

THE ROAD TO GUEST DELIGHT: AN EMPIRICAL EXPLORATION IN THE HOTEL INDUSTRY

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Obtaining guest delight has been highly emphasized by every hotel in the present era of intense competition for securing guest loyalty. This study, therefore, aims to show how guest delight is formed in the hotels. It involved interviews of 500 repeat guests of 62 hotels in the 5 star deluxe, 4 star, 3 star, Heritage Grand and unclassified categories in India. Only guests on repeat visit to these hotels were included as sampling elements in this study as guest delight is applicable only to them. It was noticed that 46 variables including food and beverage quality, availability of food and beverage variety, hygiene of food and beverage etc. influence surpassing of guests' expectations in these hotels. It is established in this study that surpassing of expectations of the guests affect their perception on pleasant surprises which, in turn affect their consequent happiness. Such happiness along with their perceived excitement and perceived positive feelings create a delighting experience for them.

Guest Delight, Pleasant surprises, Excitement, Positive feelings, Surpassing Expectations

INTRODUCTION

Delight means “great pleasure” or “joyful satisfaction” or “extreme enjoyment” experienced by a person from a product, service, experience, idea and so on (Reader’s Digest Universal Dictionary, 1988; Webster Comprehensive Dictionary, 2001).

Keiningham and Vavra (2001) states that customer delight refers to “positive surprise arising from extremely good service or product performance” or “the highest level of satisfaction” or “exceeding customers’ expectations”. “Customer delight will only be achieved by going beyond all the base expectations in the performance of a product or in the delivery of service (or in the servicing that accompanies a product or service)” (Keiningham & Vavra, 2001). Zeithaml, Bitner, Gremler and Pandit (2008) have stated that customer delight refers to the “profoundly positive emotional state” resulting from one’s expectations “exceeded to a surprising degree”. Lynch (1993) has explained customer delight as the ability to “provide customers with experiences” that goes beyond usual “standards of quality services”.

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At present, delighting customers (guests in case of hotels) has become a vital policy for most companies and organisations including hotels in their pursuit for higher prosperity and sustenance (Stewart, 1997; Skogland & Siguaw, 2004; Torres & Kline, 2006). Guest delight is believed to be obtained by providing additional unexpected benefits along with the basic service which positively surprises the guest. This is essential in the present hotel industry for attainment of guest loyalty which is very important for hotels (Burns, Barrett, Evans & Johansson, 1999; Burns, Evans, Johansson & Barrett, 2000; Torres & Kline, 2006).

This study is an attempt to show how guest delight can be achieved in hotels. Thereby, this study intends to empirically establish the presence of guest delight by providing unexpected benefits to the guests along with the basic service in hotels (Berman, 2005). Normally these delighter features gets incorporated with the satisfier features of the hotel services. As the hotel continues to delight guests by providing delighter features along with the basic service, their expectations continues to swell. As such in every consecutive stay, they tend to expect the earlier delighter features. However, there is a limit to which a hotel can keep on delighting guests keeping in view its profitability. Therefore, this paper also underlines the necessity of creating transitory delight or reenacted delight (which has been discussed later in Review of literature). Such an endeavour decreases the possibility of the guests memorizing any of the previous delighting experiences (assimilated delight (which has also been explained later in Review of literature)). These can lead towards maintenance of the constancy of delighter features and hence delight in the hotels.

REVIEW OF LITERATURE

Presently most organizations including hotels assure guests not only “what they can provide” but also provide “more than their assurance” to achieve guest loyalty (Chowdhury, 2009). Chowdhury (2009) has also described attaining guest delight as a move towards providing Total Customer Satisfaction (TCS).

Leventhal (2008) has stated that if any product or service delivery has met customer’s “desired expectations”, then it is said to be a state of confirmation of meeting customer’s expectations leading to customer satisfaction. If customer’s expectations are not met, then it is said to be a state of disconfirmation for not meeting customer’s expectations. It may be Positive Disconfirmation when product or service delivery provides value that exceeds customer’s expectations or Negative Disconfirmation when product or service delivery falls below customer’s expectations (Leventhal, 2008).

