distribution of respondents.....	61
Table 4.2 Awareness of mass customization in F&B on the Basis of the Hotel	64
Table 4.3 Awareness of mass Customization in house keeping on Hotel basis	66
Table 4.4 Customers' Attitude on the utilization of Mass Customization	70
Table 4.5 A Cross Tabulation between speed of service and length of stay	71
Table 4.6A Cross Tabulation between décor of hotel and length of stay	72
Table 4.7 A Cross Tabulation between work area in bedroom and length of stay	73
Table 4.8 A Cross Tabulation between controllable lighting and length of stay	74
Table 4.9 A Cross Tabulation between fax/internet points and length of stay	74
Table 4.10 A Cross Tabulation between tea/coffee making fac and length of stay	75
Table 4.11 A Cross Tabulation between satellite TV and length of stay	76
Table 4.12 A Cross Tabulation between adaptability of staff and length of stay	77
Table 4.13 A Cross Tabulation between range of restaurants and length of stay	78
Table 4.14 A Cross Tabulation between health eating option and length of stay	79
Table 4.15 A Cross Tabulation between clarity of explanation and length of stay	80
Table 4.16 A Cross Tabulation between courtesy of staff and length of stay	81
Table4.17 A Cross Tabulation between efficiency of staff and length of stay	82
Table4.18 A Cross Tabulation between feeling welcome and the length of stay	82
Table 4.19 A Cross Tabulation between modernity of hotel and the length of stay.....	83
Table 4.20 A Cross Tabulation between willingness to negotiate room rate and the length of stay.....	84
Table 4.21 A Cross Tabulation between recognize repeat guest and length of stay	85

Table 4.22 A Cross Tabulation between friendliness of staff and the length of stay	86
Table 4.23 A Cross Tabulation between informal eating and the length of stay	87
Table 4.24 A Cross Tabulation between menu variety and the length of stay	87
Table 4.25 A Cross Tabulation between anticipation of needs and the length of stay	88
Table 4.26 Factors influencing length of stay in Five Star Hotels	90
Table 4.27 A Cross Tabulation between reasons for visit and speed of service	91
Table 4.28 A Cross Tabulation between reasons for visit and clarity of explanation	92
Table 4.29 A Cross Tabulation between reasons for visit and courtesy of staff	93
Table 4.30 A cross tabulation between reason for visit and efficiency.....	93
Table 4.31 A Cross Tabulation between reasons for visit and feeling welcome	94
Table 4.32 A Cross Tabulation between reasons for visit and modernity of hotel.....	95
Table 4.33 A Cross Tabulation between reasons for visit and willingness to negotiate room rate.....	96
Table 4.34 A Cross Tabulation between reasons for visit and s staff recognize repeat guest.....	97
Table 4.35 A Cross Tabulation between reasons for visit and friendliness of Staff.....	97
Table 4.36 A Cross Tabulation between reason for visit and décor hotel.....	98
Table 4.37 A Cross Tabulation between reasons for visit and work area in bedroom.....	99
Table 4.38 A Cross Tabulation between reasons for visit and controllable lightening.....	100
Table 4.39 A Cross Tabulation between reasons for visit and fax internet in bedroom	101
Table 4.40 A Cross Tabulation between reasons for visit and tea/coffee facilities in bedroom.....	102
Table 4.41 A Cross Tabulation between reasons for visit and satellite TV in bedroom	102
Table 4.42 A Cross tabulation between reasons for visit and adaptability of staff	103
Table 4.43 A Cross Tabulation between reasons for visit and range of restaurant facilities.....	104
Table 4.44 a Cross Tabulation between reasons for visit and health eating options	105
Table 4.45 A Cross tabulation between reasons for visit and informal eating	106

Table 4.46 A Cross Tabulation between reasons for visit and menu variety	107
Table 4.47 A Cross Tabulation between reasons for visit and anticipation of guest needs.....	107
Table 4.48 Factors influencing reasons for visiting Five star hotels	109
Table 4.49 Multiple regressions of factors influencing length of stay in five star hotels	123
Table 4.50 Multiple regression of factors influencing the reasons for visiting the hotel.....	128

Definition of Terms

Product: a combination of goods and services

Mass customisation: The ability to produce and provide affordable and individually, tailored products and services profitably for a large number of customers.

Mass Production: The production of homogeneous products and services that facilitates market growth and reduction of prices through economies of scale.

Homogeneous products: these are products that are similar in quality and expendable size.

Heterogeneous products: these are products that vary in quality and expendable size.

Five star hotel: this is a grand and luxurious hotel offering the highest standards that can be offered in the industry.

Quality: standard of how close a product or service meets the needs of the customers.

Business strategy: Analytic techniques for understanding better, and so influencing a company's position in its actual and potential market place.

ABSTRACT

Mass production as a paradigm of marketing management has dominated the world industrial production. Competition and changing consumer tastes and preferences show that, mass production is not enough to keep businesses going. Companies are shifting from the paradigm of mass production to mass customisation. The purpose of the study, therefore, was to establish the suitability of mass customisation as a business strategy for five star hotels in Nairobi, Kenya. To achieve this, the study sought to: find out the level of awareness of the mass customisation concept among five star hotels; establish customers' attitudes on the utilisation of mass customisation; identify factors which enhance or retard the application of mass customisation and determine factors that influence the length of stay and reasons for visiting the five star hotels. The study used a descriptive survey design. The target population were all the fourteen five star hotels in Kenya. The study limited itself to Nairobi. Three questionnaires and interview schedule were used to collect the data. Socio-demographic data was analysed by use of percentages and frequencies. Relationships between independent and dependent variables were analysed using cross tabulations and Chi-square tests. Multiple regression analysis was used to determine the best predictor variables for length of stay and reasons for visiting the surveyed five star hotels. This study established that there was a difference in the levels of awareness of the concept of mass customisation among the surveyed five star hotels, with some hotels being more aware of the concept than others. Findings of the study also revealed that mass customisation aspects varied on the degree to which they influenced the length of stay and reason for visiting the five star hotels. Though all the variables considered did contribute to length of stay and reasons for visiting the five star hotels, not all were significant on Chi-square analysis. Some of those factors which were insignificant under Chi-square tests were found to be significant in the multiple regression models. Additionally, controlling specific variables not only made tea/coffee making facilities and healthy eating options critical predictors of the reason for visiting the hotels, but they also made significant contributions to the model. This research also established that hotels were not flexible enough to accommodate customer requests not normally provided for. Finally, findings showed the awareness levels of mass customisation varied across hotels and customers were not allowed to input in the design of products, implying that hotels were insensitive to customer requirements. Mass customisation is also not yet fully conceptualised by most of the five star hotels, and most hotels have not internalised the basic tenets. Based on findings, it was recommended that: hotels involve customers in the design of products to ensure tailoring of products to customer needs; due to the fact that customers are diverse in their needs, it is practically impossible to have all the necessary facilities and expertise to meet these needs, which then calls for outsourcing and/or consultancy; the hotels need to be flexible and dynamic to adapt to an ever changing environment.

CHAPTER 1

INTRODUCTION

1.1 Background Information

The hotel industry has been recognised as a global industry, with producers and consumers spread around the world. The use of hotel facilities such as rooms, restaurants, bars, nightclubs or health clubs is no longer considered as a luxury. For many people, these services have become an integral component of their lifestyle. Moreover, in the last two decades, demand for the supply of hotel services beyond that of the traditional service of bed only, intended for travellers has led to the growth of the hotel industry globally (Jones, 2004).

Over the last decade the marketing literature has witnessed the emergence of new marketing ideas along with technological improvements in response to fragmented demand patterns in the market. The basic premise for most of these ideas is meeting individual demand patterns individually. Although the methods of operation differ, the common denominator of all these approaches can be summed up by the concept of customisation (Kotler et al, 2003).

The marketing process concerns itself with determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors (Kotler et al., 2003). Individual segmentation, or mass-customisation, is the most recent and, perhaps, the ultimate type of market segmentation model. Also called “finer segmentation” (Davis, 1996; Kara and Kaynak, 1997), this new concept sees each customer as a segment and treats each customer separately by fulfilling his/her unique needs and desires (Wiggins, 1995; Pine et al., 1995). Davis (1996, p. 177) states:

... “mass-customisation of markets means that the same large number of customers can be reached as in the mass market of the industrial economy, and simultaneously they can be treated individually as in the customised markets of pre-industrial economies ... The ultimate logic of ever-finer differentiation of the market is markets of one, that is, meeting the tailored needs of individual customers and doing so on a mass-basis”.

1.1.1 Traditional connections

Marketing’s traditional connections such as focus groups, market research, consumer surveys and other tools for probing customer needs and wants are no longer sufficient (McKenna, 1995; Horovitz and Kumar, 1996; Thomas, 1997). Rather, mass-customisation as an emerging segmentation concept views each individual as a base on which to segment the market,

necessitating the adjustment of the product to the individual's needs. From this point of view mass-customisation can be viewed as a post-modernist concept, since post-modernist marketing also argues for the need to treat each customer differently, mainly because of the differences in personal preferences (Thomas, 1997; Kotler, 2000; Kotler, 2003; Kotler et. al, 2003).

As far as the marketing concept is concerned, the driver for implementing mass-customisation should come from the market, rather than from the production capabilities of the firm. As such, the primary reason for implementing mass-customisation is argued to be demand fragmentation in the market. Pine (1994) commented that niche markets are becoming markets where the power has shifted to buyers who demand higher-quality goods that closely match their individual desires. Kotha (1995) and Webster (1996) also argued that customers now demand a more precise and complete response to their needs and preferences.

1.1.2 Average requirements

Product-centred mass production is about producing more products by focusing on the factory. As a consequence, products and services are designed for average requirements. Marketing efforts were thus focused on selling the products by pushing the available options into distribution channels, hoping that each new option would be embraced by enough

customers to make its production and marketing worthwhile (Pine *et al.*, 1995). However, there is always a difference between a company's offerings and what each customer truly desires. Therefore, mass-customisation has identified the dimensions along which customers differ in their needs rather than focusing on homogeneous market segments and average offerings (Gilmore and Pine, 1997). Thus the aim of mass customisation is to produce the exact products required by customers.

At the very basic level mass-customisation can be defined as making products which are tailor-made to each individual's request, in which even the base components are varied (Westbrook and Williamson, 1993). From a company perspective, mass-customisation is defined as the ability to provide customers with whatever they want, whenever they want it, wherever they want it and however they want it (Hart, 1995).

1.1.3 Unique products

What distinguishes mass-customisation from simple customisation is the integration of computer based information systems with production systems such as flexible manufacturing, and then using those linked systems to provide unique products for each customer (Yolovich, 1993). In other words, mass-customisation combines the best elements of mass-production and customisation and enables firms to meet customers' needs more precisely while maintaining economies of scale (deRoulet, 1993). One of

the major distinguishing features of mass-customisation is its capacity to produce products rapidly and inexpensively (Boynton *et al.*, 1993).

In mass-customisation, the sale is not the end of the marketing process but the beginning of a relationship in which seller and buyer become interdependent (Webster, 1996). Peppers (1997) similarly defines customisation as letting customers teach the company what they want so it can be given back to the customer (Peppers and Rogers, 1997, 1998). Mass-customisation is interested in serving one customer at a time, in contrast to mass-production and the traditional global marketing view of one segment at a time. Thus, the mass-customisation approach focuses on satisfying almost all of the needs of its customer in contrast to product driven competition which is based on trying to reach more customers while satisfying a limited number of basic consumer needs. As a result, mass-customisation may be considered to be more customer driven than any other approach (Peppers and Rogers, 1998).

1.1.4 Different capabilities

According to Kay (1993), mass-customisation is a unique function of lean production, continuous variety, and flat and empowered management culture encompassing the entire organisation from design to delivery as well as the organisations' management structure (Duray and Milligan, 1999).

Thus implementation of a mass-customisation strategy requires different capabilities than for mass-production. It may also require the transformation of organisational structures, value systems, learning methods and ways of relating to customers (Kotha, 1996). Mass-customisation organisations must also have a dynamic network connecting the retailers to the organisation and also connecting the organisation to the supplier.

1.1.5 Factors driving mass customisation

In addition to changes in the technology of production and communication for both the consumer market and organisations, writers have put forward four main structural changes which encourage mass customisation: heterogeneous demand, short product life cycles, mature markets and more conscious consumers (Kotler, 2000; Kotler et al. 2003; Peppers and Rogers, 1997, 1998; Pine, 1994; Pine *et al.*, 1995; Westbrook and Williamson, 1993; Hart, 1995; Kotha, 1996; Feitzenger and Lee, 1997; Gilmore and Pine, 1997.)

Heterogeneous demand hinders predictions for the market and demand levels become unpredictable. In addition, consumer needs and wants become uncertain for both marketers and consumers. The uncertainty of needs leads to needs and wants changing quickly. Mature demand shortens the product life cycles, customers seek luxury instead of functionality and this trend creates more conscious customers in the market. The shift from

functionality to innovative demand also stimulates product proliferation in the market. Every brand has substitutes, not only from other producers, but also from the brand's owner itself. Colgate, for instance, has 17 different brands of toothpaste in the US market. The more there is product proliferation as a result of demand fragmentation, the more likely is the success of mass-customisation (Pine, 1994; Kotha, 1995, 1996).

1.1.6 Different kind of response

These changes in demand and market structure require a different kind of response. Traditional mass production and mass marketing approaches are no longer sufficient ways of responding to the market (Pine, 1994; Peppers and Rogers, 1997, 1998). Customers now seek exactly what they need, when they need it, how they need it at affordable prices. They are asking to be located at the centre of organisations (Gilmore and Pine, 1997; Pine, 1994; Pine et al., 1995; Webster, 1996). They are not willing to wait for customised products, but are seeking customised products in record time (Feitzenger and Lee, 1997; McCutcheon et al., 1994) and without having to make sacrifices (Peppers and Rogers, 1997, 1998; Hart, 1995; Whiteley and Hessian, 1996.)

The very limited empirical work in the field of mass-customisation suggests that the first mover always has a chance to be successful since the followers struggle to catch up with the pioneer (Kotha, 1995, 1996). Thus, the lack of

competitors already pursuing mass-customisation would strengthen the brand image of mass-customised products in the market.

1.1.7 Customer retention

The main argument in favour of mass-customisation based on the discussion above is that customer retention is the key in the market (Pine, 1994; Peppers and Rogers, 1997, 1998; Kara and Kaynak, 1997; Zineldin, 2000). As reported by The Economist (2000), a world-wide survey conducted by Deloitte Consulting including over 900 manufacturing companies found that though the products seemed better than ever before, customer dissatisfaction has kept on growing. Mass-customisation seems to be a significant way of increasing customer satisfaction and hence customer retention. Thus, mass-customisation is seen to be a leading marketing strategy for the twenty-first century (Kotler, 2003; Kotler et. al, 2003; Pine, 1994; Peppers and Rogers, 1997, 1998; Fitzgerald, 1995; Management Today, 1995; Kara and Kaynak, 1997).

So-called learning relationships (learning from customers and sustaining a relationship with them) (Pine et al., 1995) lead to substantial cost reductions in customer retention programs. Retaining customers is a serious problem in many industries, where lack of information about individuals may cause the firm to lose a customer. Lack of information may also result in the missed

opportunity of treating different customers differently, since it is not known which customers are valuable (Peppers and Rogers, 1998). However, learning relationships give the advantage of obtaining and retaining information about individuals, facilitating an up-to-date customer database or “institutional memory” (Whiteley and Hessian, 1996; p. 181).

The importance of customer retention programs is based on four major facts. First, acquiring a new customer is five times more expensive than retaining the current one (Peppers and Rogers, 1998; Kotler, 2003). Second, if customers are satisfied with the product and service given, then they will buy the same brand again. Third, on average, happy customers will tell three others about their satisfaction; on the other hand dissatisfied customers will tell up to nine (Whiteley and Hessian, 1996, p. 175). Fourth, a 5 percent reduction in customer defection rate can increase profits by between 25 and 85 percent depending on the industry (Kotler, 2003).

1.1.8 Opportunity to participate

Since customisation gives the opportunity to the customers to participate in the actual design and development of their own product, customers are much more likely to be satisfied with the overall performance of the product, which will lead to customer loyalty (Peppers and Rogers, 1998). According to Peppers and Rogers (1998), customisation of the product is

the ultimate form of customer differentiation on which tomorrow's business success will be built. Mass customisation represents a new frontier in a world of increasingly saturated markets and sluggish growth in demand for many industries (Westbrook and Williamson, 1993; Yolovisch, 1993; Kotha, 1996).

Customer experiences are complex phenomena. They involve a diverse array of moments of truth, all influenced by the customers' unique expectations and evaluations. Customers are increasingly demanding to be treated as individuals. In today's competitive business environment, the ability to meet and exceed individual customer expectations is a key determinant of customer satisfaction. In turn, customer satisfaction has a direct and positive impact on the economic viability of any hospitality organisation (Torres and Kline, 2006).

Very little research has been done in Kenya to find out the needs that guests seek to satisfy; while no research has been done in Kenya on mass customisation of services in the hospitality industry. Knowledge of customer expectations and requirements provides an understanding of how the customer defines quality of products and services, and facilitates the development of customisation strategies. This is important as hoteliers come

up with tailored products and services as recommended by the Kenya Tourist Board.

1.2 Problem Statement and Justification

Due to the global market uncertainty, the hospitality market in Kenya has suffered drawbacks as a result of competition from other markets in the region. Competition in the tourist and lodging markets is really fierce (Ottenbacher and Gnoth, 2005). The Kenya Tourist Board has sought to ensure that the hospitality industry remains competitive in the face of fierce competition by adding value to its products and providing special packages and individually tailored to meet the varied needs of the ever demanding customer. The hospitality industry has made steps towards improving its value proposition; however the market's full potential has not been realised (Kenya Tourism Federation, 2008; Kenya Tourism Board, 2008).

Research suggests that many hotels design products/service with the belief that they would get buyers (Kotler et al. 2003). Often the customer is asked to comment on the products already in place rather than his opinion being sought before hand. Understanding customer needs and wants and consistently delivering and fulfilling them is paramount to survival in hotel business (Zineldin, 2000; Kotler, 2003).

In view of the above, there is need for the hospitality and tourism industry to broaden and increase its market volume and value proposition. This would ensure satisfied customers which would in turn lead to higher sales and increased market share. It is not known if hotels in Kenya are capable of using mass customisation to enhance customer experiences and satisfy their individual needs. No research has been done in Kenya to establish the factors that are critical to enhance customisation. This study sought to analyse the factors that affect mass customisation as a business strategy for the Kenyan 5 star hotels in the face of fierce competition.

1.3 Statistical Hypotheses

1. There is no difference in the level of awareness of the concept of mass customisation among five star hotels in Nairobi.
2. There is no relationship between customer attitudes on the use of mass customisation and their length of stay at the hotel.
3. There is no relationship between customer attitudes on the use of mass customisation and their reasons for visiting the hotel.

1.4 Objectives of the Study

1.4.1 General Objective

To analyse factors that affect mass customisation as a business strategy for five star hotels in Nairobi.

1.4.2 Specific objectives:

1. To find out the level of awareness of the mass customisation concept among five star hotels in Nairobi.
2. To establish the customers' attitudes on the utilisation of mass customisation in five star hotels in Nairobi.
3. To identify factors which enhance or retard the application of mass customisation strategies in five star hotels in Nairobi.
4. To establish the relationship between mass customisation and the length of stay and reasons for visiting the five star hotels in Nairobi.

1.5 Significance of the Study

While contributing to the academic literature in the hospitality field, the results of this study are of immense benefit to hotel managers as a basis for policy and practice. The hotel managers will recognise the strategic advantage of adopting mass customisation and thus focus the firm on serving the customer. The results may also be used by hospitality trainers in structuring a customisation script to guide management trainees when planning and executing activities of food production, service and accommodation. The results of the study could also form a basis for further research.

1.6 Conceptual Framework

Mass customisation is a marketing strategy that involves tailoring of products and services to meet the individual needs of customers. Successful customisation is dependent upon collective efforts from within the organisation and the customer. The organisation needs to have improved technology such as Premises Management Systems, Electronic Point of Sale Systems; modern buildings and facilities; skilled human resources and flexible management in order to enhance guest experiences (Olsen, 2000; Jones and Lockwood, 2003; Namasivayam et al, 2000; Peppers and Rogers, 2000; Chu and Choi, 2001; Akbaba, 2005; Vargo and Lusch, 2004a).

The organisation also needs to understand its customers and the needs they may want satisfied otherwise efforts to customise products and services may be useless if the customer could care less about customisation (Zeithaml, 2000; Arnold et al, 2005; Berman, 2005; Verma, 2003; Zemke, 2000). Successful customisation would lead to satisfied customers who would be willing to return to the hotel, offering repeat business for the hotel and thus improved sales as it is cheaper to maintain existing customers than to look for new ones.

The study dependent variable is mass customisation and the independent variables are technology, facilities, organisation readiness and the customer attitudes.

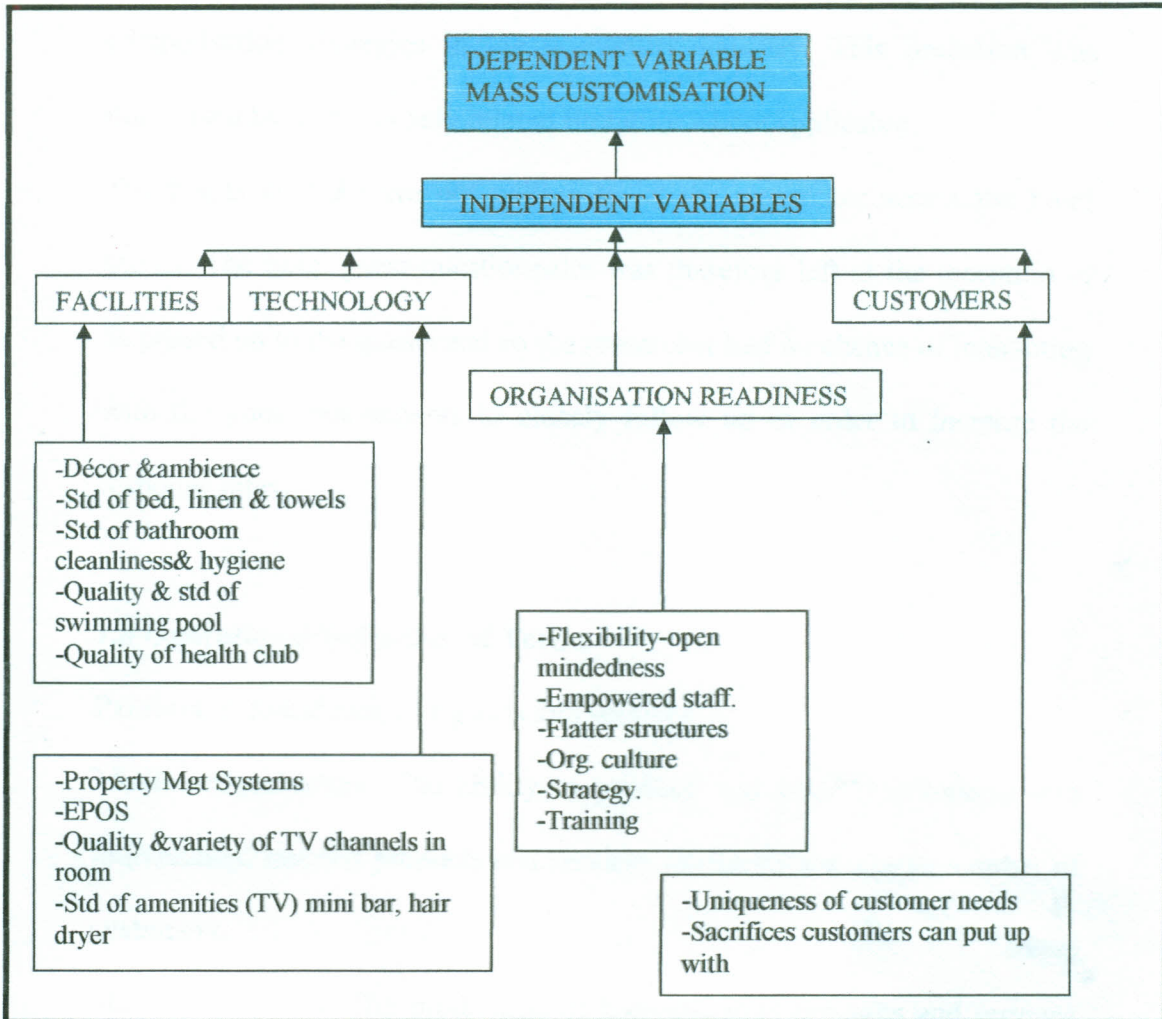


Figure 1.1: Framework of Factors Enhancing Mass Customisation

Source: Author, (2007)

1.7 Study Limitations

There were several constraints associated with this research. The most significant constraint was inadequate information relating to mass

customisation strategies in the hospitality industry. This limitation was minimised by using closely related literature where applicable.

The hotels visited were not willing to let the researcher access the hotel guests. The hotel guest questionnaire was therefore left at the reception to be passed on to the guests and so the researcher had no chance of interacting with the guest respondents to closely follow up in order to increase the response rates.

1.8 Operational Definition of Terms

Product: a combination of goods and services

Mass customisation: The ability to produce and provide affordable and individually, tailored products and services profitably for a large number of customers.

Mass Production: The production of homogeneous products and services that facilitates market growth and reduction of prices through economies of scale.

Homogeneous products: these are products that are similar in quality and expendable size.

Heterogeneous products: these are products that vary in quality and expendable size.

Five star hotel: this is a grand and luxurious hotel offering the highest standards that can be offered in the industry.

Quality: standard of how close a product or service meets the needs of the customers.

Business strategy: Analytic techniques for understanding better, and so influencing a company's position in its actual and potential market place.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

This section focuses on the following areas: the system of mass production, the new paradigm of mass customisation, approaches to mass customisation, decision factors, business strategies and pioneers of mass customisation.

2.2. The System of Mass Production

For centuries, economic production was based on the notion of craftsmen. Everything was crafted by the hands of someone who had the requisite materials, tools, and most importantly, skills. The Industrial Revolution brought a general replacement of hand tools with machinery and mechanization as the primary instruments of production (Pine, 1993).

Over time, the use of machinery led down to two distinct paths. The first was a continuation of the basic idea of craft production; the second, Mass Production. The guiding principle of mass production was that the cost of making any particular good could be dramatically reduced if only machinery could be substituted for the human skill needed to produce it (Pine, 1994).

In mass production, consumers accepted standard goods; their acceptance facilitated the extension of the market and the reduction of prices, through increasing economies of scale; and the growing gap between the price of mass-produced goods and that of customised goods further encouraged the clustering of demand around homogeneous products. In this interplay between producers and consumers the paradigm of Mass Production became a feedback loop that created and reinforced standardised products, mass production techniques, and large, homogeneous markets as illustrated in Figure 2.1.

New products manufactured by a mass production process yield low-cost, consistent quality, standardised goods for large, homogeneous markets; this results in stable demand, causing long product life cycles, which allow for long product development cycles from which new products are created.

The 'R' indicates that this is a reinforcing loop, which over time yields products that move more towards the ultimate goal of the highest volumes, using the most efficient manufacturing processes with the lowest possible costs for the largest possible markets and at the most stable demand levels (Pine, 1994).