Kano (1984) through his model of customer satisfaction has emphasized on delighting customers through “excitement factors” of any product or service along with “basic factors” and “performance factors” (Berger, Blauth, Boger, et. al., 1993; Sauerwein, Bailom, Matzler & Hinterhuber, 1996).

Rust and Oliver (2000) have described customer delight as a “profoundly positive emotional state” generally resulting from “having one’s expectations exceeded to a surprising degree”. They have classified product or service attributes into the following three types:

1. Must Attributes: Customers expect these attributes as essential requirements while purchasing a product or service.
2. Satisfiers: Higher levels of these attributes (additional features) may “pull further the

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- level of satisfaction beyond” that which is provided by the basic product or service.
3. **Delighters:** These represent product or service attributes that are unexpected by the customers and provide them surprising enjoyment leading to delight.

Torres and Kline (2006) have focused on customer delight as the “real way” to attain loyal customers. Keiningham and Vavra (2001) have measured customer satisfaction along a continuum. The three major points along this continuum are as follows:

1. **Zone of pain:** It is the zone (point) at which the company is not satisfying the needs of its customers.
2. **Zone of Mere Satisfaction:** It is the zone (point) past the zone of pain in which the company is fulfilling customers’ needs but not doing much to differentiate itself from other competitors in the same industry.
3. **Zone of Delight:** It is the zone (point) at which “customers demonstrate behaviour consistent with the goals of the firm (like increased retention, sales, word-of-mouth recommendations etc.)”.

Crotts, Pan and Raschid (2008) have further modified the above concept of customer satisfaction and delight by replacing the Zone of mere satisfaction by Zone of dissatisfaction and Zone of satisfaction. Customer delight is the customer’s “positive emotional reaction” on receiving a product or service that not only satisfies them but also provides unexpected value leading to a sense of surprise (Crotts et al., 2008). When a customer receives unexpected poor product or service, he/she experiences “outrage and pain” and thus dissatisfaction. Again when a customer’s expectations are met and exceeded, he or she feels satisfied with a high intention to repurchase the item. Delight is the amalgamation of “surprise and happiness” when any product or service exceeds customer expectations on key parameters. These “criteria create memorable and emotional responses” that “strongly drive overall satisfaction intention to repurchase” the product or service (Crotts et al., 2008).

Rust and Oliver (2000) have highlighted customer delight in case of a product or service’s performance from the point of view of providing more than customer expectations which may be of the following levels:

1. “Level of exceedingness” is within the normal range: This means that the product or service’s performance would lead the customers to have a view that it was better than expected but not so amazing.
2. “Level of exceedingness” is beyond the normal limits: This means that the product or service’s performance would astonish the customers.

Burns et al. (2000) portrayed customer delight as a “post-purchase emotion” resulting from the consumer’s evaluation of product or service’s performance and is an “extension of satisfaction characterised by positive effect”. The Disconfirmation Theory of customer satisfaction/ dissatisfaction provides the theoretical basis for defining customer delight. Customers evaluate the performance of the products and services they have purchased by referring to their expectations before purchase. Whenever products or services cannot meet their expectations, the customers experience dissatisfaction (negative disconfirmation). However, when these products or services meets expectations, these expectations are confirmed and customers experience satisfaction. But when the products or services exceed customer’s expectations, the latter feels delighted (positive disconfirmation).

Oliver, Rust, and Varki (1997) has noted that surprising positive performance of a product leads to arousal in the mind of the customers (guests) which causes positive effect on the latter. This in turn leads to happiness, i.e., customer (guest) delight. Thereby the antecedents of customer (guest) delight are surprising positive performance, arousal and positive effect. Arousal refers to “excitement” or “stimulation” (Reader’s Digest Universal Dictionary, 1988; Webster Comprehensive Dictionary, 2001). This fact has also been supported by Finn (2006). In addition through the efforts of Finn (2006), it has been found that there is an “additional direct effect of disconfirmation on arousal”.