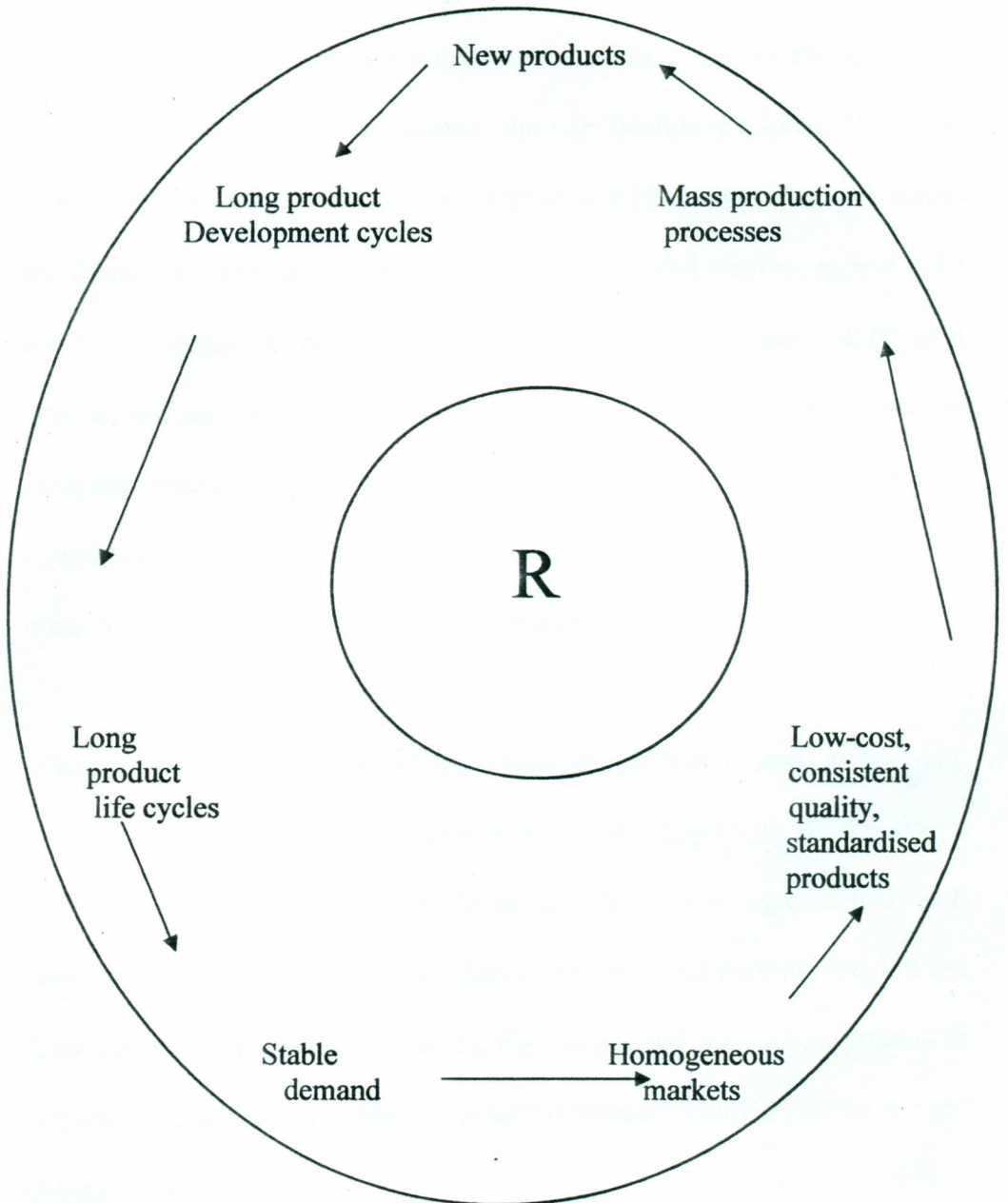


Figure 2.1 The Paradigm of Mass Production as a Dynamic System of Reinforcing Factors.

Source, Pine, B. J, 1994.

2.3 The New Paradigm: Mass Customisation

Successful companies are dancing to a new tune in this age of diversity (McKenna, 1997). At the core is mass customisation, a new paradigm based on creating variety and customisation through flexibility (Upton, 1994) and quick responsiveness (McCutcheon, Raturi and Meredith, 1994). It moves the focus from buying on price (because all goods and services appear to be much the same), to one of buying on satisfied needs and wants, at a competitive and affordable price (Kotler et al, 2003). A company engaged in mass customisation actually seeks to fragment the market through economies of scope. This is in contrast to a mass producer who seeks to consolidate and reduce choice through economies of scale.

When the primary objective becomes satisfying as many needs as possible, individual customers must be positioned at the beginning of the firm's activity sequence, as shown in Figure 2.2. Since the logic is that each customer is a segment, each individual is invited to become involved in the final design of the product. That is, the design and production process is initiated by the customer, who becomes "prosumer" (Moffat, 1990) or "co-designer" (Kubiak, 1993).

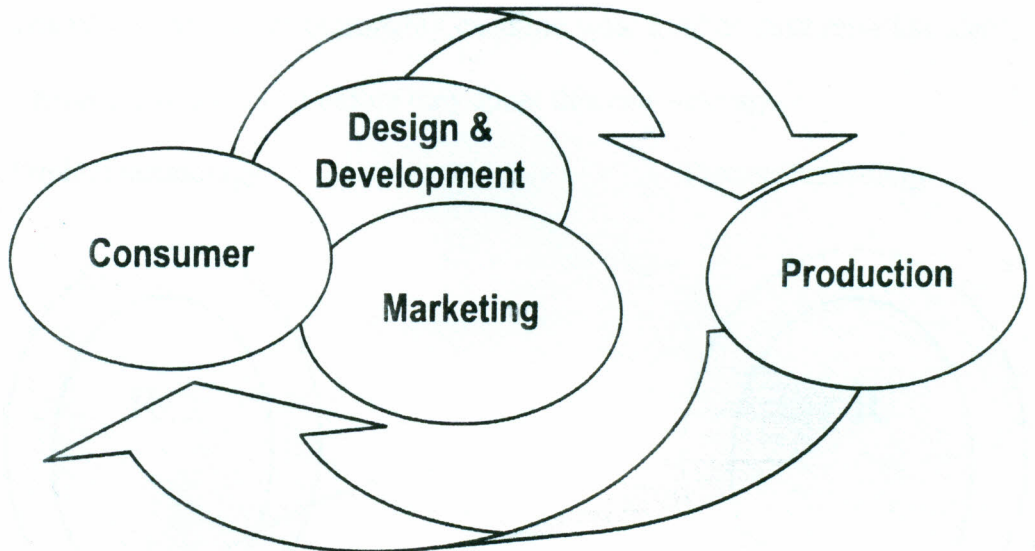


Figure 2.2: Customer-Driven Competition Activity Sequence

Source: Bardacki and Whitelock, 2004.

At the heart of mass customisation is a Dynamic System Feedback Loop, Figure 2.3 which is a self-reinforcing cycle: meeting customer demands leads to higher profits, which in turn facilitates the organisations ability to increase its customisation capability, which in turn stimulates further market fragmentation (Mueller, 1992).

In essence, mass customisation is a hybrid technique by which a company churns out products in typical assembly-line fashion yet can add unique features to individual orders (Martin, 1997; Falkenberg, 1998). This requires a flexible manufacturing system that anticipates a wide range of options. However, due to vast differences in customer preferences, mass customisation can produce unnecessary costs and complexity. It is therefore

crucial that managers thoroughly examine what kind of customisation their customers would value before they adopt this new strategy.

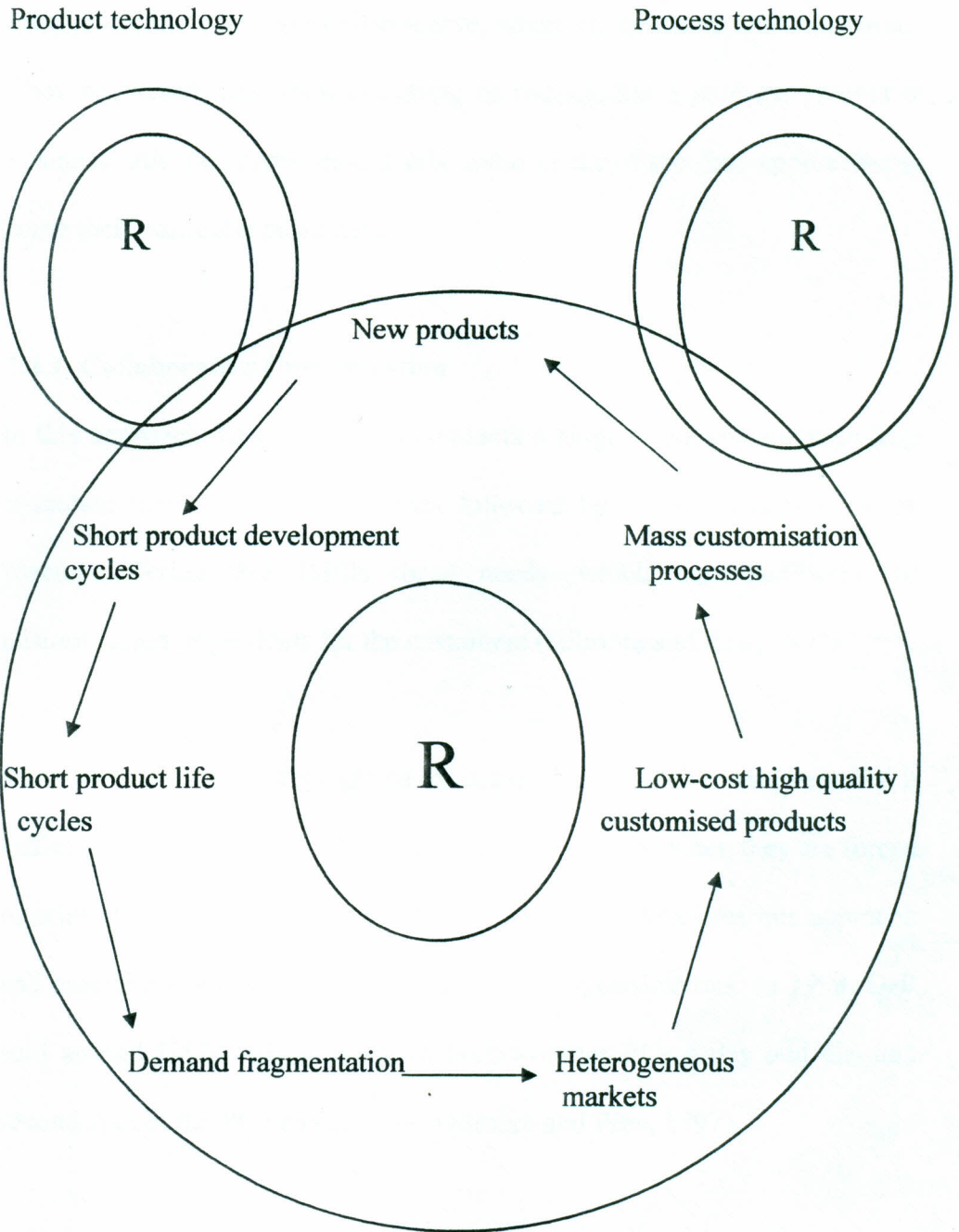


Figure 2.3: The New Paradigm of Mass Customisation as a Dynamic System Feedback Loop
 Source: Pine, B.J, 1994.

2.4 Approaches to Mass Customisation

Gilmore and Pine (1997) identified four distinct approaches to mass customisation. These are collaborative, adaptive, cosmetic and transparent. They suggested that when designing or redesigning a product, process or business unit, managers should mix some or all of the four approaches to serve their particular customers.

2.4.1. Collaborative Customisation

In this approach the organisation conducts dialogue with customers to help articulate their needs. This is then followed by the identification of the precise offering that fulfils those needs, which then facilitates the customisation of products for the customers (Gilmore and Pine, 1997).

This approach is most appropriate for organisations whose customers find it difficult to articulate their needs and become frustrated when they are forced to select from a wide range of options. Dell Computers uses this approach and assembles computers to customer's exact specifications. In 1998, Dell sold around US\$6million worth of built-to-order PCs a day and claimed second spot in the PC market share (Gilmore and Pine, 1997).

2.4.2 Adaptive Customisation

This approach offers one standardised but customisable product that is designed to allow users to alter it themselves. It is appropriate for organisations whose customers may want a different product on different occasions, and available technology makes it possible for them to customise the product easily on their own.

A good example of this is Lutron electronics whose lighting systems can be adapted to maximize productivity at the office or at home to create appropriate moods without having to experiment with multiple switches each time a new effect is desired. The customer can quickly achieve the desired effect by punching in the programmed settings (Gilmore and Pine 1997).

2.4.3 Cosmetic Customisation

This approach is appropriate when customers use a product in the same way and differ only in how they want it presented i.e. the standard offering is packaged specially for each customer. The Regent Hotel in Hong Kong is an example of a company that uses this. In the fine dining restaurant, the hotel cosmetically customises paper napkins and matchboxes by printing the customers' name on them, which is of value to the customer (Kotler et al, 2003).

2.4.4 Transparent Customisation

This is appropriate when the customers' needs are predictable and especially when they do not want to repeatedly state their needs. Offers are customised within a standard package for individual customers. British Airways uses this approach to deliver upscale customer service to its first class frequent flyers through streamlining its supply-chain process. The Ritz-Carlton hotel uses software to personalise guest experiences by linking to database filled with quirks and preferences of half a million guests. Any bellhop or desk clerk can find out whether a guest is allergic to feathers, their favourite newspaper (Kotler et al, 2003).

2.5 Decision factors: An analytical framework

According to Hart (1995), setting off down the road towards mass customisation is no idle journey. True commitment to mass customisation requires an explicit mass customisation strategy that must be unique to the company developing and implementing it. Empirical research has identified the following four key factors that an organisation should consider before pursuing a mass customisation strategy:

2.5.1 Customer-centred and service-oriented focus

Research studies have repeatedly confirmed the strategic advantage of adopting customer-focused services if firms wish to improve market share and profits (Buzzell and Gale, 1987; Zeithaml, 2000). In both research and practice, there has been a gradual but definite shift of focus from the supplier to the customer (Gummesson, 1996). The erstwhile focus on the firm itself (rather than the customer) tended to restrict management's concern to questions of production and internal administration; whereas a focus on the customer compels management to recognise that the firm's primary responsibility is to serve the customer (Gummesson, 1996).

Understanding customer needs, which goes beyond satisfaction, has recently drawn more attention in the service industry research field (Arnold et al., 2005; Berman, 2005; Oliver et al., 1997; Schneider and Bowen, 1999; Verma, 2003; Zemke, 2000). Different from satisfaction, guest delight is defined as positive emotional response to surprising product attributes or service encounters (Berman, 2005). It is more positively correlated with customer loyalty, positive word-of-mouth, and repeat purchase or visitation than guest satisfaction (Torres and Kline, 2006). Therefore, more hospitality firms are interested in creating not only satisfactory, but actually delightful, experiences for their guests (Torres and Kline, 2006).

This interest in the customer was well summed up by the management thinker (Drucker, 1973, p. 79), who observed that “to satisfy the customer is the mission and purpose of every business”.

Such a customer focus implies a re-orientation to a service focus (Homburg et al., 2002). However, firms have realised that serving the needs of customers is not as simple as it sounds. It requires a whole new approach to the internal activities of a firm as the firm reappraises how it undertakes its business.

In seeking ways to alter capability according to customer needs while simultaneously not compromising on service quality, an effective strategy is to alter the service offer by gaining expertise and competency from network partners. Such external partnering firms can complement the hospitality firm's own internal capability.

Hamel (2002) has referred to these partnerships as a “value network” through which the firm's own resources are complemented and amplified. These partnerships provide flexibility in responding to changing demand, and also enable firms to expand their existing offers beyond their core competencies. In addition, the firm's own core offering becomes more flexible and “amorphous”.

Through such networks, a hospitality firm is able to mix and match a range of products and services from within its own resources and those of its partners – thus creating flexible service bundles that are able to meet the

specific needs of customers. Indeed, clusters of partner firms can offer a wide variety of service bundles. These form the life-blood of many successful hospitality firms by enhancing the value and image of the firm's service offer. Such service clusters effectively amplify the firm's own resources and project an extended image that might be termed a "service mirage" in the customer's perception of the firm's capability.

In seeking to meet increasingly complex customer needs through partnership networks, hospitality firms are now traversing the conventional boundaries of the hospitality industry as they seek out experts with a range of skills. This involves "a deep commitment to work across organizational boundaries" (Prahalad and Hamel, 1990, p. 82) – not so much as a cost-saving exercise, but as a means of acquiring specialist know-how to extend their core competency (Kandampully, 2002). To reflect this approach, the term "out-sourcing" has been replaced with the term "out-partnering" (Peters, 1994).

Modern hospitality firms must therefore undertake a rigorous assessment of the various activities that they undertake – with a view to identifying "expert activities" and "non-expert activities". The identification of activities in which it is "expert" allows a firm to concentrate its own efforts on its particular areas of expertise, whereas identification of areas in which it is "non-expert" facilitates the seeking out of appropriate outside

partnering experts to assist in areas that are outside the firm's own core competencies.

2.5.1.2 Customer Customisation Sensitivity

This is based on two factors: The uniqueness of the customer needs and the amount of sacrifices the customers can put up with to be customers for example hassle, discomfort, long waits, high cost and much more. According to Hart (1995), the most important factor determining the success of mass-customisation is “customer customisation sensitivity”. Customer customisation sensitivity is based on two fundamental tenets. The first is the uniqueness of the customer’s needs. This is determined by the demand pattern for the product. If the demand pattern is primarily functional such as the demand for table salt, customers do not care whether a product is customised or not.

On the other hand, if the demand pattern is primarily innovative customers are more likely to be interested in customisation because an innovative demand pattern requires that additional reasons to buy innovative offerings are given (Fisher, 1997). The second factor determining customer customisation sensitivity is the customer sacrifice gap, which is the gap between the desired product and available products in the market in terms of product features. The bigger the gap the more the customers are sensitive and the more customisation is a desirable strategy.

Do the customers care whether you offer more customisation? If they do not, the mass customisation potential may be limited. Customers do not want to be overwhelmed by choices or options. It is axiomatic in mass customisation that 'customers do not want choice; they want what they want' (Pine, 1994).

2.5.2 Technology

This is a multifaceted area involving enablers, marketing and strategy, design, production and distribution. Enablers, the means by which change occurs falls into two categories: technology based and organisational. Does the process technology, which exists in your area, allow you to customise your product or service to individual customers? If it does not, how extensive an overhaul is required to incorporate this technology into your existing process and how much investment will be required? (Jones and Lockwood, 2003)

To run hospitality organisations today requires more technology than in the past. The entry level costs for competing in this area continue to rise. At one time, Property Management Systems were deemed strategic systems, but today, they are commonplace in most hotels, regardless of size or brand affiliation (Olsen, 2000).

Within manufacturing industries, technology has traditionally been viewed as the key to productivity. In recent years this realisation has spread to

services, and the adoption of technology in services has triggered the emergence of many new services that benefit both the internal and the external customers of the organisation (Siguaw and Enz, 1999). In service organisations, technology has assumed a powerful role today – it provides firms with a new functional arm that has the potential to add value to the offer.

Technology can enable hospitality firms to improve their internal efficiency and effectiveness, as well as to enhance their services (Namasivayam et al., 2000). By enhancing the effectiveness of employees and the system, customer satisfaction is ultimately increased (Bensaou and Earl, 1998). In addition, employer motivation and empowerment is nurtured if information technology and other technological advances are used to facilitate various internal activities within hospitality firms.

At La Mansion del Rio Hotel in San Antonio, Texas (USA), employees are trained to gather information about customer preferences for their database. This information is further analysed and utilised in customer-centred initiatives throughout the hotel (Peppers and Rogers, 2000). Technology thus helps the entire organisation to focus on the customer and, in doing so, encourages every empowered employee to become innovative. Such technology-supported empowerment clearly indicates a firm's trust in its employees which, in turn, nurtures the pride and ownership that motivates employees to go beyond their job tasks in creatively modifying services to

meet customers' individual needs. Empowered employees produce creative services that ultimately make a firm's offer distinctive.

The advent of modern information technology has led to many changes in business practices – not least in the fields of marketing, communication, and distribution (Moncrief and Cravens, 1999). The growth in the number of online customers has actually increased the number of service providers – both business-to-business (B2B) and business-to-consumer (B2C) services (Wymbs, 2000). In these circumstances, hospitality firms that fail to adopt internet technologies are likely to lose vital business opportunities and jeopardise their competitive advantage.

It should be remembered, however, that the impact of technology in the hospitality industry does not emanate from technology alone; rather, it depends on the creative adaptation of technology. Such creative utilisation of technology can be used to:

- enhance customer service (Kasavana and Knutson, 2000);
- augment the effectiveness of various activities (Nykiel, 2001);
- improve the skills of the people who make up the service organisation (Blumberg, 1994); and
- determine how services and amenities are ultimately delivered (Olsen and Connolly, 2000).

Value is not determined by technology per se; rather, it requires the effective utilisation of technology through innovative value-adding

strategies. As Berry (1995) has argued, technology should be the servant, rather than the master; it does not replace employees, but augments an employee's capacity to offer superior service. The creative use of technology in various service firms thus has the potential to enhance the firms' capability, to reduce cost outputs, and to maximise personalisation and customisation (Quinn, 1996).

In summary, the effective use of technology can support and coordinate the activities of operations, marketing, and human resources in making the firm more customer-centred. Managers need to recognise that an information technology component can be added to virtually every manual job. Expertise in the creative and effective use of technology thus represents a new addition to the list of skills traditionally required by hoteliers if they are to coordinate marketing, operations, and human resources in focusing their organisations to serve the customer better.

2.5.3 Facilities/Services: Standards and Comfort

Different studies have been carried out on customer satisfaction in relation to facilities in the hospitality industry in different parts of the world. Chu and Choi, (2001), conducted a study on determinants of guest satisfaction in Hong Kong hotels. The study examined the relative importance of hotel factors in relation to overall satisfaction levels during their hotel stays in Hong Kong. The study identified seven factors likely to influence

customers' choice. They include room quality, security, general amenities, business services and International Direct Dialling (IDD) facilities.

Akbaba, (2005), carried out a study on measuring of service quality in the hotel industry in Turkey. The study revealed that the quality of service was key in achieving customer satisfaction.

A related study carried out by Nielsen (2007) across the six Sarova units in Kenya, revealed that the key drivers to customer satisfaction in order of importance were: the room experience; general hotel experience; front desk experience; accessibility; dining experience; breakfast experience; facilities experience and bar experience.

A case study of the Scandinavian Airlines System (SAS) by Vandermerwe et al. (1994) revealed that, in competing through services to meet changing customer expectations, the airline's management made a dramatic move away from "flying planes" to "flying people". This represented a strategic shift from a product focus to a customer focus which worked well for the company in the midst of rapid deregulation and heightened competition. In terms of competing through mobilizing people and partners for effective service delivery, SAS had to deal with two new major challenges without incurring additional costs. These challenges revolved around having to cater to global customers by building strong partnerships and focusing on treating

customers as individuals, providing high quality services while simultaneously keeping costs down. Some related issues which had to be addressed included how to maintain the momentum and drive amongst SAS employees and how to find the “right kinds of partners to deliver the services which make up the travel experience package throughout Europe and globally”

The service component is often the deciding factor in determining customer loyalty to a hospitality firm. Firms have traditionally associated customers with sales and revenue, but in a globally competitive market the concept of the loyal customer has assumed a strategic significance that goes beyond mere sales. The concept of “customer” has thus become an icon that focuses and orients the direction of the entire firm. The focus of such firms is shifting away from the tangible component of their offers to the intangible component of their offers (Vargo and Lusch, 2004a, b), and a customer-centred and service-oriented focus has thus emerged as the prerequisite for gaining market dominance in the hospitality industry. A service-oriented focus is a customer-centric focus (Sheth et al., 2000).

Services are therefore no longer merely add-on features; rather, they represent an essential component of any hospitality business. In the modern hypercompetitive marketplace, the approval and loyalty of customers have

become the determining factors in a firm's success or failure (Scott, 2001), and services have repeatedly been demonstrated to be critical to customer satisfaction and loyalty (Grönroos, 2000). From a management perspective, services have thus assumed a significant strategic function (Kandampully, 2002; Ravald and Grönroos, 1996; McDougall and Levesque, 2000).

Numerous research studies have found a positive and significant relationship between customers' perceptions of service quality and their subsequent willingness to remain loyal and/or recommend a firm to others (Zeithaml et al., 1996; Kangis and Zhang, 2000). Service quality is thus an antecedent to satisfaction (Dick and Basu, 1994; Sivadas and Baker-Prewitt, 2000). The customers of today are unwilling to compromise on the quality of service they receive, and quality of service has become the key to customers' approval of a hospitality organisation.

By offering distinctive perceived value, a firm can gain a competitive advantage that often proves difficult for the competition to emulate – thus enhancing customer loyalty (Parasuraman and Grewal, 2000). Service quality and customer satisfaction are important. Hence, the assets, facilities and productive capacities of the hotel establishment must be suitable for meeting the expectations of incoming customers.

Slater (1997) argues that providing superior customer value is critical to superior market performance and profitability. Market-oriented and subsequent customer-centred strategies enable companies to develop and maintain the capabilities to continuously create superior customer value, and to set themselves apart from the competition (Day, 1994; Slater and Narver, 1994). Therefore, companies with superior capabilities are more likely to outperform the competition (Day, 1994).

In other words, superior capabilities enable superior market performance. A customer-centred and service-focused orientation ultimately provides the modern hospitality firm with the best package that the market can offer – thus gaining both customer loyalty and market leadership.

2.5.4 Organisational readiness

This last factor requires an honest assessment of the organisations' culture and resources. Is the organisation able and ready to capitalise on the opportunity inherent in mass customisation? Organisational change requires an enlightened leadership, open-minded management, and financial resources. Mass-customisation is a unique function of lean production, continuous variety, and flat and empowered management culture encompassing the entire organisation from design to delivery as well as the organisations' management structure (Duray and Milligan, 1999).

There needs to be a supportive vision within the organisation, which is based on being quick and responsive, exploiting opportunities in a turbulent marketplace and chaotic world. Management style and organisational culture may well need changing (Stewart, 1993). Organisational and functional boundaries must not inhibit the processes. Probably, the organisation should adapt the five 'A's' model (after Nissan) of any volume; any time; anybody; anywhere; and anything. All staff and distributors will need to be well trained and motivated to meet individual needs (Kotler et al, 2003).

The quality of human resources may directly impact on customisation. In the hotel industry we should highlight the hotel director skills as a manager (Guerrier and Deery, 1998), whose attitudes of confronting change might determine the customisation decisions (Damanpour, 1996). The remaining employment skills that would have an impact on customisation decisions may be embedded in the employees' qualification (Preissl, 2000), which may be updated through training (Sirilli and Evangelista, 1998; Ramos et. al, 2004).

In order to ascertain the customisation impact on performance other determining factors should also be considered such as the organisational structure and management (Hawawini et al, 2003). That is, certain conditions of structure, process and people might enhance the firms' performance. In the hotel industry, these factors may be approached through

the establishment size (Chung and Kalnins, 2001), training (Ramos et al, 2004), additional services they offer to the accommodation service (Ngai and Wat, 2003), intermediated commercialisation with tour operators (Bastakis et al, 2004), competitive strategy, chained operation in the market (Canina et al., 2005) and owners' management (Bastakis et al, 2004).

2.6 Business Strategies

One of the main objectives of every firm is to achieve and sustain a competitive advantage. In fact, a significant amount of organisational resources are spent trying to stay ahead of rivals. The competitive battles in which firms engage (Porter, 1980) take place as firms vie for potentially incompatible positions (Caves, 1984; Scherer and Ross, 1990). The diversity and complexity of the demand and supply relationships within the hospitality and tourism industry makes the crafting of a winning strategy a very elusive one.

Every business must design a strategy for achieving its goals, consisting of a marketing strategy, and a compatible technology strategy and sourcing strategy. Porter (1980), proposed three generic strategies that provide a good starting point for strategic thinking: overall cost leadership, differentiation and focus. Porter contends his generic strategies of cost leadership, differentiation and focus should be used if organizations expect to gain a competitive advantage and ultimately compete in the global economy.

2.6.1 Cost leadership

Porter's generic strategy of cost leadership focuses on gaining competitive advantage by having the lowest costs and cost structure in the industry. To achieve a low-cost advantage, an organisation must have a low-cost leadership mindset, low-cost manufacturing with rapid distribution and replenishment, and a workforce committed to the low-cost strategy. The organisation must be willing to discontinue any activities in which they do not have a cost advantage and may outsource activities to other organisations having a cost advantage. There are many ways organisations achieve cost leadership including mass production, mass distribution, economies of scale, technology, product design, input cost, capacity utilization of resources, and access to raw materials. Cost leaders work to have the lowest product or service unit costs and can withstand competition with their lower cost structure.

In the hotel industry, one of the strategies may consist in offering some food and beverage services in addition to the accommodation without increasing prices to the same extent, or in offering these services with quality enough to increase prices. In fact, Ngai and Wat (2003) found that room rate and hotel food and beverage facilities are the most important factors for hotel selection. In this sense, there are two extremes of food and beverage services that can be added to accommodation: accommodation only or the

all-inclusive service (i.e., all of the food and beverage services are included in the accommodation price).

In the hotel industry, most rivals are determined according to similarity of price (Yesawich, 1987; Go and Pine, 1995; Baum and Haveman, 1997), segment (Haywood, 1986; Yesawich, 1987; Go and Pine, 1995), and proximity (Haywood, 1986; Yesawich, 1987; Baum and Haveman, 1997). However, using price and segment to identify rivals can be problematic, and the way to use proximity to identify rivals is unclear. For example, in intense competitive battles, many chains lower prices and consequently discover new competitors (Roginsky, 1995). In fact, according to Bjorn Hanson, chairman of the Cooper & Lybrand's hospitality group, price discounting is an industry trend (Wall Street Journal, 1997) and, thus, chains in different segments can and do compete with each other (Go and Pine, 1995). Therefore, the current practice of using price and segment to identify rivals may not be accurate.

Competitive pricing, notably one of the most widely used tactics in the hospitality industry, is, arguably, the least desirable type of competitive strategy for the industry. This is because it is of real benefit only to the lowest cost producer and can be easily copied, resulting only in short-term gains. Research on competitive methods used in the food-service industry concludes that the net effect of price competition is likely to be a reduction in profitability as margins are sacrificed to increase customer numbers

(West and Olsen, 1989). It is the ability of firms to meet customers' expectations for their segment that makes for success, not the firms that merely offer the lowest price.

2.6.2 Product differentiation

When using the differentiation strategy, companies focus their efforts on providing a unique product or service, thus setting their offerings apart from other competitors. This strategy allows organisations to charge a premium price to capture market share. The differentiation strategy is effectively implemented when the business provides unique or superior value to the customer through product quality, features, or after-sale support and service (Baum and Haveman, 1997). Firms following a differentiation strategy can charge a higher price for their product based on the product characteristics, the delivery system, the quality of service, or the distribution channels. The quality may be real or perceived and based on fashion, brand name, or image. The differentiation strategy appeal to a sophisticated, knowledgeable consumer interested in a unique quality product or service and does not mind paying a higher price for these non-standardised products.

Baum and Haveman (1997) indicate that in the hotel industry, a differentiation strategy may be the most effective. They show that travellers

decide to book a tourist accommodation based on its price, on the quality of its service, on the services offered, and on the image of hotel establishments. Service quality and customer satisfaction are important. Hence, the assets, facilities and productive capacities of the hotel establishment must be suitable for meeting the expectations of incoming customers.

Consequently, an establishment may implement a competitive strategy that differentiates its service offerings from those of its closest competitors (adjusting it to the demand) or in the provision process (improving its productive efficiency). Furthermore, Canina et al. (2005) indicate that there are strong incentives for lodging firms to pursue strategies that differentiate them from competitors in their local market.

In contrast, some authors have pointed out that the competition for clients based on product differentiation has become increasingly difficult in the hospitality industry, particularly for hotels. This has been attributed to the greater degree of segmentation, diverse and overlapping options and the greater intensity of competition itself (Reid and Sandler, 1992).

2.6.3 Focus

In a focus strategy, a firm targets a specific, often narrow segment of the market. The firm can choose to concentrate on a select customer group

(youths or senior citizens for example), product range (baby or pet care items), segment of a market (professional craft persons versus do-it-yourselfers), geographical areas (East coast versus West coast), or service line (residential or commercial only). For example, many European firms focus solely on the European market. Focus also is based on adopting a narrow competitive scope within an industry that large firms may have overlooked. The focus strategy aims at growing market share through operating in a narrow market or niche segment more effectively than larger competitors (Kotler, 2003).

A successful focus strategy depends upon an industry segment large enough to have good growth potential but small enough not to be important to other major competitors. Focusing allows the firm to direct its resources to certain value chain activities to build its advantage. Past studies show that high-performing regional firms often attribute their success to the sale of specialty products and services as they are able to offer a customised product or service tailored to regional tastes as an alternative to the fare served at national chains (Kotler et al, 2003). However, while these high performers (e.g. hotels, tour operators) respond ingeniously to specific markets and market segments, they do not view themselves as strictly regional operations serving limited markets. Rather, they consider themselves as businesses situated in an evolutionary phase, seeking to

expand as market opportunity and corporate structure permit (West and Olsen, 1989).

An organisation may also choose a combination strategy by mixing one of the generic strategies of low-cost or differentiation with the focus strategy. For example, a firm may choose to have a focus-cost-leadership strategy or a focus-differentiation strategy.

A quality-based competitive strategy has been suggested as the best way to compete (Camisón, 2000). This quality-based strategy can comprise many additional services added to accommodation. Olsen and Connolly (1999) found it important to considering the more demanding and more diverse customer for successful innovation. Furthermore, Medina et al. (2003) found the additional services on offer were one of the factors that are most closely monitored by tour operators. These services add value to the customer stay (e.g., children facilities and services; sport facilities and activities; SPA, Health and Beauty; Internet) and will prompt innovation decisions since they will require changes in all four main dimensions of innovation. Consequently, offering additional services to more demanding and diverse customers can be successfully achieved with customisation.

2.7 Pioneers of Mass Customisation

Based on literature, this section discusses how some companies in the hospitality industry, as well as other industries have mass customised their products and services.

2.7.1 Fast-Food

In America, much has been said about the standardising forces of McDonaldisation in the wider society (Love, 1986; Royle, 1995; Taylor and Lyon, 1995; Ritzer, 1993; Lyon, Taylor and Smith, 1994). Fast-food restaurants and other McDonaldised systems are mass production systems, which were built upon the belief that in the world of mass production, consumers accept homogeneous products. As with other mass producers, the fast-food industry reached the limit of the old paradigm. In 1995, Taylor and Lyon reported mass customisation as an alternative to McDonaldisation.

They recognised that fast-food companies had experienced the same sources of discontinuity as other mass producers, creating extreme pressure for change. Burger King was the first one to embrace the principles of mass customisation with the “have it your way” concept. McDonalds still has standardisation characteristics, however, its menu has been expanded not only to suit local tastes and preferences but also to offer more variety.

Internationally, for McDonalds in France the menu is written in five different languages: French, German, Italian, Belgian and Japanese. Some menu items, which are offered in France, are not available in the United States. Pork is not offered in Muslim countries. Big Macs in India are prepared with mutton. Soups are offered in Hong Kong operations. Beverage cup sizes are smaller in Asian countries. For McDonald's to have radically expanded its output variety, it underwent a paradigm shift characterised by shorter development and production cycles, flexibility, autonomy and the adoption of a true customer focus (Crawford-Welch, 1994; Pine, 1993).

2.7.2 Other Industries

Dell Computers assembles computers to customer's exact specifications. In 1998, Dell sold around US\$6million worth of built-to-order PCs a day and claimed second spot in the PC market share.

Lutron electronics' lighting systems can be adapted to maximise productivity at the office or at home to create appropriate moods without having to experiment with multiple switches each time a new effect is desired. The customer can quickly achieve the desired effect by punching in the programmed settings (Gilmore and Pine, 1997).

Internationally, for McDonalds in France the menu is written in five different languages: French, German, Italian, Belgian and Japanese. Some menu items, which are offered in France, are not available in the United States. Pork is not offered in Muslim countries. Big Macs in India are prepared with mutton. Soups are offered in Hong Kong operations. Beverage cup sizes are smaller in Asian countries. For McDonald's to have radically expanded its output variety, it underwent a paradigm shift characterised by shorter development and production cycles, flexibility, autonomy and the adoption of a true customer focus (Crawford-Welch, 1994; Pine, 1993).

2.7.2 Other Industries

Dell Computers assembles computers to customer's exact specifications. In 1998, Dell sold around US\$6million worth of built-to-order PCs a day and claimed second spot in the PC market share.

Lutron electronics' lighting systems can be adapted to maximise productivity at the office or at home to create appropriate moods without having to experiment with multiple switches each time a new effect is desired. The customer can quickly achieve the desired effect by punching in the programmed settings (Gilmore and Pine, 1997).

Industries, which are less dependent on human interactions, have adopted labour saving technology. As a result, these industries have been able to improve wage levels and enhance career opportunities for employees while keeping costs under control. For example, Banks replace human tellers with automatic teller machines, which not only save labour costs but also offer 24-hour service (Gilmore and Pine, 1997).

2.7.3 Hotels

The Ritz-Carlton hotel uses software to personalize guest experiences by linking to database filled with quirks and preferences of half a million guests. Any bellhop or desk clerk can find out whether a guest is allergic to feathers, their favourite newspaper (Kotler et. al, 2003). The Regent Hotel in Hong Kong cosmetically customises paper napkins and matchboxes by printing the customers' name on them, which is of value to the customer. Hong Kong's Peninsula Hotel Group, a luxury hotel provider, has been a leader in its use of technology to enhance the guest experience. The room's lighting automatically adjusts itself based on the level of outside lighting and the level of activity in the room. The volume on the television automatically mutes when the telephone is answered. Room climate is

adjusted automatically based on whether or not the guest is in the room (Connolly and Olsen, 2000).

2.8 Literature Overview

In the reviewed literature it is apparent that continuously satisfying the needs and wants of customers has tremendous potential to influence competitive advantage in hotels. The international hotel industry has experienced an irreversible shift from the general customer segmentation and the market share to the value of the specific customer transaction and the customer share. Traditional mass production and mass marketing approaches are no longer sufficient ways of responding to the market (Pine, 1994; Peppers and Rogers, 1997, 1998).

Customers now seek exactly what they need, when they need it, how they need it at affordable prices. They are asking to be located at the centre of organisations (Gilmore and Pine, 1997; Pine, 1994; Pine et al., 1995; Webster, 1996). Mass customisation has a unique ability to treat individual customers as segments and hence satisfy their needs. Mass-customisation seems to be a significant way of increasing customer satisfaction and hence customer retention. Thus, mass-customisation is seen to be a leading business strategy for the twenty-first century (Kotler, 2003; Kotler et. al, 2003; Pine, 1994; Peppers and Rogers, 1997, 1998; Fitzgerald, 1995; Management Today, 1995; Kara and Kaynak, 1997).

Market-oriented and subsequent customer-centred strategies like mass customisation enable companies to develop and maintain the capabilities to continuously create superior customer value, and to set themselves apart from the competition. It is a choice approach by which to improve the market share of Kenyan hotels, particularly when competing in the international market. Research has shown that a lot of the business strategies that were commonly used in service organisation were easily copied by competing firms (Wall Street Journal, 1997, Baum and Haveman, 1997). By offering distinctive perceived value, a firm can gain a competitive advantage that often proves difficult for the competition to emulate – thus enhancing customer loyalty (Parasuraman and Grewal, 2000). In Kenya, no study has been carried out on mass customisation in the hotel industry and it is therefore not known if hotels in Kenya are utilising mass customisation as a business strategy. This study will help establish the factors that affect mass customisation strategies in Kenyan five star hotels.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter describes the procedures and methodology that were employed in carrying out the study. The chapter focused on a description of the setting in which the research took place, the research design employed, study area, the target population, sample size and sampling procedures, the research instruments and data collection, validity and reliability and data analysis.

3.2 Research Design

This study employed a sample survey design to collect information from the target population. The approach is a common strategy in business and management research. This design was used because the data collected was both qualitative and quantitative and required analysis using appropriate parametric and non-parametric statistics (Miller, 1991). The research collected data from a population of five star hotels in Nairobi, in order to determine the current status of mass customisation. The study was a self-report study on the viability of mass customisation as a business strategy in the selected five star hotels.

3.3 Study Location

The study was carried out in five star hotels within Nairobi. Nairobi was selected because it is a cosmopolitan city, the largest city in Kenya and has a varied range of clientele, for example the local and international tourist market and the business market. Nairobi is also a regional business centre with the landmark Kenyatta International Conference Centre (KICC), which is used for hosting international conferences. The headquarters of world bodies such as United Nations Environmental Programme (UNEP), International Livestock Research Institute (ILRI), and International Centre for Research in Agro Forestry (ICRAF) are also located in Nairobi making it an international hub of activity. The Jomo Kenyatta International Airport (JKIA) is also a major transit point for travellers to many other destinations around the world and so this brings a lot of business to hotels in Nairobi. The five star hotels are also the benchmark against which other hotels measure their standards of services.

3.4 Population and Sample Selection

The target population consisted of all the five star hotels and lodges in Kenya, which are fourteen (14) in number (The Kenya Gazette No 3976, 2003). The study limited itself to Nairobi with seven five star hotels which is 50% of the population. Out of these, five hotels were randomly selected and included in the study, which is 35.7% of the population. From each

hotel, two managers that included the Food and beverage manager and the executive housekeeper were purposefully selected to give a total of 10 managers. These executives were selected because they were perceived as being close to the customer and secondly because their roles could have a direct influence on the quality of service provided in the hotels (Parasuraman and Grewal, 2000). It is also at the two levels of management that business strategies like mass customisation are made.

The customer sample was obtained by purposefully selecting 100 resident customers from each hotel selected for the study. Punch (1998) states that sampling in qualitative research is as important as in quantitative research. A list of guests who had been in the hotel for more than one night was used to purposefully pick the customers.

This was done because some of the questionnaire items concerned services and facilities in the guest rooms. Assuming a response rate of around 30 percent (Jobber and O'Rilley, 1998) and in order to obtain an effective response base, a total of 500 customers were selected, bringing the total sample to 510 respondents.

3.5 Data Collection Methods and Instruments

Three semi-structured questionnaires were used to collect data from all the respondents of the study. The semi-structured questionnaires contained both closed ended and open ended questions. Closed-ended questions were easy

to administer and analyse; where in-depth responses was necessary, open-ended questions were used.

Having obtained a research permit from the university, the researcher contacted the hotel authorities for permission to conduct the study. For ethical reasons, the respondents were informed of the purpose and nature of the study, and what their participation would involve before they consented to participate. Names of the respondents and hotels were not required, information was treated with confidentiality. The questionnaires were self administered. A letter of introduction was written to all participating hotels by the researcher explaining the purpose for the research. An appointment was booked by telephone; this was followed by a personal visit to deliver the questionnaires for the food and beverage manager, executive housekeeper and the customers. The customers' questionnaires were left at the hotel reception to be taken to the guests' rooms. The questionnaires were then collected after completion.

The contents of each research instrument have been discussed as follows:-

3.5.1 Food and Beverage Manager's Questionnaire

The questionnaire had questions in two sections: the first section had questions on awareness and application of mass customisation in the provision of food and beverage services. The second part was on factors that influenced or limited the use of mass customisation in food and beverage.

3.5.2 Executive Housekeepers' Questionnaire

The questionnaire had questions in two sections. The first section had questions on awareness and application of mass customisation and the second, the factors that influenced or limited the use of customisation in housekeeping. These aspects were different from those in the food and beverage questionnaire.

3.5.3 Customers' Questionnaire

The questionnaire items were on length of stay in the hotel; reason for visit; hotels' ability to market itself through customisation of products. This gave the customers' opinion and attitude on the utilisation of mass customisation in the hotel.

3.6 Instrument Validity and Reliability

According to Borg and Gall, (1993), validity is the degree to which a test measures what it purports to measure. Validity as a tool for research refers to data that are not only reliable but also true and accurate. To enhance the validity of the instruments, the research instruments were pre-tested by giving to different individuals to read and explain what the questions implied to them. The instruments were then adjusted to ensure they captured the core of the study.

A pilot study was done on a sample of two five star hotels which were not to be in the study. The hotels were randomly selected from amongst the seven five star hotels in Nairobi. The pilot sample which included 2 housekeepers; 2 food and beverage managers and 30 guests from the hotels, was purposefully selected. This ensured representation from each group of respondents. According to Mulusa, (1990), a pilot test which involves over 10% of the sample population is acceptable. Saunders et al, (2003) also suggests that the minimum sample of 30 for statistical analysis provides a useful rule of thumb for the smallest number in each category. Where the population is less than 30 you take the entire population.

3.7 Data Analysis

After data collection, the questionnaires were coded, summarised and cleaned for possible errors. A data base was designed in the Statistical Package for Social Sciences (SPSS) where the completed questionnaires were keyed in

Both Qualitative and Quantitative methods of analysis were used to analyse the data. Percentages and frequencies were used to describe results obtained from the data collected on the level of awareness of mass customisation from the food and beverage managers and the housekeepers. The percentages were also used to assess whether there was a difference in the

level of awareness of mass customisation in food and beverage and housekeeping across the five hotels, as stated in hypothesis 1 of the study.

Chi-square (χ^2) is a statistical test used to compare whether observed frequencies in certain categories differ significantly from those which would be expected under certain theoretical assumptions. In this study, Chi-square test was used to establish if there was a significant relationship between the customer attitudes on mass customisation and the length of stay at the hotel and also the reasons for visiting the hotel.

The Chi-square was also used to test hypotheses 2 and 3. A p-value of less than 0.05 was considered significant and where necessary, a 95% confidence level was also computed to generate the upper and lower limits of the test statistic for purposes of rejection of the null hypothesis. If the test statistic was not within the bounds, then this led to the rejection of the hypothesis.

In regression analysis, a predictive model is fitted to the data and used to predict values of the dependent variable from one or more independent variables. Multiple regression analysis was used in this study to identify the best predictor variables for the length of stay and reasons for visiting the hotels.

Table: 3.1: Research Objectives and Methods of Analysis

Research Objective	Analysis Method
One	<ul style="list-style-type: none">• Frequencies and percentages
Two	<ul style="list-style-type: none">• Frequencies and percentages• Chi-square tests
Three	<ul style="list-style-type: none">• Descriptive statistics
Four	<ul style="list-style-type: none">• Multiple regression

CHAPTER 4

RESULTS AND DISCUSSIONS

4.1 INTRODUCTION

The findings on the use mass customisation in five star hotels in Nairobi are presented in this chapter. The presentation of the findings is based on the research objectives and hypotheses. This chapter is divided into five sections. Section one deals with the demographic information of the respondents, while section two deals with the awareness of mass customisation among the staff of the five star hotels. Section three deals with the customers attitudes on mass customisation in the five star hotels, section four deals with factors that enhance or retard the application of mass customisation in five star hotels, while the last section deals with the factors that influence the length of stay and reasons for visiting the five star hotels and the multiple regression analysis.

4.2. DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

This study sought views from 309 respondents with a wide range of demographic characteristics. These characteristics are summarised and presented in this section.

4.2.1 Respondents

Data in Table 4.1 presents the distribution of respondents according to hotel. The hotels were categorised as A-E explicitly for data analysis purposes.

Table 4.1: Distribution of Respondents According to 5 Star Hotels in Nairobi.

Hotel	H. Keepers		F&B Managers		Customers	
	Freq.	%	Freq.	%	Freq.	%
A	1	20	1	20	60	20.07
B	1	20	1	20	63	21.07
C	1	20	1	20	56	18.73
D	1	20	1	20	66	22.07
E	1	20	1	20	54	18.06
TOTAL	5	100	5	100	299	100

The hotels were categorised as A, B, C, D, E for purposes of data analysis.

The results show that most of the customer respondents (22.07%) were drawn from hotel D. Ten managers; two from each hotel were also given questionnaires.

Out of the 500 questionnaires that were sent to the respondent customers, only 299 were returned giving a response rate of 59.8%.

4.2.2 Socio-Demographic Characteristics of Customers

The social demographic characteristics included length of stay and the purpose of visit. On average 0.3% of the customers had spent one night, 19.1% had been in the hotel for two nights, 42.1% had spent three nights and those who had been in the hotel for more than three nights were 37.8%.

The purpose of the customers' visit in the hotels differed significantly with 22.1% being business; seminars were 34.4% and those on holiday were 43.5%.

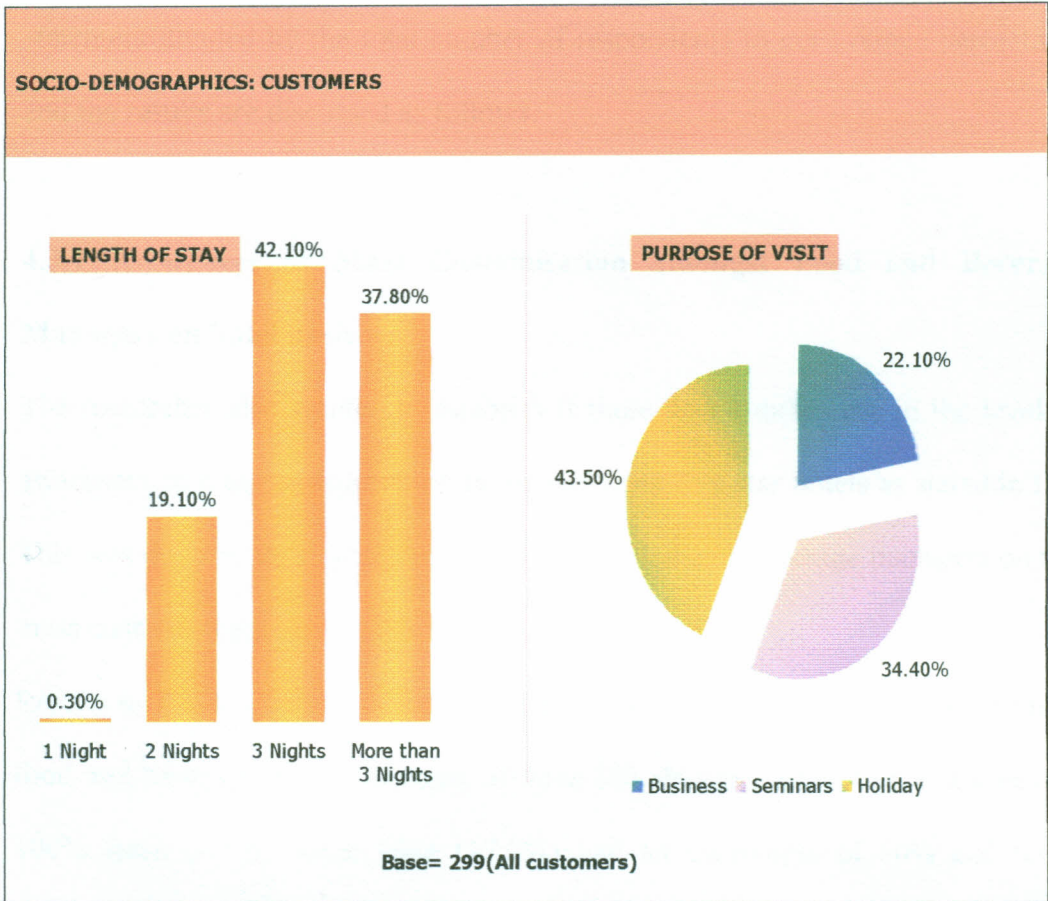


Figure 4.1: Demographic Characteristics of Customers

4.3: Awareness of Mass Customisation in 5 Star Hotels.

The researcher wanted to establish the level of awareness of mass customisation in five star hotels among food and beverage managers and housekeepers. The first step was to find out if the hotel staff respondents were aware of the mass customisation concept. This was done by providing true statements on aspects of mass customisation. The respondents were expected to tick the statements from a given list of true or false. The researcher got the total true responses for each

statement divided by the total number of respondents to get average percentages and the results are discussed as follows:

4.3.1 Awareness of Mass Customisation amongst Food and Beverage Managers on hotel basis.

The researcher also wanted to establish if there was a difference in the level of awareness of mass customisation in the surveyed five star hotels as stated in H1. This was done by comparing the responses of food and beverage managers on the mass customisation aspects from each of the five hotels.

Results in Table 4.2 show that of the twenty nine aspects of mass customisation in food and beverage listed, fourteen of them (48.3%) had a level of awareness of 100% from all the hotels, five (17.2%) had an awareness of 80% and three (10.3%) aspects had an awareness of 60%, four (13.8%) had an awareness of 40% whilst only one (3.4%) had a level of 20%. The remaining two aspects had a 0% level of awareness across the five hotels.

From the totals for each of the hotels, it can be seen that hotel D had the highest (93.1%) level of awareness amongst food and beverage managers in the five surveyed hotels with hotel A having the lowest (55.2%) level of awareness.

Table 4.2: Awareness of Mass Customisation in F&B on the Basis of the Hotel.

AWARENESS: F&B HOTEL BASIS

Customisation Aspects	A	B	C	D	E	Customisation Aspects	A	B	C	D	E
Food service efficiency	100%	100%	100%	100%	100%	Variety of menu	100%	100%	100%	100%	100%
Value for money	100%	100%	100%	100%	100%	Courtesy of staff	100%	100%	100%	100%	100%
Services as ordered	100%	100%	100%	100%	100%	Modernity of hotel	0%	0%	100%	100%	0%
Flexible opening hours	100%	100%	100%	100%	100%	Skilled staff	0%	100%	100%	100%	100%
Range of rest. Facilities	100%	100%	100%	100%	100%	Healthy eating options	0%	100%	0%	100%	0%
Late night f & b service	100%	100%	100%	100%	100%	Informal eating opportunities	0%	100%	100%	100%	100%
Personalised service	100%	100%	0%	100%	100%	Hospitality	0%	0%	100%	100%	0%
Promptness of service	100%	100%	100%	100%	100%	Use of customers name	0%	100%	0%	100%	0%
Anticipation of needs	100%	100%	100%	100%	100%	Manager available	0%	0%	100%	100%	100%
Adaptability/flexibility	100%	100%	100%	100%	100%	Customers feel at ease	0%	0%	100%	100%	100%
Recognise repeat guest	100%	100%	100%	100%	0%	Staff informed about hotel	0%	0%	0%	0%	0%
Good first impression	100%	100%	100%	100%	100%	Pride in professionalism	0%	0%	100%	100%	100%
Quality presentation of f and b	100%	100%	100%	100%	100%	Quality equip./linen etc	0%	0%	0%	0%	0%
Handling of complains	100%	100%	100%	100%	100%	Décor, ambience	0%	0%	0%	100%	0%
						Sensitive to guest need	0%	100%	100%	100%	100%
						Awareness level	55.2%	72.4%	79.3%	93.1%	72.4%

Base=5 F&B Managers from 5 hotels

4.3.2 Awareness of Mass Customisation amongst Housekeepers on hotel basis

The researcher also wanted to establish if there was a difference in the level of awareness of mass customisation in housekeeping in the surveyed five star hotels as stated in H1. This was done by comparing the responses of housekeepers against the mass customisation aspects from each of the five hotels.