Rust and Oliver (2000) have classified customer (guest) delight into the following categories on the basis of the function of human memory:

1. Assimilated Delight: It involves customers (guests) recollecting “delighting facets of consumption” and thereby accepting them as normal through “raised expectations”. In short, this type of delight raises customer (guest) expectations. This type of delight can create customer (guest) loyalty through attraction (Rust & Oliver, 2000).
2. Reenacted Delight: It involves delight that a person experiences when a “favorite movie or song” is being played. This type of “delight emotion decays but its memory is retained”. “The person in this case retains memories of the delight and can also experience the delighting stimulus at will or when available through the movie or song”. In case of reenacted delight, hotels can win guest loyalty through reenacting memories of the delight. It is “appreciated” once on receiving by the guest and he or she may seek it again (Rust & Oliver, 2000).
3. Transitory Delight: Such a delight may be attributed to “fate, randomness or serendipity”. In case of transitory delight, hotels should put together a number of such delights in such a way that the guest remembers the experience as “delighting moments” and not as “individual moments” (Rust & Oliver, 2000).

In hotels, guests usually lay high importance on food and beverage quality, availability of food and beverage “variety”, “hygiene” of food and beverage, quality of the restaurant, welcoming atmosphere in the hotel, “cleanliness” and tidiness of the hotel, room furnishings and appearance, cleanliness of the room, “room service”, reasonable price for the room, availability of the hotel staff to provide prompt service, friendliness and helpfulness of the hotel staff, “security of belongings including valuables inside the room”, “responsible security personnel” and overall comfortability (Choi & Chu, 2000; Heung, 2000; Tsang & Qu, 2000; Poon & Low, 2005; Goswami & Sarma, 2010; Mohsin & Lockyer, 2010; Goswami & Sarma, 2011). This fact has been supported by Lynch (1993) who has established that “cleanliness, comfort, service, value and facilities” and “ambience, food and service” are the main factors leading to guest delight in hotels. Other points of emphasis of guests in hotels have been included in the Methodology of this paper. Groenenboom and Jones (2003) have highlighted the importance of security for guests in hotels. Poon and Low (2005) have also highlighted the importance of free gifts, special foods and free access to facilities among the guests in the hotels.

OBJECTIVE OF THIS STUDY

This study aims to show how guest delight is formed in the hotels.

METHODOLOGY

In order to achieve the objectives stated above, a survey was carried out in a sample of 125

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guests on repeat visit (repeat guests) to hotels in India belonging to a cross section of categories (5 star deluxe, 4 star, 3 star, Heritage Grand and unclassified categories) from 1st June, 2010 to 31st May, 2011. The sample size consisted of 500 such repeat guests in 62 such hotels in India (Refer to Table-A-3 in the Annexure). It is to be noted that unclassified hotels refers to those hotels that have not applied for any type of classification to the competent Government of India authority, i.e., Hotel and Restaurant Approval and Classification Committee (HRACC). Only repeat guests (guests on repeat visit to hotels) were taken as sampling elements as guest delight is associated only with those who visit the same hotel(s) repeatedly (as established through literature survey). Therefore, researchers' judgement had to be used while selecting the respondents. Responses from the selected repeat guests were elicited through a well defined questionnaire written in English.

It was tried to measure the responses on 52 variables (measured in 5 point scale) responsible for guest delight, which are discussed later. The respondents were also asked about their experiences regarding any incidence leading to surpassing of their expectations. Thereafter, the preferences of the guests towards these 52 variables were tested with their responses on surpassing expectations. This was done by equal number of One-Way Analysis of Variance (ANOVA) tests at a significance level of 5% ($\alpha=0.05$) with an intention to check if preferences towards 46 variables (Refer to Table-A-1 in the Annexure), among these 52 variables, differ with respect to their perception on surpassing expectations.

Next, responses on surpassing expectations were tested with their scores on perception of pleasant surprises in the hotels (Refer to Table-A-2 in the Annexure) in order to check if the mean score of the former differs with respect to the latter. It may be noted that the score on pleasant surprise was measured through a scaled question. For this too One-way ANOVA was used at $\alpha=0.05$.