Similarly, results in Table 4.3 on aspects of mass customisation in housekeeping show that out of the thirty nine aspects twelve (30.8%) had 100% awareness, five aspects had 80% and 60% levels of awareness, three of them had 40% awareness, eight (20.5%) had a level of 20% whilst six of the aspects had 0% awareness amongst the surveyed hotels.

The total responses from each hotel show that again hotel D has the highest (71.8%) level of awareness in housekeeping and hotel A has the lowest (48.7%) awareness level also implying that Hotel D is likely to have higher levels of customisation for its guests as they are more aware of what aspects make up mass customisation in both food and beverage and housekeeping sections.

4.3.2.1 Awareness and strategy

Customisation is a strategy that a business can use to satisfy customer needs and it is therefore, paramount that the hotel managers are fully aware of aspects that make up customisation to enable them respond to customer needs efficiently to enhance repeat business and hence business growth.

Table 4.3: Awareness of Mass Customisation in Housekeeping on Hotel Basis

AWARENESS: HOUSEKEEPING HOTEL BASIS											
Customisation Aspects	A	B	C	D	E	Customisation Aspects	A	B	C	D	E
Efficiency of front desk	100%	100%	100%	100%	100%	Internal décor	0%	0%	0%	100%	0%
Business services	100%	100%	100%	100%	100%	Modernity of hotel	0%	0%	0%	100%	0%
Work area in bedroom	100%	0%	100%	100%	0%	Skilled staff	0%	100%	100%	100%	100%
Contr. heating/lighting	100%	0%	100%	100%	100%	Courtesy transportation	0%	0%	0%	0%	0%
Fax/internet points	100%	100%	0%	100%	0%	In-room tea/coffee fac.	0%	0%	0%	100%	0%
Satellite TV in bedroom	100%	100%	100%	100%	100%	Comfort of beds	0%	0%	100%	100%	100%
Plug for PC	100%	100%	0%	100%	0%	Broom match/ surp exp	0%	0%	0%	0%	0%
Leisure facilities	100%	100%	100%	100%	100%	Ironing board	0%	100%	0%	0%	0%
Personalised services	100%	100%	100%	100%	100%	Attractive bedroom	0%	100%	100%	100%	100%
Promptness of service	100%	100%	100%	100%	100%	Willingness to assist	0%	100%	100%	100%	100%
Anticipation of needs	100%	100%	100%	100%	100%	Use customers name	0%	100%	0%	0%	0%
Recognise repeat guests	100%	0%	0%	100%	0%	Manager available	0%	0%	100%	100%	100%
Adaptability/flexibility	100%	100%	100%	100%	100%	Female staff	0%	0%	0%	0%	0%
Staff pride in prof	100%	0%	100%	100%	100%	Customers at ease	0%	0%	0%	0%	100%
Good first impressions	100%	100%	100%	100%	100%	Hospitality	0%	0%	100%	0%	100%
Hair dryer in bedroom	100%	100%	0%	0%	0%	Staff info about hotel	0%	0%	0%	0%	0%
Mini bar in bedroom	100%	100%	100%	100%	100%	Welcoming corridors	0%	0%	0%	100%	0%
Minor room amenities	100%	100%	100%	100%	100%	Standard of furniture	0%	0%	0%	100%	0%
Willing to neg room rate	100%	100%	100%	100%	100%	Spacious bedrooms	0%	0%	0%	0%	0%
						Level of awareness	48.7%	51.3%	53.8%	71.8%	53.8%

Base=5H/Keepers from 5 hotels

4.4: Customers' Attitude on the Utilisation of Mass Customisation

The researcher sought to establish customers' attitudes on the utilisation of mass customisation in specific areas of food and beverages and housekeeping. Different areas of mass customisation were listed as shown in Table 4.4 A likert scale of 4 (to a very large extent) to 1 (to a very limited extent) was used to assist the customers rate the utilisation of mass customisation in surveyed five star hotels.

From Table 4.4, 95.5% of the customers rated courtesy of staff to a very large extent, 3.3% to a large extent, 1% to a limited extent and none rated it to a very limited extent. On feeling of warm welcome, 97% rated it to a very large extent, 2% to a large extent and 1% to a limited extent. Staff recognising repeat guests was rated 67.6% to a very large extent, 25.4% to a large extent, 6% to a limited extent and 1% to a very limited extent. Friendliness of staff was rated by 95.3% to a very large extent, 3.3% to a large extent and 1.3% to a limited extent.

Availability of informal eating opportunities was rated 47.8% to a very large extent, 34.1% to a large extent, 16.1% to a limited extent and 2% to a very limited extent. Anticipation of guests needs by staff was rated by 84.6% to a very large extent, 14.4% to a large extent and only 1% to a limited extent.

The speed of service was rated by 83.3% to a very large extent, 11.7% to a large extent, 4.7% to a limited extent and 0.3% to a very limited extent. Clarity of explanations was rated by 50.2% to a very large extent, 38.5% to a large extent, 10.7% to a limited extent and a mere 0.7% to a very limited extent. The majority

(97%) of the customers rated efficiency of staff to a very large extent, 0.3% rated it to a large extent and 2.7% to a limited extent. Adaptability and flexibility of staff was rated by 64.2% to a very large extent, 34.4% to a large extent and 1.3% to a limited extent.

Over three fifths (65.2%) of the customers rated the modernity of the hotel to a very large extent, 31.1% to a large extent, 3.3% to a limited extent and only 0.3% to a very limited extent. The décor of the hotel was rated by 70.9% to a very large extent, 27.8% to a large extent and 1.3% to a limited extent. The availability of a range of restaurant facilities in the hotel was rated by 89.3% to a very large extent, 10.4% to a large extent whilst a mere 0.3% rated it to a limited extent. There was no customer that rated this factor to a very limited extent.

An overwhelming majority (98%) of the customers rated comfort to a very large extent and only 2% rated it to a large extent. Cleanliness was also rated to a very large extent by nearly all (99%) of the customers with only 1% rating it to a large extent. Availability of a work area in the bedroom was rated by 59.5% to a very large extent, 30.4% to a large extent, 6.7% to a limited extent and 3.3% to a very limited extent. Controllable lighting and heating was rated by 79.9% to a very large extent, 16.1% to a large extent, 0.7% to a limited extent and 3.3% to a very limited extent.

The availability of Fax and Internet points in the bedrooms was rated by 76.9% to a very large extent, 18.1% to a large extent, 1.7% to a limited extent and 3.3% to a very limited extent. About one third (34.8%) of the customers rated the availability of tea and coffee making facilities in the bedroom to a very large extent, 37.8% to a large extent, 22.4% to a limited extent and 5% to a very limited extent. Satellite television in the bedroom was rated by 42.5% to a very large extent, 46.2% to a large extent, 7.4% to a limited extent and 4% to a very limited extent.

On willingness to negotiate room rates, just over two fifths (43.1%) rated it to a very large extent, 34.8% to a large extent, 16.1% to a limited extent and 6% to a very limited extent. Availability of healthy eating options was rated by 64.2% to a very large extent, 25.8% to a large extent and 10% to a limited extent. The majority (92.3%) of the customers rated the menu variety to a very large extent, 7.4% to a large extent and a mere 0.3% to a limited extent. The quality of products and services was rated by nearly all (99.3%) of the customers to a very large extent and only 0.7% to a large extent. 97% of the customers rated value for money to a very large extent, 2.7% to a large extent and only 0.3% to a limited extent.

Table 4.4: Customers' Attitude on the Utilisation of Mass Customisation

Factor	To a very large extent		To a large extent		To a limited extent		To a very limited extent	
	n	%	n	%	n	%	n	%
Customer care								
Courtesy of staff	286	95.5	10	3.3	3	1	-	-
Feeling of warm welcome	290	97	6	2	3	1	-	-
Staff recognise repeat guests	202	67.6	76	25.4	18	6	3	1
Friendliness of staff	285	95.3	10	3.3	4	1.3	-	-
Informal eating opport	143	47.8	102	34.1	48	16.1	6	2
Anticipation of guest needs	253	84.6	43	14.4	3	1	-	-
Competence								
Speed of service	249	83.3	35	11.7	14	4.7	1	0.3
Clarity of explanations	150	50.2	115	38.5	32	10.7	2	0.7
Efficiency	290	97	1	0.3	8	2.7	-	-
Adaptability/flexibility of staff	192	64.2	103	34.4	4	1.3	-	-
Image								
Modernity of hotel	195	65.2	93	31.1	10	3.3	1	0.3
Décor/ambience and aesthetics	212	70.9	83	27.8	4	1.3	-	-
Range of restaurant fac.	267	89.3	31	10.4	1	0.3	-	-
Room service								
Comfort	293	98	6	2	-	-	-	-
Cleanliness	296	99	3	1	-	-	-	-
Work area in bedroom	178	59.5	91	30.4	20	6.7	10	3.3
Controllable heating and lighting	239	79.9	48	16.1	2	0.7	10	3.3
Fax/internet points in bedroom	230	76.9	54	18.1	5	1.7	10	3.3
Tea/coffee making facilities in room	104	34.8	113	37.8	67	22.4	15	5
Satellite TV in bedroom	127	42.5	138	46.2	22	7.4	12	4
Value								
Willing to neg. room rate	129	43.1	104	34.8	48	16.1	18	6
Healthy eating options	192	64.2	77	25.8	30	10	-	-
Variety of menu	276	92.3	22	7.4	1	0.3		
Quality of prod and serv	297	99.3	2	0.7	-	-	-	-
Value for price paid	290	97	8	2.7	1	0.3	-	-

The researcher also sought to find out whether the customers opinion on the use of mass customisation was influenced by the length of stay and reasons for visiting the hotel.

H2: There is no Positive Relationship between Customer Attitudes on the use of Mass Customisation and the Length of Stay at the Hotel.

Cross tabulations of the customer ratings of mass customisation aspects and length of stay at the hotel were done as shown in the following tables:

Table 4.5: A Cross Tabulation between speed of service and length of stay

Speed of Service	Length of Stay		Total
	Short stay	Long stay	
Limited extent	1 (1.8%)	14 (5.8%)	15 (5.1%)
Large extent	56 (98.2%)	226 (94.2%)	282 (94.9%)
Total	57 (100%)	240 (100%)	297 (100%)

NB: Short stay= 1-2 nights; Long stay= 3 nights or more
No response= 2; $\chi^2 = 1.598$; $df = 1$; Sig. = 0.206; C= 0.073

Table 4.8 shows that the majority of those who had long (94.2%) and short (98.2%) stays in the studied five star hotels indicated that the speed of service was an important factor. This finding implies that speed of service is a critical factor for all guests. The finding concurs with that cited in Hotel and Motel Management (2002), which indicated that the digital economy has created a new consumer who exhibits intolerance to delay and inconsistency.

Chi-square results show that there was no significant statistical association between the speed of service and length of stay. The Chi-square value $S=0.206$ is smaller than the tabulated value at 95% confidence level. Accordingly, we accept the null hypothesis that there is no significant relationship between the speed of service and the length of stay. The Contingency Coefficient value ($C = 0.073$) further shows that the relationship is not only insignificant but also very weak.

Table 4.6: A Cross Tabulation between décor of hotel and length of stay

Décor	LENGTH OF STAY		Total
	Short stay	Long stay	
Limited extent	0 (0.0%)	4 (1.7%)	4 (1.3%)
Large extent	57 (100%)	236 (98.3%)	293 (98.7%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2; $\chi^2 = 0.963$; $df = 1$; Sig. = 0.326; $C = 0.057$

Findings in Table 4.6 indicate that almost all (98.3%) of those who stayed for long and all those who had short stays (100%) reported that the décor of the hotel was an important aspect. This finding was expected, as five star hotels should have certain minimum décor standards as a requirement for classification. This probably can be explained by the fact that guests at a hotel would like to be in beautiful surroundings as it is relaxing.

Results of the analysis show that there was no significant statistical relationship between the guests' rating of the décor and the length of stay. The Chi-square significance value of 0.326 is less than the critical value at 95% level of

confidence. Further, the Contingency Coefficient value ($C= 0.057$) shows that the relationship between the two variables is very weak.

Table 4.7: A Cross Tabulation between work area in bedroom and length of stay

Work area in bedroom	Length of stay		Total
	Short stay	Long stay	
Limited extent	2 (3.5%)	27 (9.8%)	29 (9.8%)
Large extent	55 (96.5%)	212 (88.7%)	267 (90.2%)
Total	57 (100%)	239 (100%)	296 (100%)

No response = 3; $\chi^2 = 3.159$; $df = 1$; $Sig. = 0.076$; $C = 0.103$

From Table 4.7, it is evident that over four fifths of the long and short stay guests indicated that the work area in the bedroom was an important factor. This trend may be explained by the fact that guests may require space to place their laptops while accessing the Internet or completing assignments especially those on business and seminars.

The Chi-square results show that there was no significant statistical relationship between the presence of a work area in the bedroom and the length of stay. The Contingency Coefficient value ($C= 0.103$) further indicates that the strength of the relationship is very weak, implying that there are other factors that significantly influence length of stay.

Table 4.8: A Cross Tabulation between controllable lighting and length of stay

Controllable lighting	Length of stay		Total
	Short stay	Long stay	
Limited extent	0 (0.0%)	11 (4.6%)	11 (3.7%)
Large extent	57 (100%)	229 (95.4%)	286 (96.3%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2; $\chi^2 = 2.713$; df =1; Sig. = 0.100; C = 0.095

Controllable lighting was reported as a critical factor in the length of stay among most of those who had long (95.4%) and Short (100%) stays in the surveyed five star hotels. The finding on controllable lighting, as shown in Table 4.8, concurs with the views of Gilmore and Pine (1997), who assert that such lighting enhances the guest experience as it can be adjusted to suit the nature of activity in the room.

Chi-square analysis depicts that there was no significant relationship between the two variables. The Contingency Coefficient value of 0.095 indicates very weak relationships, implying that other factors exist that are strongly related to length of stay.

Table 4.9: A Cross Tabulation between fax/internet points and length of stay

Fax/internet points in bedroom	Length of stay		Total
	Short stay	Long stay	
Limited extent	0 (0.0%)	14 (5.8%)	14 (5.8%)
Large extent	57 (100%)	226 (94.2%)	283 (95.3%)
Total	57 (100%)	240 (100%)	297 (100%)

No response = 2; $\chi^2 = 3.489$; df = 1; Sig. = 0.062; C = 0.19

Fax and Internet points in the bedrooms were also reported to be important factors by most of the guests who had long (94.2%) and short (100%) stays in five star hotels as captured in Table 4.9. This finding confirms the fact that customers are more exposed and more sophisticated as expressed by (Pine, 1993; Moss, Warnaby, and Thame; 1994 and Boedeker, 1995). In fact, current technological advancements call for ICT services in rooms to attract guests who are on seminars or business. Technology is also used to enhance customer service (Kasavana and Knutson, 2000).

The results of the Chi-square test between fax/Internet and length of stay were statistically insignificant, an indication that the two variables are independent. The Contingency Coefficient ($C=0.19$) shows that the relationship is also weak.

Table 4.10: A Cross Tabulation between tea/coffee making facilities and length of stay

Tea/coffee making facilities	Length of stay		Total
	Short stay	Long stay	
Limited extent	16 (28.1%)	68 (28.3%)	84 (28.3%)
Large extent	41 (71.9%)	172 (71.7%)	213 (71.7%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2; $\chi^2 = 0.002$; $df = 1$; Sig. = 0.968; $C = 0.002$

Tea/coffee making facilities were reported to be important by almost similar number of those who had long (71.7%) and short (71.9%) stays at the hotels. The trend that emerges in Table 4.10 could be explained by the fact that guests would prefer a relaxed environment that approximates their homes. The presence of

tea/coffee making facilities, therefore, reinforces this notion, making guests feel comfortable staying in such hotels. Further, the availability of tea/coffee making facilities allows greater freedom and flexibility among guests to satisfy their beverage requirements without having to leave the room or ask for room service, which is normally provided at an extra cost. Furthermore, Medina et al. (2003) found the additional services on offer such as coffee facilities in the bedroom was one of the factors that are most closely monitored by tour operators when sourcing for guest accommodation in a hotel.

The Chi-square test shows that there is no significant statistical association between the availability of tea/coffee making facilities and the length of stay at the hotel, indicating that the two variables are independent. The Contingency Coefficient ($C=0.002$) shows that the association between the two variables is very weak.

Table 4.11: A Cross Tabulation between satellite TV and length of stay

Satellite TV in bedroom	Length of stay		Total
	Short stay	Long stay	
Limited extent	6 (10.5%)	29 (12.1%)	35 (11.8%)
Large extent	51 (89.5%)	211 (87.9%)	262 (88.2%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2; $\chi^2 = 0.11$; df = 1; Sig.= 0.743; C= 0.019

Findings in Table 4.11 show that majority (87.9%) of the long stay guests indicated that having satellite TV in the bedroom affected their stay in the hotel to

a large extent, while those who indicated that Satellite TV in the bedroom affected their length of stay in the hotel to a limited extent and had short stay were only 10.5%. This finding confirms those of Stutts et al., (2000), who reported that, guests may want to keep in touch with global events and have some form of entertainment in the bedroom. In such situations, the availability of Satellite TV would fulfil this need.

Analysis based on the Chi-square test reveals that there was no significant relationship between the two variables. The Contingency Coefficient value ($C=0.019$) shows that the relationship between availability of satellite television and length of stay is also weak, suggesting that other factors exist that have a strong association with length of stay.

Table 4.12: A Cross Tabulation between adaptability of staff and length of stay

Adaptability/flexibility of staff	Length of stay		Total
	Short stay	Long stay	
Limited extent		4 (1.7%)	4 (1.3%)
Large extent	57 (100%)	236 (98.3%)	293 (98.7%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2; $\chi^2 = 0.963$; $df = 1$; $Sig. = 0.326$; $C = 0.057$

Results in Table 4.12 show that almost all (98.3%) of the long stay guests indicated that the adaptability/flexibility of staff affected their stay at the hotel to a large extent, whilst those who indicated that it affected their stay in the hotel to a limited extent were merely 1.7%. This finding is in line with those of

McCutcheon et al (1994) and those of Upton, (1994) who assert that guests would like the hotel to be flexible enough to meet their individual requirements and that the core of a successful company is in mass customisation. The latter is a new paradigm based on creating variety and customisation through flexibility and responsiveness.

Despite these findings, Chi-square test reveals that there was no significant statistical relationship between the two variables. The Contingency Coefficient value ($C = 0.057$) shows that the relationship is also very weak.

Table 4.13: A Cross Tabulation between range of restaurants and length of stay

Range of restaurants	Length of stay		Total
	Short stay	Long stay	
Limited extent		2 (0.8%)	2 (0.7%)
Large extent	57 (100%)	238 (99.2%)	295 (99.3%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2; $\chi^2 = 0.478$; $df = 1$; $Sig. = 0.489$; $C = 0.04$

Findings of the study in Table 4.13 show that almost all (99.2%) of the long stay guests indicated that the range of the restaurants available affected their stay at the hotel to a large extent, while those who indicated that it affected their stay to a limited extent were only 0.8%. This may probably be explained by the fact that guests would prefer to have a variety of eating outlets to avoid monotony and meet their different cuisine requirements. In fact, this finding is in line with that of

Jones (2002) who suggests that just as people do not see the same film every week, people are stimulated by trying new foods or drinks in different restaurants.

Chi-square tests revealed that there was no significant relationship between the two variables. The Chi-square significance value ($S= 0.489$) shows that the studied variables were independent. The Contingency Coefficient value ($C= 0.04$) shows that the relationship is also very weak.

Table 4.14: A Cross Tabulation between healthy eating options and length of stay

Healthy eating options	Length of stay		Total
	Short stay	Long stay	
Limited extent	5 (8.8%)	26 (10.8%)	31 (10.4%)
Large extent	52 (91.2%)	214 (89.2%)	266 (89.6%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2; $\chi^2 = 0.209$; $df = 1$; $Sig. = 0.647$; $C = 0.027$

Table 4.14 shows almost (90.0%) of the long stay guests indicated that having healthy eating options on the menu was important for their stay in the hotel, whilst those who reported that healthy options on the menu was important for their length of stay to a limited extent and had short stays were only 8.8%. This may mean that most people are becoming more health conscious and are interested in eating healthy foods for their well-being. The study result further grounds Laura's (2007) finding that any hotel that can maintain a high level of consistency in providing a healthy diet will be a front runner in the hospitality marketing.

In spite of this finding, analysis with the Chi-square test revealed that there was no significant relationship between the two variables. The Chi-square significance value ($S= 0.647$) is far below the study's 95% level of confidence. The Contingency Coefficient value ($C= 0.027$) shows that the relationship is also very weak.

Table 4.15: A Cross Tabulation between clarity of explanations and length of stay

Clarity of explanations	Length of stay		Total
	Short stay	Long stay	
Limited extent	5 (8.8%)	29 (12.1%)	34 (11.4%)
Large extent	52 (91.2%)	211 (87.9%)	263 (88.6%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2; $\chi^2 = 0.496$; $df = 1$; $Sig. = 0.480$; $C = 0.041$

From Table 4.15, it emerges that over three quarters (87.9%) of those who stayed at the hotel for long rated clarity of explanations by staff as an important factor. Similarly, over three quarters (91.2%) of the short stay guests also rated clarity of explanations as affecting their stay to a large extent. Customers like to be kept informed during the service process. This gives an increased sense of confidence as expressed by Parasuraman et al (1988). In addition, employees who behave in an assuring manner also increase customers' feelings of security (Johnston, 1995).

Chi-square test shows that there was no significant association between the two variables. The Chi-square significance value ($S=0.480$) indicates independence of

the two variables. The Contingency Coefficient value ($C=0.041$) shows that the relationship between the variables is also very weak.

Table 4.16: A Cross Tabulation between courtesy of staff and length of stay

Courtesy of staff	Length of stay		Total
	Short stay	Long stay	
Limited extent	0 (0%)	3 (1.3%)	3 (1%)
Large extent	57 (100%)	237 (98.8%)	294 (99%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2; $\chi^2 = 0.720$; $df = 1$; Sig.= 0.396; $C = 0.049$

Table 4.16 shows that the majority (98.8%) of those who had long and short (1.3%) stays at the hotel rated the courtesy by staff as an important factor. This staff attribute makes the customer to feel at ease and welcomed to the hotel. This finding is in line with that of Ramaseshan et al., (2000) who assert that, the ability of employees to empathise with customers has been associated with greater perception of service quality.

The results from the Chi-square test ($S=0.396$) show no significant statistical association between the two variables at the study's level of confidence (95%). The Contingency Coefficient ($C=0.049$) shows that the relationship is also very weak.

Table 4.17: A Cross Tabulation between efficiency of staff and length of stay

Efficiency of staff	Length of stay		Total
	Short stay	Long stay	
Limited extent	0 (0.0%)	8 (3.3%)	8 (2.7%)
Large extent	57 (100%)	232 (96.7%)	289 (97.3%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2; $\chi^2 = 1.953$; df = 1; Sig. = 0.162; C = 0.081

Results in Table 4.17 show that almost all (96.7%) of the long stay guests rated the efficiency of staff as an important factor, but only a mere 3.3% of the guests rated efficiency to have affected their stay to a limited extent. Inefficiency is a proxy measure of poor service delivery. When staff is dependable and accurate in dealing with customers and delivering services as effectively as possible, customers' perception of quality is enhanced (Rentz et al 1996). Similarly, it is vital that businesses strive to 'get it right' the first time or risk losing customers to competitors.

Despite these findings, Chi-square test reveals that there was no significant statistical relationship between the two variables. The Contingency Coefficient value (C = 0.081) shows that the relationship is also very weak.

Table 4.18: A Cross Tabulation between feeling welcome and length of stay

Feeling welcome	Length of stay		Total
	Short stay	Long stay	
Limited extent		3 (1.3%)	3 (1%)
Large extent	57 (100%)	237 (98.8%)	294 (99%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2; $\chi^2 = 0.720$; df = 1; Sig. = 0.396; C = 0.049

Findings of the study in Table 4.18 show that over three quarters (98.8%) of those who stayed at the hotel for long rated feeling welcome at the hotel as an important factor, whilst those who reported that feeling welcome was important for their stay to a limited extent were only (1.3%). Customers expect to be treated well by staff and inappropriate treatment can result in customer dissatisfaction (Tetreault et al. 1990).

Analysis based on the Chi-square test show that there was no significant relationship between the two variables. The Contingency Coefficient ($C=0.049$), shows that the relationship is also very weak, suggesting that other factors exist that are strongly association with the length of stay.

Table 4.19: A Cross Tabulation between modernity of hotel and length of stay

Modernity of hotel	Length of stay		Total
	Short stay	Long stay	
Limited extent	1 (1.8%)	9 (3.8%)	10 (3.4%)
Large extent	56 (98.2%)	230 (96.2%)	286 (96.6%)
Total	57 (100%)	239 (100%)	296 (100%)

No response= 3; $\chi^2 = 0.570$; $df = 1$; Sig. = 0.450; $C = 0.044$

From Table 4.19, results show that an overwhelming majority (96.2%) of the long stay guests indicated that the modernity of the hotel affected their stay in the hotel to a large extent, while those who had short stays and indicated that modernity affected their length of stay in the hotel to a limited extent were only (1.8%). This finding was expected in this study, as five star hotels should have a specified

minimum requirement of facilities for classification. Most customers are also well exposed and they therefore expect the general hotel atmosphere, the fittings and fixtures to be in tandem with or better than what they have seen in other five star hotels. Modernity of the hotel is one of the key drivers of customer satisfaction (Nielsen, 2007).

The results of the Chi-square test revealed that there was no significant relationship between the two variables. The Contingency Coefficient value ($C=0.044$) shows that the association between the variables is also weak.

Table 4.20: A Cross Tabulation between willingness to negotiate room rate and length of stay

Willingness to negotiate room rate	Length of stay		Total
	Short stay	Long stay	
Limited extent	10 (17.5%)	53 (22.1%)	63 (21.2%)
Large extent	47 (82.5%)	187 (77.9%)	234 (78.8%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2; $\chi^2 = 0.568$; $df = 1$; $Sig. = 0.451$; $C = 0.044$

Willingness to negotiate room rates was reported to be important by almost a similar number of those who had long (77.9%) and short (82.5%) stays at the hotels. The trend that emerges in Table 4.20 could be explained by the fact that guests would like to make a saving on the money paid for accommodation, and, that would even make them stay for longer periods at the hotel. Baum and

Haveman (1997) indicate that in the hotel industry, travellers decide to book a tourist accommodation based on its price.

Chi-square analysis depicts that there was no significant relationship between the two variables. The Contingency Coefficient value of 0.044 indicates very weak relationships, implying that other factors exist that are strongly related to length of stay.

Table 4.21: A Cross Tabulation between recognise repeat guests and length of stay

Recognise repeat guests	Length of stay		Total
	Short stay	Long stay	
Limited extent	3 (5.3%)	18 (7.5%)	21 (7.1%)
Large extent	54 (94.7%)	222 (92.5%)	276 (92.9%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2; $\chi^2 = 0.351$; $df = 1$; Sig. = 0.554; C= 0.034

Staff recognising repeat guests was reported as a critical factor in the length of stay amongst an overwhelming majority of those who had long (92.5%) and short (94.7%) stays in the surveyed five star hotels. The findings on staff recognising repeat guests, as shown in Table 4.21, concurs with the views of Adcock et al (1998), who assert that customers expect their hotel to listen, recognise and reward them for providing the hotel with business

Chi-square test results revealed that there was no significant relationship between the two variables. The Chi-square significance value (S= 0.554) was far much

below the study's significance level of 95%. The Contingency Coefficient value ($C=0.034$) also shows that the relationship is very weak.

Table 4.22: A Cross Tabulation between friendliness of staff and length of stay

Friendliness of staff	Length of stay		Total
	Short stay	Long stay	
Limited extent	0 (0.0%)	2 (0.8%)	2 (0.7%)
Large extent	57 (100%)	238 (99.2%)	295 (99.3%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2, $\chi^2 = 0.478$, $df = 1$, $Sig. = 0.489$, $C = 0.040$

The findings of the study in Table 4.22 show that almost all (99.2%) of the long stay guests indicated that the friendliness by staff was an important factor for their stay at the hotel, while those who indicated that it affected their stay to a limited extent were only (0.8%). This may probably be explained by the fact that customers expect to be treated well by staff and inappropriate treatment can result in customer dissatisfaction and in turn the hotel might loose them to their competitors.

The results from the Chi-square test show that there was no significant statistical relationship between friendliness of staff and length of stay at the hotel. The Chi-square significance value ($S=0.489$) is below the test value of 95% level of significance. The Contingency Coefficient value ($C=0.040$) shows that the relationship between the variables is also very weak.

Table 4.23: A Cross Tabulation between informal eating opportunities and length of stay

Informal eating opportunities	Length of stay		Total
	Short stay	Long stay	
Limited extent	11 (19.3%)	44 (18.3%)	55 (18.5%)
Large extent	46 (80.7%)	196 (81.7%)	242 (81.5%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 3, $\chi^2 = 0.026$, $df = 1$, Sig.= 0.866, C= 0.010

Informal eating opportunities were reported to be important by almost a similar number of those who had long (80.7%) and short (81.7%) stays at the hotels. The trend in Table 4.23 may be explained by the fact that current trends in feeding patterns show a growing demand for snack meals rather than the traditional three or four-course meals (Jones, 2002), and the availability of snack bars and coffee shops within the hotel presents this opportunity to the guests.

The results from the Chi-square test show that there was no significant statistical association between the two variables an indication that the two variables are independent. The Chi-square significance value (S=0.866) is below the critical level of the study set at 95% level of confidence. The Contingency Coefficient value (C=0.010) also shows that the relationship between the two variables is very weak.

Table 4.24: A Cross Tabulation between menu variety and length of stay

Menu variety	Length of stay		Total
	Short stay	Long stay	
Limited extent	1 (1.8%)	0 (0.0%)	1 (0.3%)
Large extent	56 (98.2%)	240 (100%)	296 (99.7%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2, $\chi^2 = 4.225$, $df = 1$, Sig.= 0.040, C= 0.118

Results in Table 4.24 show that all (100%) of the long stay guests indicated that the menu variety affected their stay at the hotel to a large extent, while those who indicated that it affected their stay in the hotel to a limited extent were only (1.8%). If people decide to eat out, then it follows that they have decided on this course of action in preference to some other. In this respect, the food service operator is competing with alternative experiences that might attract consumers 'hard earned disposable income', and so the menu must have enough variety to attract the hotel guests.

This further reinforces the finding of Jones (2002), which suggests that, just as people do not see the same film every week, people are stimulated by trying new foods, or drinks in different restaurants.

Despite these finding, Chi-square test reveals that there was no significant statistical relationship between the two variables. The Contingency Coefficient value ($C=0.118$) shows that the relationship is also very weak.

Table 4.25: A Cross Tabulation between anticipation of needs and length of stay

Anticipation of needs	Length of stay		Total
	Short stay	Long stay	
Limited extent		2 (0.8%)	2 (0.7%)
Large extent	57 (100%)	238 (99.2%)	295 (99.3%)
Total	57 (100%)	240 (100%)	297 (100%)

No response= 2, $\chi^2 = 0.478$, $df = 1$, $Sig. = 0.489$, $C = 0.040$

Table 4.25 shows that almost all (99.2%) of the long stay guests indicated that the anticipation of guest needs by staff as an important factor, while only (0.8%) of the short stay guests rated it to a limited extent. Guests expect the hotel staff to anticipate their needs so that they do not repeat themselves. This finding lends considerable support to the concept of transparent customisation by Gilmore and Pine (1997).

Chi-square analysis depicts that there was no significant relationship between anticipation of needs and length of stay at the hotel. The Chi-square significance value ($S=0.489$) is far below the critical level of 95% level of confidence. The Contingency Coefficient value ($C=0.040$) shows that the relationship between the variables is also very weak.

Table 4.26 provides a summary of all the variables that were subjected to Chi-square tests to see how they influenced the length of stay at the five star hotels to facilitate easy reading and comprehension of the findings.

Table 4.26: Factors Influencing Length of Stay in Five Star Hotels

FACTORS INFLUENCING LENGTH OF STAY				
	Variables	Chi-square(χ^2)	Degrees of Freedom(df)	P-value
Customer Care	Courtesy of staff	0.72	1	0.396
	Feeling welcome	0.72	1	0.396
	Staff rec.repeat guests	0.351	1	0.554
	Friendliness of staff	0.478	1	0.489
	Informal eating opport.	0.026	1	0.866
	Anticipation of needs	0.478	1	0.489
Competence	Speed of service	1.598	1	0.206
	Clarity of explanations	0.496	1	0.48
	Efficiency	1.953	1	0.162
	Adaptability	0.963	1	0.326
Image	Modernity of hotel	0.57	1	0.45
	Décor and aesthetics	0.963	1	0.326
	Range of restaurant fac	0.478	1	0.489
Room Service	Work area in bedroom	3.159	1	0.076
	Controllable lighting	2.713	1	0.1
	Fax/Internet points	3.489	1	0.062
	Tea/Coffee facilities	0.002	1	0.968
	Satellite Television	0.11	1	0.743
	Willing to neg.roomrate	0.568	1	0.451
Value	Healthy eating options	0.209	1	0.647
	Menu variety	4.225	1	0.04

H3: There is no Positive Relationship between Customer Attitudes on the use of Mass Customisation and the Reasons for Visiting the Hotel.

Cross tabulations of the customer ratings of mass customisation aspects and the reasons for visiting the hotel were done as shown in the following tables:

Table 4.27: A Cross Tabulation between reason for visit and speed of service

Reason for visiting hotel	Speed of service		Total
	Limited extent	Large extent	
Business	3 (4.4%)	65 (95.6%)	68 (100%)
Seminar	4 (4%)	97 (96%)	101 (100%)
Holiday	8 (6.2%)	122 (93.8%)	130 (100%)
Total	15 (5%)	284 (95%)	299 (100%)

$$\chi^2 = 0.642, df = 2, Sig. = 0.726, C = 0.046$$

Table 4.27 shows that over 90% of those who were on business, seminars and holiday rated speed of service as an important factor. This therefore implies that speed of service is a critical factor for all guests at a hotel irrespective of their reason for visiting the hotel. This finding supports a study cited in Hotel and Motel Management (2002), which indicated that customers exhibit intolerance to delays.

Results of cross tabulation show that there was no significant statistical association between the speed of service and the reasons for visiting the hotel. The Chi-square significance value ($S=0.726$) is smaller than the tabulated value at 95% confidence level. Accordingly, we accept the null hypothesis that there is no significant relationship between the speed of service and the reasons for visiting

the hotel. The Contingency Coefficient value ($C = 0.046$) further shows a very weak relationship between the two variables.

Table 4.28: A Cross Tabulation between reason for visit and clarity of explanations

Reason for visiting hotel	Clarity of explanations		Total
	Limited extent	Large extent	
Business	6 (8.8%)	62 (91.2%)	68 (100%)
Seminar	14 (13.8%)	87 (86.1%)	101 (100%)
Holiday	14 (10.8%)	116 (89.2%)	130 (100%)
Total	34 (11.4)	265 (88.6%)	299 (100%)

$$\chi^2 = 1.106, df = 2, Sig. = 0.575, C = 0.061$$

From Table 4.28, it emerges that, over three quarters of those on business, seminars and holiday rated clarity of explanations as an important factor. Customers like to be kept informed during the service process. This gives an increased sense of confidence as expressed by Parasuraman et al, (1988). Similarly, employees who behave in an assuring manner also increase customers' feelings of security (Johnston, 1995).

The Chi-square results show that there was no significant statistical association between the clarity of explanations and the reasons for visiting the hotel. The Contingency Coefficient value ($C = 0.061$), further shows a very weak relationship between the two variables.

Table 4.29: A Cross Tabulation between reason for visit and courtesy of staff

Reason for visiting hotel	Courtesy of staff		Total
	Limited extent	Large extent	
Business	1 (1.5%)	67 (98.5%)	68 (100%)
Seminar	1 (1%)	100 (99%)	101 (100%)
Holiday	1 (0.8%)	129 (99.2%)	130 (100%)
Total	3 (1%)	296 (99%)	299 (100%)

$$\chi^2 = 0.221, df = 2, Sig. = 0.895, C = 0.027$$

Results in Table 4.29 show that almost all (99%) of those who were on business; seminars and holiday indicated that the courtesy of staff was an important factor. According to Carvana et al., (2000), the ability of employees to empathise with customers is a proxy measure of quality of service. In fact, when employees are attentive, courteous, cooperative and keen to listen, guest satisfaction is enhanced.

The results of the Chi-square test show there was no significant statistical association between the two variables. The Chi-square significance value ($S=0.895$) is smaller than the tabulated value at 95%. The Contingency Coefficient value ($C = 0.027$), further shows a very weak relationship between the independent and dependent variables.

Table 4.30: A Cross Tabulation between reason for visit and efficiency of staff

Reason for visiting hotel	Efficiency of staff		Total
	Limited extent	Large extent	
Business	2 (2.9%)	66 (97.1%)	68 (100%)
Seminar	2 (2%)	99 (98%)	101 (100%)
Holiday	4 (3.1%)	126 (96.9%)	130 (100%)
Total	8 (2.7%)	291 (97.3%)	299 (100%)

$$\chi^2 = 0.286, df = 2, Sig. = 0.867, C = 0.031$$

From Table 4.30, it emerges that over three quarters of those who were on business (97.1%), seminars (98.0%) and holiday (96.9%) rated efficiency of staff as a critical factor. Businesses must strive to 'get it right' the first time or risk losing customers to competitors. Dabholkar et al., (1996) assert that when staff are dependable and accurate in dealing with customers and delivering services as effectively as possible, customers' perception of quality is enhanced.

Despite these findings, Chi-square test reveals that there was no significant statistical relationship between the independent and dependent variables. The Contingency Coefficient value ($C = 0.031$) shows a very weak correlation between the two variables.

Table 4.31: A Cross Tabulation between reason for visit and feeling welcome

Reason for visiting hotel	Feeling welcome		Total
	Limited extent	Large extent	
Business	1 (1.5%)	67 (98.5%)	68 (100%)
Seminar		101 (100%)	101 (100%)
Holiday	2 (1.5%)	128 (98.5%)	130 (100%)
Total	3 (1%)	296 (99%)	299 (100%)

$$\chi^2 = 1.548, df = 2, Sig. = 0.461, C = 0.072$$

Findings of the study in Table 4.31 show that those who were on business (98.5%), seminars (100.0%) and holiday (98.5%) rated feeling welcome at the hotel as an important factor. This finding concurs with the views of Bitner et al., (1990), who assert that customers expect to be treated well by staff and inappropriate treatment can result in customer dissatisfaction.

Analysis based on the Chi-square test show that there was no significant relationship between the two variables. The Contingency Coefficient value ($C=0.072$) shows that the relationship is also very weak. This finding suggest that other factors exist that have a strong bearing on the reasons for visiting the hotel.

Table 4.32: A Cross Tabulation between reason for visit and modernity of hotel

Reason for visiting hotel	Modernity of hotel		Total
	Limited extent	Large extent	
Business	4 (5.9%)	64 (94.1%)	68 (100%)
Seminar	4 (4%)	97 (96%)	101 (100%)
Holiday	2 (1.6%)	127 (98.4%)	129 (100%)
Total	10 (3.4%)	288 (96.6%)	298 (100%)

No response=1, $\chi^2 = 2.749$, $df = 2$, $Sig. = 0.253$, $C = 0.096$

From Table 4.32, results show that over three quarters of those who were on business, seminars and holiday rated modernity of the hotel as affecting their reason for visit to a large extent. Five star hotels have specified minimum requirements of facilities as a prerequisite for classification. Most customers are also well travelled and exposed, they therefore expect the general hotel atmosphere, the fittings and fixtures to be in tandem with or better than what they have seen in five star hotels elsewhere.

The results of the Chi-square test revealed that there was no significant statistical relationship between the two variables. The Contingency Coefficient ($C = 0.096$) shows that the association between the variables is also very weak.

Table 4.33: A Cross Tabulation between reason for visit and willingness to negotiate room rate

Reason for visiting hotel	Willing to negotiate room rate		Total
	Limited extent	Large extent	
Business	16 (23.5%)	52 (76.5%)	68 (100%)
Seminar	25 (24.8%)	76 (75.2%)	101 (100%)
Holiday	22 (16.9%)	108 (83.1%)	130 (100%)
Total	63 (21.1%)	236 (78.9%)	299 (100%)

$$\chi^2 = 2.415, df = 2, Sig. = 0.299, C = 0.090$$

Willingness to negotiate room rates was reported to be an important factor by over three quarters of the guests who were on business, seminar and holiday. The trend that emerges in Table 4.33 could be explained by the fact that guests would like to make a saving on the money paid for accommodation that would even make them stay for longer periods at the hotel. Organisations that plan for the seminars would also benefit from lower room rates to keep their costs down and within their budgets.

Chi-square analysis shows that there was no significant statistical relationship between willingness to negotiate room rates and the reasons for visiting the hotel. The Contingency Coefficient value of 0.090 indicates very weak relationships. This finding implies that other factors exist that are strongly related to the reasons for visiting five star hotels.

Table 4.34: A Cross Tabulation between reason for visit and staff recognise repeat guests

Reason for visiting hotel	Staff recognise repeat guests		Total
	Limited extent	Large extent	
Business	7 (10.3%)	61 (89.7%)	68 (100%)
Seminar	7 (6.9%)	94 (93.1%)	101 (100%)
Holiday	7 (5.4%)	123 (94.6%)	130 (100%)
Total	21 (7%)	278 (93%)	299 (100%)

$$\chi^2 = 1.650, df = 2, Sig. = 0.438, C = 0.074$$

Findings of the study in Table 4.34 reveal that over two thirds of those who were on business, seminar and holiday rated staff recognising repeat guests as a critical factor. Guest recognition is important because it makes them feel appreciated. In fact, if staff can recognise repeat guests it may add value to the service they render and enhance the likelihood that they would remember their preferences. Additionally, such recognition can help staff anticipate the needs of such guests boosting service delivery (Adcock et al, 1998).

Chi-square test results revealed that there was no significant relationship between the two variables. The Chi-square significance value ($S = 0.438$) is also low compared to the study's critical value of 95%. The Contingency Coefficient ($C = 0.074$) also shows that the relationship is very weak.

Table 4.35: A Cross Tabulation between reason for visit and friendliness of staff

Reason for visiting hotel	Friendliness of staff		Total
	Limited extent	Large extent	
Business	1 (1.5%)	67 (98.5%)	68 (100%)
Seminar	1 (1%)	100 (99%)	101 (100%)
Holiday	0 (0.0%)	130 (100%)	130 (100%)
Total	2 (0.7%)	297 (99.3%)	299 (100%)

$$\chi^2 = 1.690, df = 2, Sig. = 0.430, C = 0.075$$

The findings of the study in Table 4.35 show that all (100%) of those who were on holiday and a similar number (99%) of those on business and seminar indicated that staff friendliness was an important factor for their stay at the hotel. This may be explained by the fact that due to competition, customers have many places to look for and book hotels. Thus, to remain relevant, hotel staff should be friendly to attract and retain customers from competitors.

The results from the Chi-square test show that there was no significant statistical association between staff friendliness and the reasons for visiting the hotel. Indeed, the Chi-square significance value $S=0.430$ is smaller than the tabulated value of 95% level of significance. The Contingency Coefficient value ($C = 0.075$), also shows that the relationship is very weak.

Table 4.36: A Cross Tabulation between reason for visit and décor of hotel

Reason for visiting hotel	Décor of hotel		Total
	Limited extent	Large extent	
Business	1 (1.5%)	67 (98.5%)	68 (100%)
Seminar	2 (2%)	99 (98%)	101 (100%)
Holiday	1 (0.8%)	129 (99.2%)	130 (100%)
Total	4 (1.3%)	295 (98.7%)	299 (100%)

$$\chi^2 = 0.643, df = 2, Sig. = 0.725, C = 0.046$$

From Table 4.36, it emerges that over 97% of those who were on business, seminars and holiday rated décor of the hotel as an important aspect. As expected, five star hotels should have certain minimum décor standards as a requirement for classification. Beautiful surroundings are also appealing and relaxing and would

give a sense of comfort to the guest in the hotel, partly explaining their reasons for visit.

Results of the Chi-square analysis show that there was no significant statistical relationship between the guests' rating of the décor and the reasons for visiting the hotel. The Chi-square significance value of 0.725 is less than the critical value at 95% level of confidence. Further, the Contingency Coefficient value ($C=0.046$) shows that the relationship between the two variables is very weak.

Table 4.37: A Cross Tabulation between reason for visit and work area in bedroom

Reason for visiting hotel	Work area in bedroom		Total
	Limited extent	Large extent	
Business	3 (4.4%)	65 (95.6%)	68 (100%)
Seminar	3 (3%)	98 (97%)	101 (100%)
Holiday	23 (17.8%)	106 (82.2%)	129 (100%)
Total	29 (9.7%)	269 (90.3%)	299 (100%)

$$\chi^2 = 17.077, df = 2, Sig. = 0.000, C = 0.233$$

From Table 4.37, it is evident that over four fifths of the business, seminar and holiday guests indicated that the work area in the bedroom was an important factor. This trend may be explained by the fact that guests may require space to place their laptops while accessing the Internet or completing assignments especially those on business and seminars

The Chi-square results show that there was no significant statistical relationship between the two variables. The Contingency Coefficient value ($C = 0.233$) further indicates that the strength of the relationship is very weak. Thus, the relationship between the two variables is not only insignificant but also very weak. The implication drawn from the studies findings are that other factors exist that are significantly and strongly related to the reasons for visit.

Table 4.38: A Cross Tabulation between reason for visit and controllable lighting

Reason for visiting hotel	Controllable lighting		Total
	Limited extent	Large extent	
Business	2 (2.9%)	66 (97.1%)	68 (100%)
Seminar	3 (3%)	98 (97%)	101 (100%)
Holiday	6 (4.6%)	124 (95.4%)	130 (100%)
Total	11 (3.7%)	288 (96.3%)	299 (100%)

$$\chi^2 = 0.569, df = 2, Sig. = 0.752, C = 0.044$$

Controllable lighting was reported as a critical factor in the reason for visit among most of those who were on business (97.1%), seminar (97%) and holiday (95.4%) in the surveyed five star hotels. The finding on controllable lighting, as shown in Table 4.38, is in line with the views of Gilmore and Pine (1997), who assert that such lighting enhances the guest experience as it can be adjusted to suit the nature of activity in the room.

Chi-square analysis depicts that there was no significant relationship between the two variables. The Contingency Coefficient value of 0.044 indicates very weak

relationships, implying that other factors exist that are strongly related to reasons for visit.

Table 4.39: A Cross Tabulation between reason for visit and fax/internet in bedroom

Reason for visiting hotel	Fax/internet in bedroom		Total
	Limited extent	Large extent	
Business	3 (4.4%)	65 (95.6%)	68 (100%)
Seminar	3 (3%)	98 (97%)	101 (100%)
Holiday	8 (6.2%)	122 (93.8%)	130 (100%)
Total	14 (4.7%)	285 (95.3%)	299 (100%)

$$\chi^2 = 1.305, df = 2, Sig. = 0.521, C = 0.066$$

Fax and Internet points in the bedrooms were also reported to be important factors by most of the guests who were on business (95.6%), seminar (97%) and holiday (93.8%) in the five star hotels as shown in Table 4.39. This finding confirms the fact that customers are more exposed and more sophisticated as expressed by Pine (1993), Moss, Warnaby, and Thame, (1994) and Boedeker (1995). In fact, current technological advancements call for ICT services in rooms to attract guests who are on seminars or business.

The results of the Chi-square test between fax/internet and reasons for visit were statistically insignificant, an indication that the two variables are independent. The Contingency Coefficient value (C=0.066) shows that the relationship is also very weak.

Table 4.40: A Cross Tabulation between reason for visit and tea/coffee facilities in bedroom

Reason for visiting hotel	Tea/coffee facilities in bedroom		Total
	Limited extent	Large extent	
Business	35 (51.5%)	33 (48.5%)	68 (100%)
Seminar	40 (39.6%)	61 (60.4%)	101 (100%)
Holiday	9 (6.9%)	121 (93.1%)	130 (100%)
Total	84 (28.1%)	215 (71.9%)	299 (100%)

$$\chi^2 = 53.862, df = 2, Sig. = 0.000, C = 0.391$$

Tea/coffee making facilities were reported to be important by the majority (93.1%) of those who were on holiday. The trend that emerges in Table 4.40 could be explained by the fact that guests on holiday tend to spend a lot of time relaxing in the bedroom and would normally want greater freedom and flexibility to satisfy their needs, including beverage requirements without having to leave the room or ask for room service.

The Chi-square test shows that there is no significant statistical association between the availability of tea/coffee making facilities and the reasons for visiting the hotel, indicating that the two variables are independent. The Contingency Coefficient value (C=0.391) shows that the association between the two variables is weak.

Table 4.41: A Cross Tabulation between reason for visit and satellite TV in bedroom

Reason for visiting hotel	Satellite TV in bedroom		Total
	Limited extent	Large extent	
Business	15 (22.1%)	53 (77.9%)	68 (100%)
Seminar	14 (13.9%)	87 (86.1%)	101 (100%)
Holiday	6 (4.6%)	124 (95.4%)	130 (100%)
Total	35 (11.7%)	264 (88.3%)	299 (100%)

$$\chi^2 = 13.830, df = 2, Sig. = 0.001, C = 0.210$$

Results in Table 4.41 depict that majority (95.4%) of those who were on holiday indicated that having Satellite TV in bedroom was an important factor. This may be explained by the fact that those on holiday tend to have more time to relax and hence having TV in the bedroom would provide entertainment for them. This finding confirms those of Stutts et al (2000), who reported that guests might want to keep in touch with global events and also have some form of entertainment in the bedroom. In such situations, the availability of Satellite TV would fulfil this need.

Analysis based on the Chi-square test reveals that there was no significant relationship between the two variables. The Contingency Coefficient ($C = 0.210$) shows that the relationship between availability of Satellite Television and reason for visit is also weak, suggesting that other factors exist that have a strong association with the reason for visit.

Table 4.42: A Cross Tabulation between reason for visit and adaptability of staff

Reason for visiting hotel	Adaptability of staff		Total
	Limited extent	Large extent	
Business	2 (2.9%)	66 (97.1%)	68 (100%)
Seminar	1 (1%)	100 (99%)	101 (100%)
Holiday	1 (0.8%)	129 (99.2%)	130 (100%)
Total	4 (1.3%)	295 (98.7%)	299(100%)

$$\chi^2 = 1.735, df = 2, Sig. = 0.420, C = 0.076$$

Findings in Table 4.42 show that over four fifths of those who were on business, seminars and holiday rated adaptability of staff as affecting their reason for visit

to a large extent. Hotel guests would like the hotel to be flexible enough to meet their individual requirements. These findings concur with those of Upton, (1994) and McCutcheon et al. (1994), who allude that at the core of a successful company is mass customisation. The latter is a new paradigm based on creating variety through flexibility and responsiveness.

Despite these findings, Chi-square test reveals that there was no significant statistical relationship between the two variables. The Contingency Coefficient value ($C = 0.076$) shows that the relationship is also very weak.

Table 4.43: A Cross Tabulation between reason for visit and range of restaurant facilities

Reason for visiting hotel	Range of restaurant facilities		Total
	Limited extent	Large extent	
Business	1 (1.5%)	67 (98.5%)	68 (100%)
Seminar	1 (1%)	100 (99%)	101 (100%)
Holiday	0 (0.0%)	130 (100%)	130 (100%)
Total	2 (0.7%)	297 (99.3%)	299 (100%)

$$\chi^2 = 1.690, df = 2, Sig. = 0.430, C = 0.075$$

Findings of the study in Table 4.43 show that almost all of those on business (98.5%), seminar (99%) and all (100%) of those who were on holiday rated range of restaurant facilities as affecting their reason for visiting the hotel to a large extent. This may probably be explained by the fact that guests would prefer to have a variety of eating outlets to avoid monotony and meet their different cuisine requirements. This finding is in line with that of Jones (2002) who suggests that

just as people do not see the same film every week, people are stimulated by trying new foods or drinks in different restaurants.

Chi-square tests revealed that there was no significant relationship between the two variables. The Chi-square significance value ($S= 0.430$) shows that the studied variables were independent. The Contingency Coefficient value ($C= 0.075$) shows that the relationship is also very weak.

Table 4.44: A Cross Tabulation between reason for visit and healthy eating options

Reason for visiting hotel	Healthy eating options		Total
	Limited extent	Large extent	
Business	13 (19.1%)	55 (80.9%)	68 (100%)
Seminar	15 (14.9%)	86 (85.1%)	101 (100%)
Holiday	3 (2.3%)	127 (97.7%)	130 (100%)
Total	31 (10.4%)	268 (89.6%)	299 (100%)

$$\chi^2 = 16.875, df = 2, Sig. = 0.000, C = 0.231$$

Table 4.44 shows that over three quarters of those on business, seminar and holiday rated healthy eating options as affecting their reason for visit to a large extent. This may mean that most people are becoming more health conscious and are interested in healthy eating for their well-being. A survey by Loews chain of hotels, (2007), revealed that nearly 25% of diners prefer plant protein and oil, food low in carbohydrates, cholesterol and fat. This further grounds Wearne and Morrison (1999) findings that customers have become more aware of the role of diet in fighting and preventing diseases; hence prefer to patronise hotels that take into account healthy diet.

Further, analysis with the Chi-square test revealed that there was no significant relationship between the two variables. The Chi-square significance value ($S=0.000$) is far below the study's 95% level of confidence. The Contingency Coefficient value ($C=0.231$) shows that the relationship is also very weak.

Table 4.45: A Cross Tabulation between reason for visit and informal eating opportunities

Reason for visiting hotel	Informal eating opportunities		Total
	Limited extent	Large extent	
Business	14 (20.6%)	54 (79.4%)	68 (100%)
Seminar	23 (22.8%)	78 (77.2%)	101 (100%)
Holiday	18 (13.8%)	112 (86.2%)	130 (100%)
Total	55 (18.4%)	244 (81.6%)	299 (100%)

$$\chi^2 = 3.299, df = 2, Sig. = 0.192, C = 0.104$$

Informal eating opportunities were reported to be important by almost a similar number of those on business (79.4%), seminar (77.2%) and holiday (86.2%). The trend in Table 4.45 may be explained by the fact that current trends in feeding patterns show a growing demand for snack meals rather than the traditional three or four-course meals as expressed by Jones, (2002). Thus, the availability of snack bars and coffee shops within the hotel presents a perfect opportunity to the guests to practice such eating habits.

The results from the Chi-square test show that there was no significant statistical association between the two variables an indication that the two variables are independent. The Chi-square significance value ($S=0.192$) is below the expected

95% level of confidence. The Contingency Coefficient value ($C=0.104$) also shows that the relationship between the two variables is very weak.

Table 4.46: A Cross Tabulation between reason for visit and menu variety

Reason for visiting hotel	Menu variety		Total
	Limited extent	Large extent	
Business	0 (0.0%)	68 (100%)	68 (100%)
Seminar	0 (0.0%)	101 (100%)	101 (100%)
Holiday	1 (0.8%)	129 (99.2%)	130 (100%)
Total	1 (0.3%)	298 (99.7%)	299 (100%)

$$\chi^2 = 1.304, df = 2, Sig. = 0.521, C = 0.066$$

Results in Table 4.46 show that over 99% of those who were on business, seminars and holiday rated menu variety to influence their reason for visiting the hotels to a large extent. This trend can be explained by the desire by hotel owners to cater for the diverse cuisine requirements of their heterogeneous clientele. Accordingly, therefore, guests would always prefer hotels where such requirements are considered and met.