This was followed by analysis of responses offered by the respondent-guests regarding pleasant surprises towards the score on their perception about happiness in the hotels.

Thereafter, the relationship of happiness was tested with the respondents' perceived positive feelings (from pleasant surprises and happiness) on one hand and with their perceived excitement (from pleasant surprises and happiness) on the other. Both the tests were done using ANOVA as above. This sequence is an indicator of guests delight in hotels as established by Oliver et al. (1997).

This study also involved determination of the degree of relationship between above mentioned different factors leading to guest delight with the help of correlation.

Variables measured: To start with, a study was conducted to find out the variables or factors constituting the basic requirements that may lead to satisfaction and delight in hotels through a review of the works of earlier scholars. This also included a pilot survey of 66 repeat guests (guests on repeat visit in 15 hotels) with the help of a draft questionnaire. Besides, any other required supporting data were obtained through observation and open probing of some of the employees of the above hotels. This was done to incorporate any additions or modifications in the study and thereby modify the draft questionnaire in order to form the final questionnaire. This effort revealed that there are 52 important factors that might play a role in guest delight. These include quality and hygiene of food and beverage, availability of food and beverage variety, and quality of

the restaurant (Choi & Chu, 2000; Heung, 2000; Tsang & Qu, 2000; Poon & Low, 2005; Mohsin & Lockyer, 2010; Goswami & Sarma, 2011). Others factors leading to guest delight in hotels include cleanliness and tidiness of the hotel and the rooms, room furnishings and appearance, room service, and reasonable price for the room (Choi & Chu, 2000; Heung, 2000; Tsang & Qu, 2000; Poon & Low, 2005; Mohsin & Lockyer, 2010; Goswami & Sarma, 2011). In case of hotel staff, some of the main factors resulting in guest delight in hotels are their friendliness and helpfulness, and their availability to provide prompt service (Choi & Chu, 2000; Heung, 2000; Tsang & Qu, 2000; Poon & Low, 2005; Mohsin & Lockyer, 2010; Goswami & Sarma, 2011). Poon and Low (2005) has established that food and beverage at reasonable price, convenient payment method, and availability of business centre and meeting facilities can play an important role in creating guest delight in hotels. This has been supported by Choi and Chu (2000), Heung (2000), Tsang and Qu (2000), Mohsin and Lockyer (2010), and Goswami and Sarma (2011). Location, physical appearance, view of surrounding areas, and welcoming atmosphere of the hotel can also lead to guest delight (Heung, 2000; Tsang & Qu, 2000; Goswami & Sarma, 2011). For the hotel rooms, factors like comfort of beds/ pillows/ mattresses, quietness, quality of in-room temperature control, in-room entertainment, internet connection, helpfulness of pre transaction information, and convenient and reliable reservation system can result in guest delight (Heung, 2000; Tsang & Qu, 2000; Poon & Low, 2005; Mohsin & Lockyer, 2010; Goswami & Sarma, 2011). Choi and Chu (2000), Heung (2000), Tsang and Qu (2000), Poon and Low (2005), Mohsin and Lockyer (2010), and Goswami and Sarma (2011) have focused on factors like special attention, courtesy, language proficiency, and neat appearance as facilitators of guest delight in relation to the hotel staff. Again, availability of reliable wake-up call, security, convenient parking facilities, efficient laundry service, personal care amenities, and free newspaper can be a delighting experience for the hotel guests (Poon & Low, 2005; Goswami & Sarma, 2011). Choi and Chu (2000), Heung (2000), Tsang and Qu (2000), Groenenboom and Jones (2003), Poon and Low (2005), Mohsin and Lockyer (2010), and Goswami and Sarma (2011) have emphasized on security of belongings, and responsible security personnel as delighting factors for the hotel guests. Heung (2000) has stated that factors like availability of recreation facilities, transportation arrangement arrangements (including 24 hour taxi service), frequent travellers' program, swimming facilities, gymnasium facilities, and overall comfortability can also result in guest delight. This has been also emphasized by Choi and Chu (2000), Tsang and Qu (2000), Poon and Low (2005), Mohsin and Lockyer (2010), and Goswami and Sarma (2011). Tsang and Qu (2000), Mohsin and Lockyer (2010), and Goswami and Sarma (2011) have highlighted that efficient check-in and check-out in the hotels can also cause guest delight. Other facilitators of guest delight in hotels include free gifts, special discounts, special foods, special entertainment, and free access to facilities (Poon & Low, 2005; Goswami & Sarma, 2011). All these variables are measured in 5-point scales, which will eventually give ideas about the respondent-guests' level of preference against each of the above 52 items. These variables can be arranged in the following five dimensions of service quality (SERQUAL) as follows (Pizam & Ellis, 1999; Choi and Chu, 2000; Heung, 2000; Tsang and Qu, 2000; Poon & Low, 2005; Zeithaml et. al., 2008; Mohsin and Lockyer, 2010):