Despite these findings, Chi-square test revealed that there was no significant statistical relationship between the two variables. The Contingency Coefficient value ($C = 0.066$) shows that the relationship is also very weak.

Table 4.47: A Cross Tabulation between reason for visit and anticipation of guest needs

Reason for visiting hotel	Anticipation of guest needs		Total
	Limited extent	Large extent	
Business	1 (1.5%)	67 (98.5%)	68 (100%)
Seminar		101 (100%)	101 (100%)
Holiday	1 (0.8%)	129 (99.2%)	130 (100%)
Total	2 (0.7%)	297 (99.3%)	299 (100%)

$$\chi^2 = 1.358, df = 2, Sig. = 0.507, C = 0.067$$

Table 4.47 shows that, over 99% of those who were on business, seminars and holiday rated anticipation of guests needs by staff as affecting the reason for visit to a large extent. Guests expect the hotel staff to anticipate their needs so that the guests do not repeat themselves. This finding concurs with Gilmore and Pine's (1997) concept of transparent customisation, where a hotel keeps a database to refer to what customers prefer once they visit the hotel on other occasions.

Chi-square analysis depicts that there was no significant relationship between anticipation of needs and the reason for visiting the hotel. The Chi-square significance value ($S=0.507$) is below the tested level of 95%. The Contingency Coefficient value ($C=0.067$) shows that the relationship between the variables is also very weak.

Table 4.48 provides a summary of all the variables that were subjected to Chi-square tests to see how they influenced the reasons for visiting the five star hotels.

Table 4.48: Factors Influencing Reasons for Visiting Five Star Hotels

FACTORS INFLUENCING REASON TO VISIT				
	Variables	Chi-square(χ^2)	Degrees of Freedom(df)	P-value
Customer Care	Courtesy of staff	0.221	2	0.895
	Feeling welcome	1.548	2	0.461
	Staff rec.repeat guests	1.65	2	0.438
	Friendliness of staff	1.69	2	0.43
	Informal eating opport.	3.299	2	0.192
	Anticipation of needs	1.358	2	0.507
Competence	Speed of service	0.642	2	0.726
	Clarity of explanations	1.106	2	0.575
	Efficiency	0.286	2	0.867
	Adaptability	1.735	2	0.42
Image	Modernity of hotel	2.749	2	0.253
	Décor and aesthetics	0.643	2	0.725
	Range of restaurant fac	1.69	2	0.43
Room Service	Work area in bedroom	17.077	2	0.001
	Controllable lighting	0.569	2	0.752
	Fax/Internet points	1.305	2	0.521
	Tea/Coffee facilities	53.862	2	0.001
	Satellite Television	13.83	2	0.001
	Willing to neg.roomrate	2.415	2	0.299
Value	Healthy eating options	16.875	2	0.001
	Menu variety	1.304	2	0.521

Customer Attitudes and Strategy

According to Kotler (2003), the marketplace isn't what it used to be. It is changing radically as a result of major societal forces which have created new behaviours and changes. Customers increasingly expect higher quality and service and customisation. They can obtain extensive product information from the internet and other sources, which permits them to shop more intelligently. They are also showing greater price sensitivity in their search for value. This is evident from the findings in this objective and is also supported by the corresponding literature.

Every business must design a strategy for achieving its goals, consisting of a marketing strategy, and a compatible technology strategy and sourcing strategy.

A customer-centred and service-oriented focus strategy has thus emerged as the prerequisite for gaining market dominance in the hospitality industry. A service-oriented focus is a customer-centric focus (Sheth et al., 2000).

Baum and Haveman (1997) indicate that in the hotel industry, travellers decide to book a tourist accommodation based on its price, on the quality of its service, on the services offered, and on the image of hotel establishments. Service quality and customer satisfaction are important. Hence, the assets, facilities and productive capacities of the hotel establishment must be suitable for meeting the expectations of incoming tourists.

Furthermore, Medina et al. (2003) found the additional services on offer were one of the factors that are most closely monitored by tour operators. These services add value to the customer stay (e.g., children facilities and services; sport facilities and activities; SPA, Health and Beauty; Internet). Consequently, offering additional services to more demanding and diverse customers can be successfully achieved with customisation

The researcher also sought views from the customers on what other factors would have enhanced their stay at the hotel and whether the hotel management allowed guest input on customisation of services.

4.4.1 Customers views on factors that would have enhanced their stay at the hotel

The results on views of factors that would enhance the customers stay at the hotel are presented in Figure 4.2.

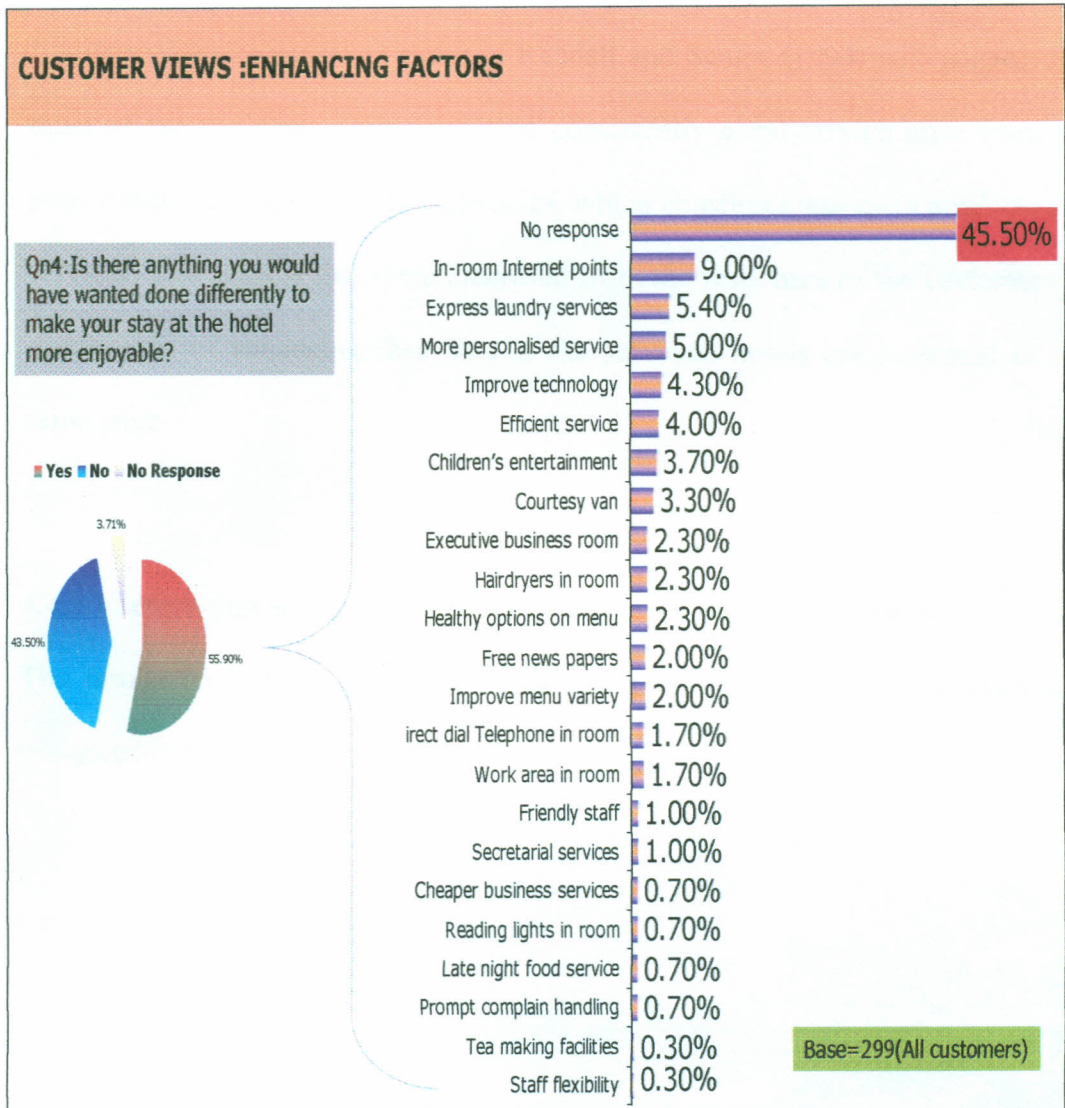


Figure 4.2: Customers view on Factors that would have enhanced their stay

Data in Figure 4.2 reveal that just over half of the customers (55.9%) stated that more would have been done to enhance their stay at the hotel while 43.5% did not think more could have been done. 0.7% did not respond to that aspect. These

findings compare well with those of Randall and Senior (1994) who suggest that most of the problems with delivering consistently good service arise from the poor understanding of the characteristics, which constitute quality in products and services. The aspects that were identified from the responses of the customers as suggestions of enhancing their stay at the surveyed hotels are presented in the same table.

4.4.2 Factors that would influence the customers purchase decision.

The results on factors that would influence the customer purchase decision are presented in Figure 4.3

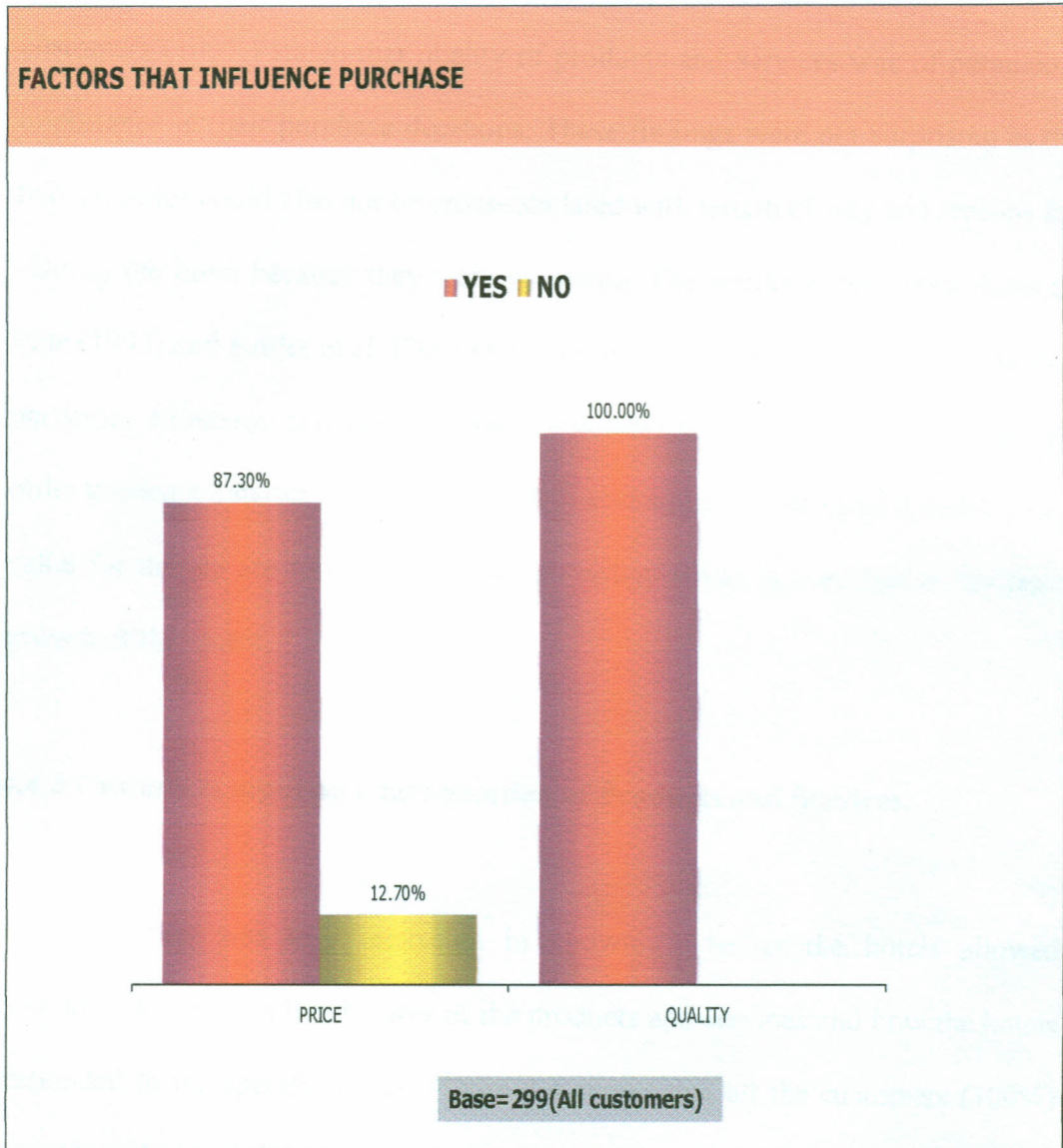


Figure 4.3: Factors that would influence the customers purchase decision.

Data in Figure 4.3 show that the majority of the customers (87.3%) stated that price was an important factor in their consideration to purchase, while all the customers (100%) stated that quality of products and services was of paramount importance in their purchase decisions. These findings were not surprising as the two variables could also not be cross-tabulated with length of stay and reasons for visiting the hotel because they were constants. The results concur with those of Pine (1993) and Kotler et al. (2003) who suggest that customers are less loyal to a particular company, and even satisfied customers will move to another chain in order to secure a better price. Kavita (2000) also suggests that quality tourism and value for money are future global tourism policy issues in the light of the rapid growth of the sector.

4.4.3 Customers input on Customisation of Products and Services

The researcher was also interested in knowing whether the hotels allowed customers to input on the features of the products and services and how the hotels responded to the specific needs. Figure 4.4 shows that all the customers (100%) stated that the hotel did not allow them to input on the features of the products and services. The results also show that only 43.1% of the customers stated that the hotel responded to their specific needs.

This finding was expected as the anecdotal evidence showed that hotels do not involve the customer in the design of the products but rather often ask the

customer to comment on those products and service already in place. Randall and Senior (1994), suggest that, “if managers are continuously analysing and adjusting the service they provide in line with customers’ changing expectations, then good service quality can always be achieved”. Johns and Mattsson (2003) and Preissl (2000) also claim that in services the active participation of customers in the conception and realization of an innovation is a necessary condition for success.

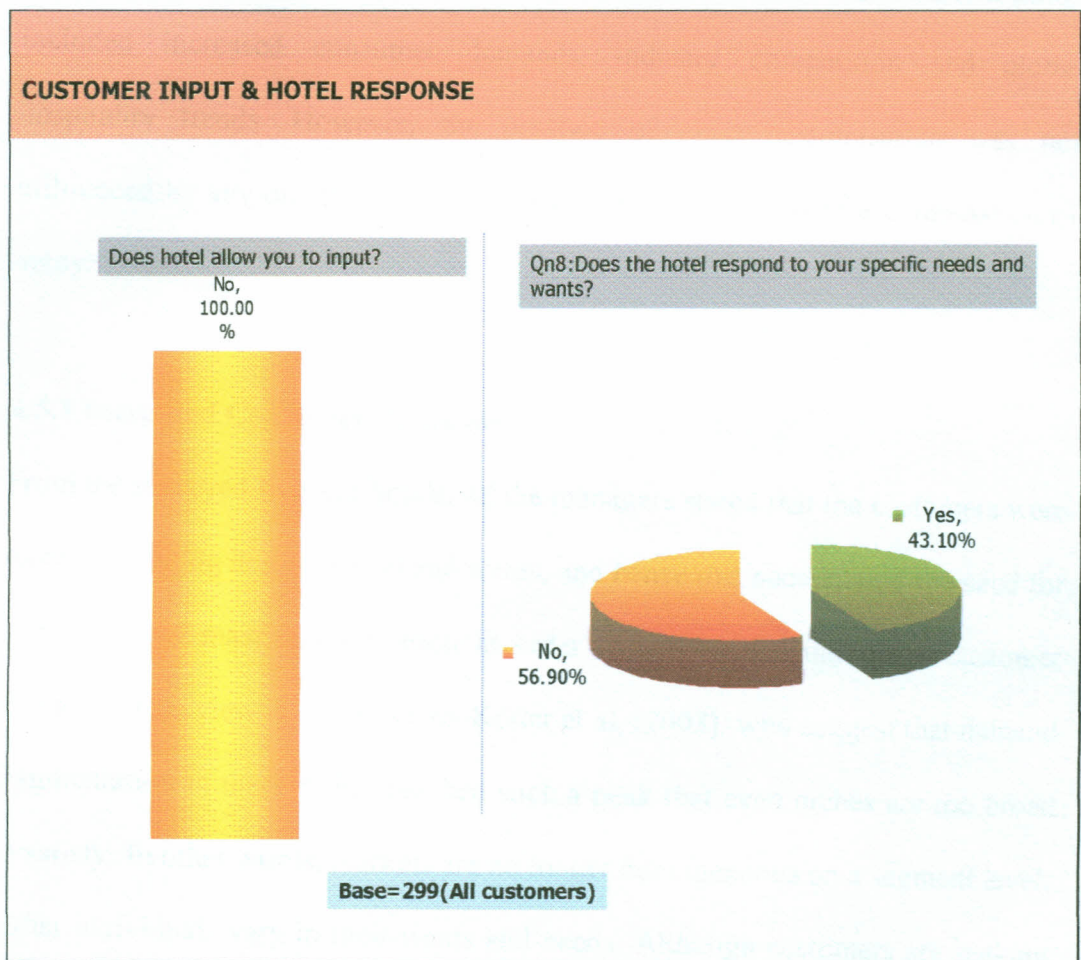


Figure 4.4: Customer Input and Hotel Response.

4.5: Factors that Enhance or Retard the Application of Mass Customisation in Five Star Hotels

The researcher had open ended questions on factors that enhanced or retarded the application of mass customisation in the surveyed five star hotels. This objective was analysed descriptively.

The factors that enhanced or retarded the application of mass customisation included increased consumer demands, industry competition and global hospitality trends. However, the practice of mass customisation was not influenced by any one factor singly; rather it was as a result of a combination of many factors.

4.5.1 Increased Consumer Demands

From the surveyed five star hotels, all the managers stated that the customers were more demanding in their needs and wants, and hence this necessitated the need for application of mass customisation in order to address the individual customer demands. This view is supported by Kotler et al, (2003), who suggest that demand fragmentation in markets has reached such a peak that even niches are too broad to satisfy. In other words, markets are no longer homogeneous on a segment level; rather individuals vary in their wants and needs. Although customers are seeking quality, they do not necessarily seek low prices, but the best value for their money. They are looking for exactly what they need and want. In the hospitality market, there is growing demand for differentiated products instead of

standardised products. Such products are tailored to meet specific consumer demands. This is further supported by the fact that customers now seek exactly what they need, when they need it, how they need it at affordable prices. They are asking to be located at the centre of organisations (Gilmore and Pine, 1997; Pine, 1994; Pine et al., 1995; Webster, 1996). Kotha (1995) and Webster (1996) also argued that customers now demand a more precise and complete response to their needs and preferences.

4.5.2 Industry Competition

The managers in the surveyed hotels were all agreed that their organisations were faced with fierce competition from other industry players and this had led them to differentiate their products and services in order to stay ahead of the competitors. Every company faces a broad range of competitors. Competition in the tourist and lodging markets is really fierce (Ottenbacher and Gnoth, 2005). The marketing concept states that to be successful, a company must satisfy the needs and wants of customers better than its competitors (Kotler et al., 2003). The purpose of a business is to create and maintain satisfied, profitable customers. Customers are attracted and retained when their needs are met. Not only do they return to the same hotel or restaurant, but they also talk favourably to others about their satisfaction.

Consumer satisfaction leading to profit is the central goal of any hospitality operation. Hospitality managers who act as if today's profits are primary and the customer satisfaction is secondary eventually sink a firm as it finds fewer repeat customers and faces increasingly negative word of mouth. Satisfying customers will turn them to regular customers. According to Schall (2003), it is cheaper to retain an existing customer than going out to find a new one. Growing competition within the hospitality industry has forced competitors to evaluate their concepts to determine if they reflect shifting consumer priorities.

4.5.3 Global Hospitality Trends

Organisations have used this as an opportunity to realise their goals. Emerging trends dictate new directions and changes to healthy menus. Nutritious food is on the minds of many consumers who are aware of sensible eating against self indulgence (Jones et al, 2002). Advances in technology have also had a part to play in hospitality operations. The information technology explosion has expanded the range of services that can be offered to guests. Food technology has become increasingly important in hotel kitchens. New building technology, decorative finishes and equipment has influenced the development of accommodation facilities. Technology is shaping public opinion and there is increased demand for technological products by the customers (Jones, 2002).

4.5.4 Factors that Retard Application of Mass Customisation

Mass customisation has not been fully implemented in the surveyed five star hotels. The managers of the hotels indicated that some of the factors that have contributed to this are high cost of implementation, limited research and poor understanding of what constitutes quality for the customer.

4.5.4.1 Initial High Cost of Implementing Mass Customisation

According to Jones and Lockwood (2003), the cost of practising mass customisation is high. Facilities such as Internet connectivity, sensor lights, dimmer switches, Premises Management Systems, Catering Information Systems, Electronic Point of Sale Terminals and modern in-room entertainment are expensive to buy. Therefore many hotels stated that they did not have money available to improve their technology which would have enabled them to enhance the customer experience.

4.5.4.2 Limited Research

Research on mass customisation has not been exhaustive. The challenge of the ever changing customer demands makes it difficult for companies to know what exactly constitutes mass customisation. What is a need for the customer today will become a demand tomorrow. According to Bardackci and Whitelock (2004), previous research has examined the supply side of the market rather than the

demand side. This has led to poor understanding of what constitutes quality for the customer.

4.6: Influence of mass customisation on length of stay and reasons for visit

Objective five was to determine how aspects of mass customisation influenced the length of stay and reasons for visiting the five star hotels in Nairobi. This was done by use of multiple regression analysis.

4.6.1 Multiple Regression of the Factors Influencing Length of Stay in Five Star Hotels in Nairobi

In this section, an attempt is made to understand the factors that determine the length of stay at the five star hotels – the dependent variable for H2. The rationale behind this is that multiple regression analysis allows for the control of other confounding factors in order to evaluate the contribution of a specific variable or a set of variables in explaining the variation in the dependent variable (Field, 2005; Howell, 2002; Miles and Shevlin 2001). There were twenty five independent variables in all, but only fifteen of these variables were included in the multiple regression analysis.

The rationale for this is that four of the variables namely comfort, cleanliness, quality and value for money were constants and could therefore not be regressed. The remaining six variables namely courtesy, friendliness, range of restaurants, menu variety, feeling welcome and anticipation of needs had at least 99% of the respondents rating them to a large extent and therefore could not have made a significant contribution to predicting the outcome of the dependent variable.

In this section therefore, length of stay at the hotel is regressed on customers' perception of the availability of Satellite Television in the bedroom, staff recognising repeat guests, healthy eating options, adaptability of staff, tea making facilities in the bedroom, informal eating opportunities, controllable lighting and heating, speed of service, efficiency of services, clarity of explanations, willingness to negotiate room rates, modernity of the hotel, décor and aesthetics, work area and fax and Internet points in the bedroom.

A point to note is that all the predictor variables are arranged in a descending order. That is the best predictor is presented first while the weakest predictor is presented at the end of the table. The relationship between the independent variables and the length of stay at the hotel are presented in Table 4.49.

Table 4.49: Multiple Regression of Factors influencing length of stay in five star hotels

Predictor Variables	B	Beta	t	Sig.
Satellite TV in bedroom	4.527	0.037	0.459	0.647
Staff recognise repeat guests	2.297	0.015	0.208	0.836
Healthy eating options	1.644	0.013	0.184	0.854
Adaptability of staff	2.299	0.007	0.087	0.931
Tea/coffee facilities	5.921	0.007	0.092	0.927
Informal eating opportunities	5.187	0.005	0.084	0.933
Controllable lighting/heating	1.741	0.001	0.005	0.996
Speed of service	3.518	0.000	0.002	0.998
Efficiency of services	-4.693	-0.002	-0.014	0.989
Clarity of explanations	-1.821	-0.015	-0.232	0.817
Willingness to neg. room rates	-2.331	-0.024	-0.367	0.714
Modernity of hotel	-9.235	-0.042	-0.697	0.486
Décor and aesthetics	-0.170	-0.050	-0.809	0.419
Work area in bedroom	-7.408	-0.056	-0.684	0.494
Fax/Internet points in bdroom	-0.161	-0.087	-0.677	0.499
Constant = 2.638				
Value of F = 0.374				
Significance (F) = 0.985				

n=299

From Table 4.49, the Beta weights present availability of Satellite Television in the bedroom as the best predictor of length of stay in five star hotels in Nairobi. The partial regression coefficient shows that a unit increase in the availability of Satellite Television increases the length of stay at the hotel by 4.5 units. This implies that the availability of Satellite Television in the bedroom increases the length of stay at the hotels. This finding supports those of Stutts et al, (2000). More precisely, this study observes that guests like to have some form of entertainment in the bedroom and also keep in touch with global events. In such situations, availability of Satellite Television would fulfil this need.

The second best predictor of length of stay at the hotel is staff recognising repeat guests. The partial regression coefficient depicts that the length of stay at the hotel is 2.3 units for every unit increase in staff recognition of repeat guests. As argued by Adcock et al, (1998), customers expect their hotel to listen, recognise and reward them for providing the hotel with business. Consequently, it can be argued that the majority of those guests who had a favourable perception of staff recognising them as repeat guests considered the hotel staff as being friendly and appreciative of the business offered by guests, hence explaining the likelihood of this variable to extend length of stay at the hotel.

Respondent's perception of healthy eating options was observed as the third best predictor of the length of stay at the hotels. The net regression coefficient reveals that length of stay at the hotels is 1.64 units for each unit increase in the perception of healthy eating options. The result further grounds Laura's (2007) finding that any hotel that can maintain a high level of consistency in providing a healthy diet will be a front runner in hospitality marketing. It is therefore indicated that length of stay at the hotel tends to be longer in those guests who have a favourable perception of healthy eating options.

The multiple regression analysis also shows that adaptability of staff determines length of stay at the hotels. The partial regression coefficient depicts that a unit increase in adaptability of staff increases the length of stay by 2.3 units. This

finding is in line with those of Kotler et al. (2003), McCutcheon et al. (1994) and those of Upton, (1994) who assert that guests would like the hotel to be flexible enough to meet their individual requirements. More precisely, these studies observe that adaptability of staff is a critical indicator of customisation of services and thus its practice significantly influences guests' length of stay at the hotel.

From the analysis, it is also evident that availability of tea/coffee making facilities in the bedroom is the fifth best predictor of the length of stay at the hotels. The net regression coefficient reveals that the length of stay at the hotels is 5.9 units for every unit increase in tea/coffee making facilities. The trend could be explained by the fact that guests would prefer a relaxed environment that approximates their homes. The presence of tea/coffee making facilities, therefore, reinforces this notion, making guests feel comfortable staying in such hotels.

Further, informal eating opportunities are shown to be the sixth best predictor of the length of stay at the hotels. The partial coefficient shows that the length of stay at the hotels is 5.2 units for each unit increase in the availability of informal eating opportunities. As argued by Jones, (2002) current trends in feeding patterns show a growing demand for snack meals rather than the traditional three or four course meals, and the availability of snack bars and coffee shops within the hotel presents this opportunity to the guests.

The seventh best predictor of the length of stay at the hotels is the availability of controllable lighting and heating in the bedroom. The partial regression coefficient depicts that the length of stay at the hotels is 1.7 units for every unit increase in the availability of controllable lighting and heating in the bedroom. This finding can probably be explained by the fact that such lighting and heating enhances the guest experience as it can be adjusted to suit the nature of activity in the room.

The remaining eight predictors reveal that the length of stay at the hotel is 3.518, -4.693, -1.821, -2.331, -9.235, -0.170, -7.408 and -0.161 for every unit increase in speed of service, efficiency of services, clarity of explanations, willingness to negotiate room rates, modernity of the hotel, décor and aesthetics, work area and fax and Internet points in the bedroom respectively. This implies that although these variables are important aspects of mass customisation, they are not priority levels at the moment in predicting or influencing the length of stay at the hotels. Therefore if hotels were to improve on the aspects of mass customisation, they should put more emphasis on the first seven predictors in the model as they best predict the length of stay at the hotel.

4.6.2 Multiple Regression of the Factors Influencing Reasons for Visiting the Five Star Hotels in Nairobi

In this section, reason for visiting the hotel is regressed on customers' perception of the availability of tea/coffee making facilities, healthy eating options, controllable heating and lighting, adaptability of staff, clarity of explanations, modernity of the hotel, informal eating opportunities, staff recognising repeat guests, Satellite Television in the bedroom, décor and aesthetics, willingness to negotiate room rates, fax and Internet points in the bedroom, speed of service, efficiency of services, and work area in the bedroom.

A point to note is that reasons for visiting the hotel as presented in the guest questionnaire were three namely business, seminar and holiday. But for the purpose of multiple regression, these reasons were compressed to only two namely work and holiday. Business and seminar were merged into one and renamed work as this term appropriately represents the two concepts. The rationale for this was that to carry out a regression analysis, the variables should have only two categories (Field, 2005).

All the predictor variables are arranged in a descending order. That is the best predictor is presented first while the weakest predictor is presented at the end of

the table. The relationship between the independent variables and the reason for visiting the hotel are presented in Table 4.50.

Table 4.50: Multiple Regression of factors influencing the reason for visiting the hotel

Predictor Variables	B	Beta	t	Sig.
Tea/coffee facilities	0.421	0.383	6.202	0.001
Healthy eating options	0.317	0.196	3.371	0.001
Controllable lighting/heating	0.241	0.088	0.626	0.532
Adaptability of staff	0.249	0.058	0.890	0.374
Clarity of explanations	8.265	0.053	0.998	0.319
Modernity of hotel	0.123	0.045	0.879	0.380
Informal eating opportunities	5.646	0.044	0.863	0.389
Staff recognise repeat guests	6.434	0.033	0.551	0.582
Satellite TV in bedroom	5.095	0.033	0.490	0.625
Décor and aesthetics	0.124	0.029	0.557	0.578
Willing to negotiate room rates	2.495	0.020	0.372	0.710
Fax/Internet points in bedroom	-3.528	-0.015	-0.140	0.888
Speed of service	-0.213	-0.094	-1.192	0.234
Efficiency of services	-0.410	-0.134	-1.132	0.258
Work area in bedroom	-0.518	-0.311	-4.538	0.001
Constant = 0.404				
Value of F = 8.272				
Significance (F) = 0.001				

n = 299

From Table 4.50, availability of tea/coffee making facilities in the bedroom is presented as the best predictor of the reason for visiting five star hotels in Nairobi. The partial regression coefficient shows that a unit increase in the availability of tea/coffee making facilities influences the reasons for visiting the hotel by 0.421 units. The significance value (S=0.001) also shows that apart from the positive relationship in the beta weight, the predictor is also making a significant

contribution to the model. This implies that favourable perception of availability of tea/coffee facilities positively influences the reasons for visiting the hotel.

This finding could probably be explained by the fact that guests on holiday tend to spend a lot of time relaxing in the bedroom, while those who have come to work also spend a lot of their free time completing assignments in the bedroom and would normally want greater freedom and flexibility to satisfy their needs, including beverage requirements without having to leave the room or ask for room service, which is normally provided at an extra cost.

The second best predictor of reasons for visiting the hotel is availability of healthy eating options on the menu. The partial regression coefficient depicts that reasons for visiting the hotel is 0.317 units for every unit increase in the availability of healthy eating options. Further, the significance value ($S=0.001$) indicates that this variable is making a significant contribution to the model. This implies that most people are becoming more health conscious and are interested in healthy eating for their well-being. This supports Wearne and Morrison's (1999) findings that customers have become more aware of the role of diet in fighting and preventing diseases; hence prefer to patronise hotels that take into account healthy eating norms. Indeed, a survey by Loews chain of hotels, (2007), revealed that nearly 25% of diners prefer plant protein and oil, food low in carbohydrates, cholesterol and fat.

Respondent's perception of availability of controllable lighting and heating was observed as the third best predictor of reasons for visiting the hotels. The net regression coefficient reveals that reason for visiting the hotel is 0.241 units for each unit increase in the perception of availability of controllable lighting and heating. The finding on controllable lighting and heating is in line with the views of Gilmore and Pine (1997) and Connolly and Olsen (1999), who observed that such lighting and heating enhances the guest experience.

The multiple regression analysis also shows that adaptability of staff influences reasons for visiting the hotel. The partial regression coefficient depicts that a unit increase in staff adaptability influences the reason for visit to the hotel by 0.249 units. This can probably be explained by the fact that guest needs and wants are constantly changing and therefore the staff need to be flexible enough to adapt to meeting these changes in order to satisfy customer needs.

From the analysis, it is also evident that clarity of explanations is the fifth best predictor of the reason for visiting the hotel. The net regression coefficient reveals that the reason for visiting the hotel is 8.265 for every unit increase in the clarity of explanations. This is because customers like to be kept informed during the service process as it gives an increased sense of confidence as expressed by Parasuraman et. al, (1988). Similarly, employees who behave in an assuring manner also increase customers' feelings of security (Johnston, 1995).

Further, modernity of the hotel is depicted as the sixth best predictor of reasons for visiting the hotel. The partial coefficient shows that reason for visiting the hotel is 0.123 units for each unit increase in the modernity of the hotel. Five star hotels have specified minimum requirements of facilities as a prerequisite for classification. Most customers are also well travelled and exposed. It can therefore be argued that the majority of guests expect the general hotel atmosphere, the fittings and fixtures to be in tandem with or better than what they have seen in five star hotels elsewhere.

The seventh best predictor of reasons for visiting the hotel is the availability of informal eating opportunities. The partial regression coefficient depicts that reasons for visiting the hotel is 5.646 units for every unit increase in the availability of informal eating opportunities. This may be explained by the fact that current trends in feeding patterns show a growing demand for snack meals rather than the traditional three or four course meals as expressed by Jones, (2002). Thus, the availability of snack bars and coffee shops within the hotel presents this opportunity to the guests.

Respondent's perception of staff recognising repeat guests was observed as the eighth best predictor of reasons for visiting the hotel. The net regression coefficient reveals that the reason for visiting the hotel is 6.434 units for each unit increase in the perception of staff recognition of repeat guests. This finding on

guest recognition is important because it makes them feel appreciated. In fact, if staff can recognise repeat guests it may add value to the service they render to the guest and enhance the likelihood that they would remember their preferences. Additionally, such recognition can help staff anticipate the needs of such guests boosting service delivery (Adcock et al, 1998).

The multiple regression analysis also shows that the availability of Satellite Television in the bedroom influences reasons for visiting the hotel. The partial regression coefficient depicts that a unit increase in availability of Satellite Television influences the reason for visit to the hotel by 5.095 units. This can probably be explained by the fact that those on holiday tend to have more time to relax and hence having Satellite Television in the bedroom would provide entertainment for them. Similarly, those guests who are working may also want to keep abreast with global events and this would present that opportunity for them.

From the analysis, it is also evident that décor and aesthetics is the tenth best predictor of the reason for visiting the hotel. The net regression coefficient reveals that reason for visiting the hotel is 0.124 units for every unit increase in décor and aesthetics of the hotel. As expected, five star hotels should have certain minimum décor standards as a requirement for classification. Beautiful surroundings are also appealing and relaxing and would give a sense of comfort to the guest in the hotel, partly explaining their reason for visiting such hotels.

Further, willingness to negotiate room rates is depicted as the eleventh best predictor of reason for visiting the hotel. The partial coefficient shows that the reason for visiting the hotel is 2.495 units for each unit increase in willingness to negotiate room rates. This could probably be explained by the fact that guests would like to make a saving on the money paid for accommodation as that would even make them stay for longer periods at the hotel. Similarly, organisations that plan for work at the hotel would also benefit from lower room rates to keep costs down and within their budgets.

The last four predictors reveal that the reason for visit is -3.528, -0.213, -0.410 and -0.518 units for every unit increase in the availability of fax and Internet points in the bedroom, speed of service, efficiency of services, and work area in the bedroom respectively, implying a negative relationship with the dependent variable. Though the last predictor has a negative relationship with the dependent variable, it has a significant contribution to the model with a significance value of ($S=0.001$). This could be explained by the fact that the majority of the respondents were guests whose reason for visiting the hotels was holiday and availability of work area in the bedroom reminded the guest of work while they were supposed to be enjoying their holiday (see 4.2.2 in Chapter Four).

This implies that the hotels should not ignore this aspect when they put emphasis on those predictors with positive relationships with the outcome as it is equally important in influencing or predicting the reasons for visiting the hotels.

Finally, the 'F' test for the regression equation suggests that the model improved the ability to predict the outcome variable. Further, the significance value ($S=0.001$) indicates that the model is a significant fit of the variables considered for the model.

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings as demonstrated in the preceding chapter. Major conclusions are highlighted thematically based on the study objectives and recommendations made for further research and for policy making.

5.2 Summary

The aim of the study was to establish the viability of mass customisation as a business strategy for five star hotels in Nairobi, Kenya. More precisely, the study looked at issues of the level of awareness of mass customisation, customers' attitudes on mass customisation, factors which enhance or retard the application of mass customisation and factors which influence the length of stay and reasons for visiting the five star hotels. The summary of the findings, conclusions and recommendations for policy and further research are presented according to the objectives of the study in the sections that follow.

5.2.1 Awareness of Mass Customisation in Five Star Hotels

This study wanted to determine the level of awareness of mass customisation in the surveyed five star hotels in Nairobi. To achieve this objective, statements on aspects of mass customisation were listed and the respondents were expected to tick the statements from a given list of true and false rating. Results of the study showed that the level of awareness of mass customisation amongst the surveyed five star hotels was different in housekeeping and food and beverage departments.

In housekeeping departments, hotel A had a level of awareness of 48.7%, hotel B 51.3%, hotel C 53.8%, hotel D 71.8% and hotel E 53.8%. In food and beverage departments, hotel A had a level of awareness of 55.2%, hotel B 72.4%, hotel C 79.3%, hotel D 93.1% and hotel E 72.4% (see Tables 4.5 and 4.6 in Chapter Four). Notably, in housekeeping hotel D had the highest (71.8%) level of awareness. Similarly, in food and beverage hotel D also had the highest (93.1%) level of awareness. The levels of awareness were also higher in the food and beverage departments as compared to those of the housekeeping departments.

This implied that hotel D is more likely to offer more customisation to its guests as they are more aware of what aspects make up mass customisation in both housekeeping and food and beverage sections. Similarly, the hotel guests are more likely to get more customisation of products and services from the as food

and beverage departments as they are more aware of aspects that make up mass customisation than the housekeeping sections.

5.2.2 Customers' Attitudes on the Utilisation of Mass Customisation

This study also sought to establish customers' attitudes on the utilisation of mass customisation in the surveyed five star hotels. This objective was achieved by investigating the perceptions of customers on areas of mass customisation. A likert scale of 4 (to a very large extent) and 1 (to a very limited extent) was used to assist the customer's rate their perceptions. First, the study sought to determine whether the customers' perception on mass customisation influenced the length of stay at the hotels.

Findings of the study revealed that the mass customisation aspects varied on the degree to which they influenced the length of stay at the hotels. Notably, though all the variables considered did contribute to the length of stay at the hotels, only menu variety was significant on Chi-square analysis. Furthermore, some of those factors which were insignificant under Chi-square tests namely; Satellite Television, healthy eating options, staff adaptability, tea/coffee facilities, informal eating opportunities and speed of service were found to influence the dependent variable in the multiple regression model.

This implied that such relationships were spurious, for inclusion in the multiple regression models improved their influence on the dependent variable. Among the factors considered for Chi-square analysis, menu variety was found to be not only an important factor but also had a significant influence on the length of stay at the hotels.

There was also interest to determine which factors best predicted the length of stay at the hotels amongst the guests. The rationale for this was that influence or correlation is not the same thing as cause; only prediction would give some insights into the issue of causality or impact. To this end, multiple regression analysis was undertaken given that there were several variables used in the study. Instructively, when the researcher controlled specific variables using multiple regressions, it was found out that only staff recognising repeat guests, healthy eating options, adaptability of staff, tea making facilities in the bedroom, informal eating opportunities, controllable lighting and heating, and availability of Satellite Television were the best predictors of length of stay at the hotel among the sampled guests. Apparently, speed of service, efficiency of services, clarity of explanations, willingness to negotiate room rates, modernity of the hotel, décor and aesthetics, work area and fax and Internet points in the bedroom were least predictors of length of stay at the hotels.

This study also sought to establish whether the customer's perceptions on mass customisation were influenced by their reasons for visiting the hotel. This was achieved by investigating the perceptions of customers on areas of mass customisation. A likert scale of 4 (to a very large extent) and 1 (to a very limited extent) was used to assist the customers' rate their perceptions. Findings of the study revealed that mass customisation aspects varied on the degree to which they were influenced by the reason for visiting the hotels. Notably, though all the factors included did contribute to the explanation of reasons for visiting the hotel, not all were significant.

More so, certain variables that were found to be insignificant using Chi-square analysis were shown to be significant in the multiple regression models. Other variables that were found to be significant in the Chi-square analysis were also shown to be significant in the regression model. The implication is that such relationships were not spurious in that inclusion of control variables in the multiple regression models validated their significance.

Among the selected room service variables, three factors namely work area in the bedroom; tea/coffee facilities and Satellite Television in the bedroom were significantly related to reasons for visiting the hotels. One value factor namely healthy eating options was also significant. Notably, tea/coffee facilities in the bedroom and healthy eating options were not only significant in the Chi-square analysis but they were also amongst the best predictors for reasons for visiting the hotel in the regression model.

Further, multiple regression analysis was introduced to discern which of the factors best predict the reason for visiting the hotel. Results of the analysis showed that the best predictors of this factor were availability of tea/coffee making facilities in the bedroom, healthy eating options, controllable lighting and heating, adaptability of staff, clarity of explanations, modernity of the hotel, informal eating opportunities, staff recognising repeat guests, Satellite Television in the bedroom, décor and aesthetics and willingness to negotiate room rates.

Additionally, it emerged that controlling specific variables not only made tea/coffee making facilities and healthy eating options critical predictors of the reasons for visiting the hotels but they also made significant contributions to the model.

5.2.3: Factors that Enhance or Retard the Application of Mass Customisation in Five Star Hotels

The study showed that factors that have enhanced the utilisation of mass customisation are increased consumer demands, industry competition and global hospitality trends. The factors that limited the full utilisation of mass customisation are the inhibiting high costs of using mass customisation in specific areas of the hotels, limited technology and lack of adequate information on what constitutes mass customisation.

Mass customisation is a growing discipline, which presents opportunities to the hotel industry. It is important to emphasise the individual and business benefits provided by mass customisation. Improving the product and service through customer focused design and flexibility boosts the products overall performance and quality in ways that are important to the customer and the business.

5.3 Conclusions

From the findings of this study, it can be concluded that the level of awareness of mass customisation varied across the studied five star hotels and some hotels have not yet fully conceptualised the mass customisation strategy. This finding implies that hotels under study are not sensitive to customer needs and therefore do not care to find out what would satisfy the customers. This finding therefore supported those of Randall and Senior (1994), who suggested that most problems of delivering good service arise from the poor understanding of the characteristics, which constitute quality in products and services and the uniqueness of the customer's needs.

Findings from this research imply that customers value mass customisation as all the customisation variables looked at in this study did contribute to the length of stay and reasons for visiting the studied hotels. Despite this finding, the research also showed that the hotels under study did not allow customers to input in the design of products and services offered, implying that the hotels have erstwhile

focus on themselves rather than the customer. This is contrary to research studies that have repeatedly confirmed the strategic advantage of adopting customer-focused services if firms wish to improve market share and profits (Buzzell and Gale, 1987; Zeithaml, 2000). Johns and Mattsson (2003) and Preissl (2000) also suggest that in services the active participation of customers in the conception and realization of an innovation is a necessary condition for success.

It can also be concluded that the initial costs of implementing mass customisation may appear inhibitive but its still a worthy strategy

5.4: Recommendations

Based on the findings of this research mass customisation can be exploited by adopting some of the following suggestions:-

5.4.1: Policy Recommendations

Six areas of policy concern have been suggested from the study findings as follows:

Drawing from the study findings that the initial cost of implementing mass customisation strategies is prohibitive, it is recommended that:

- Since the successful design and implementation of mass customisation strategies requires management expertise and knowledge in a wide range of aspects related to customer needs and market trends, hotel management

can enter into alliances with strategic business partners to reduce the cost on facilities and technology and also reduce the risk of entering into new innovation enterprise.

- Reviewing of post purchase behaviour and customer input on customisation will facilitate the continuous assessment of future needs of the customers and this can keep the customer satisfied. However, due to the fact that customers are numerous and diverse in their needs and wants, it is practically impossible for the operation to have all the necessary facilities, resources and expertise to meet these needs, which then calls for outsourcing and /or consultancy.

This research has established that some of the customers at the five star hotels under study had requested for additional products and services not normally provided for by the hotels but these hotels declined to offer these requests, leaving customers dissatisfied. In light of these findings it is recommended that:

- The management in the studied organisations need to be flexible and dynamic to adapt to an ever changing environment as immutable systems are dinosaurs. The organisational structures will need to be dynamic to adapt to changes, which may even mean the change of the management

strategy and frequent staff training programmes to equip them with the knowledge and skills required to meet the changes.

The study has shown that the customers visiting the surveyed hotels were not allowed to input on the features of the products and services offered to them by the hotels, instead the hotels expected them to comment on services already received. Given this scenario it is recommended that:

- Hotels that value their customers and strive to satisfy their needs should involve the customers in the design of the product/service as they are individuals with unique needs

The study revealed that the level of awareness of mass customisation in the housekeeping and food and beverage departments amongst the surveyed five star hotels was different. In other words, some hotels are more aware of the concept of mass customisation than others. In light of this it is recommended that:

- Hotel managers need to monitor new developments in the business environment such as the ever changing customer needs and new marketing concepts in order to remain competitive. Once an organisation starts losing its market position through failure to respond to a changed environment, it becomes increasingly harder to retrieve leadership.

In addition, it emerged from the study that although many variables contribute to the guests' length of stay and reasons for visiting the five star hotels, only some of the variables best predict the length of stay and the reasons for visiting the surveyed five star hotels. Given this scenario it is recommended that:

- The management of the five star hotels use the multiple regression models on the length of stay and reasons for visiting the five star hotels in this study to aid in the successful implementation of the mass customisation concept in order to remain competitive.

5.4.2: Further Research

Drawing from the findings of the study, five issues are recommended for further research.

- First to build on existing works it is suggested that more studies be conducted on the loyalty of customers amongst the hotels that practice mass customisation and those that practice conventional marketing
- Second, more investigations on how ready customers are for mass customisation in the hotel industry are needed as there appears to be no systematic empirical evidence to support the notion that customers are indeed ready for customised products as their readiness is assumed

- Third, more studies are needed with respect to other factors with regard to length of stay at the hotel and reasons for visiting the hotel. The rationale behind this is that the study found out that most of the factors included for analysis were not significant and were weakly associated to length of stay and reasons for visiting the hotels.
- Fourth, there is need for studies to establish the effects of mass customisation on hotel costs both in the short term and long term. There is also need for studies to establish the monetary benefits that can be achieved from implementing mass customisation. This is because the study showed that adopting this strategy had implications for initial high costs.
- Fifth, there is need to examine the application mass customisation in hotels outside Nairobi. Examining the views of customers in hotels outside Nairobi would allow the hypotheses to be tested outside a single-city domain as was the case in the present study.

REFERENCES

- Adcock, Bradfield, Halborg and Ross, (1998), *Marketing: Principles and Practice*, 3rd Edition, Pitman.
- Akbaba , A. (2005), *Measuring Service Quality in the Hotel Industry: A study in a Business Hotel in Turkey*.
- Arnold, M.J., Reynolds, K.E., Ponder, N., Lueg, J.E. (2005), "Customer delight in a retail context: investigating delightful and terrible shopping experiences", *Journal of Business Research*, Vol. 58 No.8, pp.1132-45.
- Bardakci, A. and Whitelock, J., (2004), How 'ready' are customers for mass customisation? An Exploratory Investigation. *European Journal of Marketing*. Vol. 38, No. 11/12, pp. 1396-1416.
- Bastakis C, Buhalis D, Butler R. (2004), The perception of small and medium sized tourism accommodation providers on the impacts of the tour operators' power in Eastern Mediterranean. *Tourism Management* 25:151–70.
- Bateson, J. E. G (1995), *Marketing Services Marketing: Text and Readings*. 3rd Edition, Dryden.
- Baum JAC, Haveman HA. (1997), Love the neighbour? Differentiation and agglomeration in the Manhattan hotel industry. *Administrative Science Quarterly* 42(2):304–38
- Bensaou, M., Earl, M. (1998), "The right mind-set for managing information technology", *Harvard Business Review*, Vol. September/October pp.119-28.
- Berman, B. (2005), "How to delight your customers", *California Management Review*, Vol. 48 No.1, pp.129-51.
- Berry, L. (1995), *On Great Service: A Framework for Action*, Free Press, New York, NY, pp.151.
- Berry, L and Parasuraman, R, (1991), *Marketing services: Competing through quality*, Free press.
- Bitner, M.J, Booms, B.H and Tetreault, M.S (1990), The Service Encounter: Diagnosing Favourable and Unfavourable Incidents. *Journal of Marketing* 54, January: 71-84.

Blaxter, L., Hughes, C., Tight, M., (1996), *How to Research*. Open University Press, Philadelphia.

Blumberg, D.F. (1994), "Strategies for improving field service operations productivity and quality", *The Service Industries Journal*, Vol. 14 No.2, pp.262-77.

Boedeker, M. (1995), New-Type and Traditional shoppers: A comparison of two major consumer groups, *International Journal of Retail and Distribution Management*, Vol. 14, No. 1, pp. 10-16.

Borg and Gall (1993), *Educational Research: An Introduction*. Longman, New York.

Boynton, A.C., Victor, B., Pine, B.J (1993), "New competitive strategies: challenges to organisations and information technology", *IBM Systems Journal*, Vol. 32 No.1, pp.40-64.

Brunt, P.(1997), *Market Research in Travel and Tourism*. Butterworth-Heinemann, Oxford.

Buzzell, R.D., Gale, B.T. (1987), *The PIMS Principles. Linking Strategy to Performance*, The Free Press, New York, NY,

Camisón C. (2000), Strategic attitudes and information technologies in the hospitality business: an empirical analysis. *Hospitality Management* 19:125-43.

Canina L, Enz CA, Harrison J S. (2005), Agglomeration effects and strategic orientations: evidence from the U.S. lodging industry. *Academy of Management Journal* 48(4):565-81.

Carvana, A. Ewing, M.T. and Ramaseshan, B (2000). Assessment of the Three-Column Format SERVQUAL: An Experimental Approach. *Journal of Business Research* 49: 57-66.

Caves, R.E. (1984), "Economic analysis and the quest for competitive advantage", *American Economic Review*, Vol. 74 No.2, pp.127-32

Chung W, Kalnins A. (2001), Agglomeration effects and performance: A test of the Texas lodging industry. *Strategic Management Journal* 22:969-88.

Chu, R and Choi, Tat, Y. (2001), Determinants of Hotel guest Satisfaction and Repeat Patronage in the Hong Kong Hotel Industry.

Connolly, D.J, and Olsen, M.D., (1999), Hospitality Technology in the New Millennium, Findings of the IH&RA Think Tanks on Technology.

Crawford-Welch, S., Teare, R., Mazanec, J.A., and Calver, s., (1994), Product development in the hospitality industry, Marketing in Hospitality and Tourism: A Consumer Focus, Cassell, London.

Crimp, M. (1995). The Marketing Research Process. 2nd Edition, London, Prentice Hall International.

Crouch, S. (1995). Marketing Research for Managers. 2nd Edition, London, Pan Books.

Dabholkar, P., Thorpe, D. and Rentz, J. (1996) A measure of Service Quality for Retail Stores. Journal of The Academy of Marketing Science 24, (1): 3-16.

Damanpour F. (1996), Organizational complexity and innovation: developing and testing multiple contingency models. *Management Science* 42(5):693-716.

Davis, S. (1996), *Future Perfect*, Addison-Wesley, Boston, MA

Day, G.S. (1994), "The capabilities of market-driven organisations", *Journal of Marketing*, Vol. 58 No.4, pp.37-52

Denscombe, M, (1998), *The Good Research Guide*. Open University Press, Philadelphia

deRoulet, D.G. (1993), "Mass-customization: it's not an oxymoron", *Transportation & Distribution*, Vol. 34 No.2, .

Dick, A.S., Basu, K. (1994), "Customer loyalty: toward an integrated conceptual framework", *Journal of the Academy of Marketing Science*, Vol. 22 No.2, pp.99-113.

Drucker, P.F. (1973), *Management*, Harper & Row, New York, NY, .

Duray, R., Milligan, G.W. (1999), "Improving customer satisfaction through mass-customisation", *Quality Progress*, Vol. 32 No.8, pp.60-6.

Easterby-Smith, M., Thorpe, R., Lowe, A., (1991), *Management Research, an Introduction*, SAGE Publications, London.

Falkenberg, L. (1998), Virtually made to order, *Money*, Vol.1 No. 2, pp. 60-61.

Feitzinger, E, Lee, H.L (1997), "Mass customisation at Hewlett-Packard: the power of postponement", *Harvard Business Review*, pp.116-21..

Field, A, (2005), *Discovering Statistics Using SPSS*, 2nd Edition, London, Sage

Fitzgerald, B. (1995), "Mass-customisation – at a profit", *World Class Design to Manufacture*, Vol. 2 No.1, pp.43-6.

Fitzsimmons, J.A, and Fitzsimmons, M.J. (1998), *Service Management Operations, Strategy and Information Technology*. 2nd Edition. McGraw-Hill International Edition

Fletcher, K; Wheeler, C; Wright, J, (1992), 'Success in Database Marketing: Some Crucial Factors', *Marketing Intelligence and Planning*, 10, 6, 18-23.

Gilmore, J.H., and Pine, J. II (1997), The Four Faces of Mass Customisation: *Harvard Business Review*, Vol. 75, No. 1, pp. 91-101.

Go, F.M., Pine, R. (1995), *Globalization Strategy in the Hotel Industry*, Routledge, London.,

Guerrier Y, Deery M. (1998), Research in hospitality human resource management and organizational behavior. *Hospitality Management* 17:145–60.

Gummesson, E. (2002), "Relationship marketing and the new economy: it's time for de-programming", *Journal of Services Marketing*, Vol. 16 No.7, pp.585-9.

Hamel, G. (2002), *Leading the Revolution: How to Thrive in Turbulent Times by Making Innovation a Way of Life*, Penguin Group, New York, NY, .

Hart, C.H.L., (1995), Mass customisation: Conceptual underpinnings, opportunities and limits; *International Journal of Service Industry Management*, Vol.6, No.2, pp. 36-45.

Hawawini G, Subramanian V, Verdin P. (2003), Is performance driven by industry- or firm-specific factors? A new look at the evidence. *Strategic Management Journal* 24:1-16.

Haywood, K.M. (1986), "Scouting competition for survival and success", *Cornell Hotel and Restaurant Administrative Quarterly*, Vol. 27 No.3, pp.80-7.

Henderson, P. (1992), *An approach to research*.

Homburg, C., Hoyer, W.D., Fassnacht, M. (2002), "Service orientation of a retailer's business strategy: dimensions, antecedents, and performance outcomes", *Journal of Marketing*, Vol. 65 No. October, pp.86-101.

Horovitz, J., Kumar, N. (1996), "Getting close to customers", *Financial Times*, London, No. February 2,.

Hotel and Motel Management, April 5, 2002.

Jobber, D, O'Rilley, D (1998), "Industrial mail surveys", *Industrial Marketing Management*, Vol. 27 pp.95-107..

Johns N, Mattsson J.(2003), *Service Encounters in Tourism*. In: Kusluvan S, editor. *Managing employee attitudes and behaviours in the tourism and hospitality industry*. New York: Nova Science Publishers;

Johnstone, R. (1995), *The Determinants of Service Quality: Satisfiers and Dissatisfiers*. *International Journal of Service Industry Management*. 6 (5): 53-71

Jones P, (1996) *Managing hospitality innovation*. *The Cornell Hotel and Restaurant Administration Quarterly* ;37(5):86-95.

Jones, P., and Lockwood, A., (2003), *The Management of Hotel Operations*. Cassell, London and New York.

Jones, P., Ball, S., Kirk, D, and Lockwood, A., (2002), *Hospitality Operations*, Continuum, London, New York.

Jones, P., (2002), *Managing Foodservice Operations*, Cassell, London and New York.

Jones, P., (2002), *Introduction to Hospitality Operations*, Continuum, London, New York

Jones, P., (2004), *Hospitality Operations: A Systems Approach*. Cassell, London and New York.

Kandampully, J. (2002), "Innovation as the core competency of a service organisation: the role of technology, knowledge and networks", *European Journal of Innovation Management*, Vol. 5 No.1, pp.18-26.

Kangis, P., Zhang, Y. (2000), "Service quality and customer retention in financial services", *Journal of Financial Services Marketing*, Vol. 4 No.4, pp.306-18.

Kara, A., Kaynak, E. (1997), "Markets of a single customer: exploiting conceptual developments in market segmentation", *European Journal of Marketing*, Vol. 31 No.11/12, pp.873-95.

Kasavana, M.L., Knutson, B.J. (2000), "Investing in customer equity: using technology to build your frequent diner programs", *Journal of Hospitality and Leisure Marketing*, Vol. 7 No.1, pp.63-74.

Kavita, E., (2000), "The Economic Fall of Apartheid", *Tourism Focus*, Tourism Concern, London, pp. 8.

Kay, M.J. (1993), "Making mass customisation happen: lessons for implementation", *Planning Review*, No. July-August, pp.14-18.

Kenya Tourism Federation, (2008) February Report

Kenya Tourism Board, (2008), Kenya Tourism Boards Efforts towards the domestic market.

Knowles, A. (1997), Get the complete picture, *Datamation*, Vol. 43, No. 10, pp. 74-79.

Kotha, S. (1996), "Mass customization: a strategy for knowledge creation and organizational learning", *International Journal of Technology Management*, Special Issue on Unlearning and Learning for Technological Innovation, Vol. 11 No.7/8., pp.846-58.

Kotha, S. (1995), "Mass customization: implementing the emerging paradigm for competitive advantage", *Strategic Management Journal*, Vol. 16 pp.21-42.

Kotler, P., (1997), *Marketing Management, Analysis, Planning and Control*, Prentice Hall International.

Kotler, P. (2000), *Marketing Management, Analysis, Planning and Control*, Prentice Hall International.

Kotler, P., Bowen, J, and Makens, J., (2003), *Marketing for Hospitality and Tourism*. Prentice Hall.

Kubiak, J. (1993), 'A Joint Venture in mass Customisation', *Planning Review*, Vol. July-August, pp. 25-6.

Laura, Y., (2007), August, *Surfing on the net*. Reed business information, Elsevier, Inc.

Lodging. (1991), September. *Why travellers choose hotels and motels*. Lodging. pp. 48-52.

Loews Hotels. (2007), August, *Surfing on the net*: www.lowcarluxury.com.

Love, J. (1986). *McDonald's: Behind the Arches*, London: Bantam.

Lyon, P., Taylor, S., and Smith, S. (1994). *McDonaldisation: A reply to Ritzer's thesis*. *International Journal of Hospitality Management*, Vol. 13 No. 2, pp. 95-99.

Management Today, (1995), "Tailor-made for the masses: will customers be satisfied with one-to-one marketing methods?" No. September, pp.10-12.

Martin, J., (1997), "Give them exactly what they want", *Fortune Magazine*, Vol. 136, No. 9, pp. 283-285.

McCutcheon, D.M., Raturi, A.S., Meredith, J.R., (1994), "The customisation responsiveness squeeze", *Sloan Management Review*, 35, 2, winter.

McDougall, G., Levesque, T. (2000), "Customer satisfaction with services: putting perceived value into the equation", *Journal of Services Marketing*, Vol. 14 No.5, pp.392-410.

- McIntosh, R. W., Goeldner, C. R., and Ritchie, J. R. (1995). *Tourism: Principles, Practices, Philosophies*. New York: John Wiley and Sons, pp. 479-480.
- McKenna, R., (1991), "Marketing in an age of diversity", *Harvard Business Review*, Jan- Feb, pp. 65-79.
- McKenna, R., (1997), *Real Time: Preparing for the Never Satisfied Customer*, Harvard Business School Press, Boston MA.
- Medina-Muñoz RD, Medina-Muñoz DR, García-Falcón JM. (2003), Understanding European tour operators' control on accommodation companies: An empirical evidence. *Tourism Management* 24(2):135-47.
- Miles, J. and Shevlin, M. (2001), *Applying Regression and Correlation: A Guide for Students and Researchers*, London, Sage.
- Miller, D. (1991), *Handbook of Research Design and Social Measurement* (5th ed), Sage.
- Moffat, S. (1990), "Japan's New Personalised Production", *Fortune*. Vol. 122 No. 10, pp. 132.
- Mok, C., Stutts, A.T, and Wong, L., (2000), *Mass Customisation in the Hospitality Industry: Concepts and Applications*. Fourth International Conference; *Tourism in Southeast Asia and Indo-China: Development, Marketing and Sustainability*.
- Moncrief, W.C., Cravens, D.W. (1999), "Technology and the changing marketing world", *Marketing Intelligence & Planning*, Vol. 17 No.7, pp.329-32.
- Moss, D., Warnaby, G., and Thame, L., (1994), *The strategic use of public relations in UK retailing: Proceedings of the European Marketing Academy Conference*, The Netherlands: University of Limburg.
- Mueller-Heumann, G., (1992), "Market and technology shifts in the 1990s: Market fragmentation and mass customisation", *Journal of Marketing Management*, Vol. 8, No. 4, pp.303-314.
- Mugenda, O. M. and Mugenda, A. G. (1999). *Research methods; Qualitative and Quantitative Approaches*. Nairobi, Acts Press.

Mulusa, T., (1990), *Evaluation Research for Beginners: A Practical Study Guide*. Bonn: German Foundation for International Development, Education, Science and Documentation Centre. Non-Formal Basic Education Section.

Namasivayam, K., Enz, C.A., Siguaw, J.A. (2000), "How wired are we? The selection and use of new technology in US hotels", *Cornell Hotel and Restaurant Administration Quarterly*, Vol. December pp.40-8.

Ngai EWT, Wat FKT. (2003), Design and development of a fuzzy expert system for hotel selection. *Omega* 31:275–86.

Nielsen, K. (2007), *Evaluation of Customer Satisfaction/Equity for Sarova Hotels*.

Nykiel, R.A. (2001), "Technology, convenience and consumption", *Journal of Hospitality and Leisure Marketing*, Vol. 7 No.4, pp.79-84.

Olsen MD, Connolly DJ. (1999), Antecedents of technological change in the hospitality industry. *Tourism Analysis* ;4:29–46.

Olsen, D.M., Connolly, J.D. (2000), "Experience-based travel", *Cornell Hotel and Restaurant Administration Quarterly*, Vol. February pp.30-40.

Oliver, R.L., Rust, R.T., Varki, S. (1997), "Customer delight: foundations, findings, and managerial insight", *Journal of Retailing*, Vol. 73 No.3, pp.311-36.

Orodho, J. (2002), *Techniques of Writing Research Proposal Reports in Education and Social Sciences*, Masola Publishers, Nairobi.

Ottensbacher M, Gnoth J.(2005) How to develop successful hospitality innovation. *Cornell Hotel and Restaurant Administration Quarterly* ;46(2):205–22.

Parasuraman, A., Grewal, D. (2000), "The impact of technology on the quality-value-loyalty chain: a research agenda", *Journal of the Academy of Marketing Science*, Vol. 28 No.1, pp.168-74.

Peppers, D. (1997), "How can you help them", *Fast Company Issue*, www.fastcompany.com/11/helpthem.html, Vol. 11 No.128,

Peppers, D., Rogers, M. (2000), *The One to One Manager: Real-World Lessons in Customer Relationship Management*, Capstone Publishing, Oxford, .

Peppers, D., and Rogers, M. (1997), *Enterprise One to One*. Currency Doubleday, NY.

Peters, T.J. (1994), *Tom Peters Seminar*, Macmillan, London. .

Peterson, K.I. (1987). Qualitative research methods for the travel and tourism industry. In J. R. B. Ritchie and C. R. Goeldner (Eds) *Travel, tourism, and hospitality research- A handbook for managers and researchers*. Chichester: John Wiley and Sons.

Pettigrew, A.M. (1985), *The Awakening Giant: Continuity and Change in ICI*, Blackwell, London.

Pine, B.J., Peppers, D., Rogers, M (1995), "Do you want to keep your customers forever?" *Harvard Business Review*, pp.103-14.

Pine, B.J., (1994), "Customers don't want choice", *Managers Journal*, *Wall Street Journal*, 18 April, A14.

Pine, J.B., (1993): *The New Frontier in Business Mass Customisation Competition*, Harvard Business School Press, Boston, MA.

Porter, M.E. (1980), *The Competitive Advantage of Nations*, Free Press, New York, NY., .

Prahalad, C.K., Hamel, G. (1990), "The core competence of the corporation", *Harvard Business Review*, Vol. 68 No. May/June, pp.79-91.

Preissl B.(2000), *Service innovation: what makes it different? Empirical evidence from Germany*. In: Metcalfe JS, Miles I, editors. *Innovations systems in the service economy*. Boston: Kluwer Academic Publishers

Punch, K, (1998), *Introduction to Social Research*. Sage Publications, London.

Punch, K., (2000), *Developing Effective Research Proposals*, SAGE Publications, London.

Quinn, J.B. (1996), "The productivity paradox is false: information technology improves service performance". in Swartz, T.A., Bowen, D.E., Brown, S.W. (Eds), *Advances in Services Marketing and Management*, JAI Press, Greenwich, CT. Vol. Vol. 5 pp.71-84.

Ramos V, Rey-Maqueiera J, Tugores M. (2004), The role of training in changing an economy specialising in tourism. *International Journal of Manpower* 25(1):55–72.

Randall and Senior, (1994), *Managing and Improving Service quality and Delivery: TQM Practitioner Series*, Stanley Thornes Publishers Ltd, Cheltenham).

Ravald, A., Grönroos, C. (1996), "The value concept and relationship marketing", *European Journal of Marketing*, Vol. 30 No.2, pp.19-30.

Reid, R.D., Sandler, M. (1992), "The use of technology to improve service quality", *The Cornell H.R.A. Quarterly*, pp.68-72.

Ritzer, G. (1993). *The McDonaldisation of Society: An Investigation into the Changing Character of Contemporary Social Life*, Newbury Park, CA: Pine Forge Press.

Roginsky, R.J. (1995), "A critical analysis of hotel impact issues", *Cornell Hotel and Restaurant Administrative Quarterly*, Vol. 36 No.4, pp.18-26..

Royle, T. (1995). Corporate versus societal culture: A comparative study of McDonalds in Europe. *International Journal of Contemporary Hospitality Management*, Vol. 7 No. 2/3, pp. 52-56.

Saunders, M., Lewis, P, and Thornhill, A. (2003), *Research Methods for Business Students*, 3rd Edition. Prentice Hall, England.

Scott, R.C. (2001), "Establishing and maintaining customer loyalty and employee identification in the new economy", *Management Communication Quarterly*, Vol. 14 No.4, pp.629-36.

Schall, M. (2003), Best practices in Assessment of Hotel Guest Attitudes. *Cornell Hotel and Restaurant Administration Quarterly*. 44 (2): 51-65.

Scherer, F.M., Ross, S. (1990), *Industrial Market Structure and Economic Performance*, 3rd ed., Houghton Mifflin, Boston, MA., .

Schneider, B., Bowen, D. (1999), "Understanding customer delight and outrage", *Sloan Management Review*, Vol. 41 No. 1, pp.35-45.

Schonfeld, R., (1998), The customised, digitised have-it-your-way economy; *Fortune Magazine*, Vol. 138, No. 6, pp. 114-124.

Sheth, J., Sisodia, R.S., Sharma, A. (2000), "The antecedents and consequences of customer-centric marketing", *Journal of the Academy of Marketing Science*. Vol. 28 No. Winter. pp.55-66.

Siguaw, A.J., Enz, A.C. (1999), "Best practice in information technology", *Cornell Hotel and Restaurant Administration Quarterly*, Vol. October pp.58-71.

Sirilli G, Evangelista R. (2008), Technological innovation in services and manufacturing: results from Italian surveys. *Research Policy* 27(9):881-99.

Sivadas, E., Baker-Prewitt, J.L. (2000), "An examination of the relationship between service quality, customer satisfaction, and store loyalty", *International Journal of Retail & Distribution Management*, Vol. 28 No.2, pp.73-82.

Slater, S.F., Narver, J.C. (1994), "Market orientation, customer value, and superior performance", *Business Horizons*, Vol. 37 No. March/April, pp.22-8.

Slater, S.F. (1997), "Developing a customer value-based theory of the firm", *Journal of the Academy of Marketing Science*, Vol. 25 No.2, pp.162-7.

Stewart, T.A. (1993), "Welcome to the Revolution", *Fortune*, Vol. 128 No. 15

Strickland, A. and Thompson, A., (2001), *Strategic Management: Concepts and Cases*. 12th Edition. McGraw-Hill, New York.

Taylor, S. and Lyon, P. (1995). Paradigm lost: the rise and fall of McDonaldisation. *International Journal of Contemporary Hospitality Management*, Vol. 2/3, pp. 64-68.

The Kenya Gazette No. 3976, (2003), *The Hotel and Restaurants (Classification of Hotels and Restaurants) Regulations (1988)*, Authority of the Republic of Kenya, Vol. CV-No. 62.

The Economist (US), (2000), "All yours: mass customisation as manufacturing trend", Vol. 355 No.8164,

Thomas M.J. (1997), "Consumer market research: does it have validity? Some post-modern thoughts", *Marketing Intelligence & Planning*, Vol. 15 No.2, pp.54-9.

Torres, E.N., Kline, S. (2006), "From customer satisfaction to delight: a model for the hotel industry", *International Journal of Contemporary Hospitality Management*, Vol. 18 No.4, pp.290-301.

Upton, D. M., (1994), "The management of manufacturing flexibility", *California Management Review*, Vol. 36, No. 2, winter.

- Vandermerwe, S., Lovelock, C., Taishoff, M. (1994), *Competing Through Services: Strategy and Implementation*.
- Vargo, S.L., Lusch, R.F. (2004a), "Evolving to a new dominant logic for marketing", *Journal of Marketing*, Vol. 68 No. January, pp.1-17.
- Vargo, S.L., Lusch, R.F. (2004b), "The four service marketing myths: remnants of a goods-based, manufacturing model", *Journal of Service Research*, Vol. 6 No.4, pp.324-35.
- Verma, H.V. (2003), "Customer outrage and delight", *Journal of Services Research*, Vol. 3 No.1, pp.119-33.
- Wall Street Journal, (1997), "Elite hotels downgrade for the masses".
- Wearne, N. and Morrison, A., (1999), *Hospitality Marketing*. Hospitality Press, Great Britain.
- Webster, F.E. (1996), "Mastering management: the new marketing concept", *Financial Times*, No. June 21, pp.12.
- Westbrook, R., Williamson, P (1993), "Mass-customisation: Japan's new frontier", *European Journal of Management*, Vol. 11 No.1, pp.38-45.
- Whiteley, R., Hessian, D. (1996), *Customer Centered Growth*, Century Business Books, New York, NY, .
- Wiggins, S. (1995), "New ways to create lifetime bonds with your customers", *Fortune*, Vol. 132 No.4, pp.115.
- Wymbs, C. (2000), "How e-commerce is transforming and internationalising service industries", *Journal of Services Marketing*, Vol. 14 No.6, pp.463-78.
- Yesawich, P. (1987), "Hospitality marketing for the 90s: effective marketing research", *Cornell Hotel and Restaurant Administrative Quarterly*, Vol. 28 No.1, pp.48-57.
- Yolovich, B.G. (1993), "Mass-customization sparks sea change", *Business Marketing*, No. November, pp.43.
- Zeithaml, V.A. (2000), "Service quality, profitability, and the economic worth of customers: what we know and what we need to learn", *Journal of the Academy of Marketing Science*, Vol. 28 No.1, pp.67-85.

Zeithaml, V.A., Berry, L.L., Parasuraman, A. (1996), "The behavioural consequences of service quality", *Journal of Marketing*, Vol. 60 No.2, pp.31-47.

Zemke, R. (2000), "Understanding customer delight and outrage", *Sloan Management Review*, Vol. 41 No.2, pp.6-12.

Zineldin, M. (2000), "Beyond relationship marketing: technologicalship marketing", *Marketing Intelligence & Planning*, Vol. 18 No.1, pp.9-23.

APPENDICES**QUESTIONNAIRE FOR FOOD AND BEVERAGE MANAGER**

1. Please tick your age bracket

- 20-25
- 26-35
- 36-45
- 46-55
- 56 and above

2. What is your highest level of education?

- High school graduate
- Diploma
- Degree
- Masters
- Other (please specify) -----

3. How long has your hotel been in operation?

- less than 5yrs
- 6-10 yrs
- 11-15 yrs
- over 15 yrs

4. Which is the market segment for your section?

- Business local
- Business international
- Tourist local
- NGO'S
- Government (Ministries, Parastatals, etc)
- Corporate
- Others (please specify) -----

5. Is your hotel owned?

- Locally, individually
- International chain
- Local chain
- Franchise
- Other (please specify)

6. Please indicate whether the statements listed below emphasise on mass customisation by ticking 'true' or 'false'

a) The key goal of mass customisation is to satisfy customer needs

True () False ()

b) Mass customisation emphasizes on the following:

	True	False
Food service efficiency	()	()
Modernity/contemporariness of hotel	()	()
Presence of skilled staff	()	()
Value for price paid	()	()
Service provided as ordered	()	()
Flexible hours of opening food and beverages fac	()	()
Range of restaurant facilities available	()	()
Health eating option available	()	()
Informal eating opportunities (i.e. Coffee shop, bar snacks)	()	()
Late night food service (11pm-6 am)	()	()
Personalized service	()	()
Hospitality (staff concern for guests enjoyment)	()	()
Promptness of service	()	()
Anticipation of guests needs	()	()
Use of customer name by staff	()	()
Adaptability/flexibility by staff	()	()
Staff reorganizes returning (repeat) customers	()	()
Manager seen to be available for guests	()	()
Staff make customers feel at ease	()	()
Staffs are informed about the hotel	()	()
Arrival (good first impression)	()	()
Staff pride in high level performance/professional	()	()
Quality of food service equipment, linen, cutlery.	()	()

Quality of presentation of food and beverages	()	()
Décor, ambience and aesthetics	()	()
Staff sensitive to guests needs	()	()
Prompt handling of complains	()	()
Variety of menu	()	()
Courtesy of staff	()	()

7. Mass customisation deals with profit maximisation

True () False ()

8. Do you think it is important to respond to customer demands?

Yes () No ()

9 Do you think that customers are more demanding now than they were a few years ago?

Yes () No ()

10 i) Has the hotel had to deal with a situation where the customer wanted a specific need met? Yes () No ()

ii) If your answer above is 'yes' how have they addressed such a need and why?

11. Mass customisation refers to the ability to provide affordable and individually customised products and services profitably to many people.

i) Would you say your department practices mass customisation?

Yes () No ()

ii) If the answer above is 'yes', state ways through which the department practices mass customisation.

iii) If the answer in 11 (i) is 'yes', what factors influenced you to practice mass customisation?

iv) If the answer is 'no', what factors make you not practice mass customisation?

QUESTIONNAIRE FOR EXECUTIVE HOUSEKEEPER

1. Please tick your age bracket

- 20-25
- 26-35
- 36-45
- 46-55
- 56 and above

2. What is your highest level of education?

- High school graduate
- Diploma
- Degree
- Masters
- Other (please specify)-----

3. How long has your hotel been in operation?

- less than 5yrs
- 6-10 yrs
- 11-15 yrs
- over 15 yrs

4. Which is the market segment for your section ie food and beverage

- Business local
- Business international
- Tourist local
- NGO`S
- Government (Ministries, Parastatals,etc)
- Corporate
- Others (please specify)-----

5. Is your hotel owned,

- Locally, individually
- International chain
- Local chain
- Franchise
- Other (please specify)

6. Please indicate whether the statements listed below emphasise on mass customisation by ticking 'true' or 'false'

a) The key goal of mass customisation is to satisfy customer needs

True () False ()

b) Mass customisation emphasizes on the following:

	True	False
Internal décor, ambience and aesthetics	<input type="checkbox"/>	<input type="checkbox"/>
Modernity/contemporariness of hotel	<input type="checkbox"/>	<input type="checkbox"/>
Willingness to negotiate a room rate	<input type="checkbox"/>	<input type="checkbox"/>
Presence of skilled staff	<input type="checkbox"/>	<input type="checkbox"/>
Efficiency of front desk (check in, check out, billings)	<input type="checkbox"/>	<input type="checkbox"/>
Business services available(e.g.fax,telex,email,photocopy)	<input type="checkbox"/>	<input type="checkbox"/>
Courtesy transportation	<input type="checkbox"/>	<input type="checkbox"/>
Tea/coffee making facilities in room	<input type="checkbox"/>	<input type="checkbox"/>
Work area in bedroom (with separate lighting)	<input type="checkbox"/>	<input type="checkbox"/>
Comfort of beds	<input type="checkbox"/>	<input type="checkbox"/>
Controllable heating/lighting in bedrooms	<input type="checkbox"/>	<input type="checkbox"/>
Fax/internet points in bedroom	<input type="checkbox"/>	<input type="checkbox"/>
Bedroom matches or surpasses customers home	<input type="checkbox"/>	<input type="checkbox"/>
Iron board conveniently available	<input type="checkbox"/>	<input type="checkbox"/>
Satellite TV in bedroom	<input type="checkbox"/>	<input type="checkbox"/>
Plug for personal computer	<input type="checkbox"/>	<input type="checkbox"/>
Attractiveness of bedroom	<input type="checkbox"/>	<input type="checkbox"/>
Provision of leisure facilities	<input type="checkbox"/>	<input type="checkbox"/>
Personalised services	<input type="checkbox"/>	<input type="checkbox"/>
Promptness of service (timing)	<input type="checkbox"/>	<input type="checkbox"/>
Staff willingness to help with requests for assistance	<input type="checkbox"/>	<input type="checkbox"/>
Anticipation of guest needs by staff	<input type="checkbox"/>	<input type="checkbox"/>
Use of customers name by staff	<input type="checkbox"/>	<input type="checkbox"/>
Manager seen to be available for guests	<input type="checkbox"/>	<input type="checkbox"/>
Staff recognizes returning customers	<input type="checkbox"/>	<input type="checkbox"/>
Adaptability/flexibility of staff	<input type="checkbox"/>	<input type="checkbox"/>
Female floor-service staff to answer women's calls	<input type="checkbox"/>	<input type="checkbox"/>

Staff makes customers feel at ease	()	()
Hospitality (staffs concern for guests' enjoyment)	()	()
Staff are informed about the hotel	()	()
Staff pride in high level of performance/professionalism	()	()
Arrival (good first impression)	()	()
Welcoming corridors (e.g. well lit, interesting decorations)	()	()
Standard of furniture, fixtures and fittings	()	()
Spacious bedrooms	()	()
Hair dryer in bedroom	()	()
Mini bar bedroom	()	()
Minor room amenities (mints, toiletries, bath gel, tissues)	()	()
Attractiveness of bathroom	()	()

7. Do you think it is important to respond to customer demands?

Yes () No ()

8. Do you think that customers are more demanding now than they were a few years ago?

Yes () No ()

9. How does the hotel determine its menu and menu price?

10 i) Has the hotel had to deal with a situation where the customer wanted a specific need met? Yes () No ()

ii) If your answer above is 'yes' how have they addressed such a need and why?

11. Mass customisation refers to the ability to provide affordable and individually customised products and services profitably to many people.

i) Would you say your department practices mass customisation?

Yes () No ()

ii) If the answer above is 'yes', state ways through which the department practices mass customisation.

iii) If the answer in 11 (i) is 'yes', what factors influenced you to practice mass customisation?

iv) If the answer is 'no', what factors make you not practice mass customisation?

HOTEL GUEST – QUESTIONNAIRE

(1) How long have you stayed in this hotel?

- () 1 night () 2 nights () 3 nights () more than 3 nights

(2) What is the reason for visiting the hotel?

- (a) Business
- (b) Attending seminar/conference/meeting
- (c) On holiday
- (d) Others – please specify

(3) To what extent do you believe the following are important aspects for your stay at the hotel (please tick as appropriate).

	To a very <u>large extent</u>	To a large <u>extent</u>	To a limited <u>extent</u>	To a very <u>limited</u>
<u>extent</u>				
Speed of service	()	()	()	()
Clarity of explanations	()	()	()	()
Courtesy of staff	()	()	()	()
Efficiency	()	()	()	()
Feeling of warm welcome	()	()	()	()
Modernity of hotel	()	()	()	()
Willing of negotiate room rate	()	()	()	()
Staff recognizes returning guests	()	()	()	()
Friendliness of staff	()	()	()	()
Comfort	()	()	()	()
Cleanliness	()	()	()	()

Décor/ambience/aesthetics	()	()	()	()
Work area in bedroom	()	()	()	()
Controllable heating/lighting	()	()	()	()
Fax/internet points in bedroom	()	()	()	()
Tea/coffee making facilities	()	()	()	()
Satellite TV in bedroom	()	()	()	()
Adaptability/flexibility of staff	()	()	()	()
Range of restaurant facilities	()	()	()	()
Healthy eating options	()	()	()	()
Informal eating opportunities	()	()	()	()
Variety of menu	()	()	()	()
Anticipation of guest needs	()	()	()	()
Quality of products/services	()	()	()	()
Value for the price paid	()	()	()	()

(4) Is there anything you would have wanted done differently to make your stay at the hotel more enjoyable?

Yes

No

Comments:

(5) Does the price of the hotels products/services influence your decision to buy?

Yes

No

(6) Does the quality of the products/services influence your decision to buy?

Yes

No

(7) Does the hotel allow you to input on the prices and features of their products/services?

Yes

No

(8) Does the hotel respond to your specific needs and wants?

Yes

No

(9) Would you recommend this hotel to others?

Yes

No

(10) Would you return to this hotel in the future?

Yes

No