- A. **Reliability:** The following variables indicate the ability of the hotels to provide their "promised services dependably and accurately" to their guests (Pizam & Ellis, 1999; Zeithaml et. al., 2008):
1. Cleanliness and tidiness of the hotel
 2. Quietness of the room
 3. Cleanliness of the room
 4. Quality of in-room temperature control

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5. Room service
 6. Convenient and reliable reservation system
 7. Efficient check-in and check-out
 8. Convenient payment method
 9. Availability of reliable wake-up call
 10. Availability of 24 hours taxi service
 11. Availability of efficient laundry service
 12. Overall comfortability
 13. Free access to facilities like upgradation of room, gym, swimming pool etc.
- B. **Assurance:** The following variables indicate the wisdom, courtesy, and the capability to convey “trust” and “confidence” by the hotel staff among guests (Pizam & Ellis, 1999; Zeithaml et. al., 2008):
1. Food and beverage quality
 2. Hygiene of food and beverage
 3. Food and beverage at reasonable price
 4. Quality of the restaurant
 5. Reasonable price for the room
 6. Friendliness and helpfulness of the hotel staff
 7. Courtesy of the hotel staff
 8. Language proficiency of the hotel staff
- C. **Tangibles:** The following variables indicate the “appearance” of the hotels and their “staff and equipment” (Pizam & Ellis, 1999; Zeithaml et. al., 2008):
1. Availability of food and beverage variety
 2. Location of the hotel
 3. Physical appearance of the hotel
 4. View of the surrounding areas of the hotel
 5. Welcoming atmosphere in the hotel
 6. Room furnishings and appearance
 7. Comfort of beds/ mattresses/ pillows
 8. In-room entertainment including television/ video/ audio
 9. Internet connection
 10. Neat appearance of staff
 11. Availability of recreation facilities
 12. Availability of transportation arrangements
 13. Availability of business centre
 14. Availability of meeting facilities
 15. Availability of convenient parking facilities
 16. Availability of frequent travellers’ program
 17. Availability of swimming facilities
 18. Availability of gymnasium facilities
 19. Free gifts
 20. Special discounts
 21. Special foods
 22. Special entertainment
- D. **Empathy:** The following variables indicate “caring” and individualized attention” provided to the guests in the hotels (Pizam & Ellis, 1999; Zeithaml et. al., 2008):
1. Helpfulness of pre transaction information
 2. Special attention

3. Security of belongings including valuables inside the room
4. Responsible security personnel
5. Availability of personal care amenities (like spa, facial treatment, salon etc.)
6. Availability of free newspaper

E. **Responsiveness:** The following variables indicate “willingness” to help and provide “prompt service” to guests in the hotels (Pizam & Ellis, 1999; Zeithaml et. al., 2008):

1. Availability of the hotel staff to provide prompt service

Hypothesis Testing: This study involved testing of the following hypotheses involving responses of the respondent guests at the hotel(s) where they stayed:

1. **Hypothesis-1:** There is significant difference between the means of guests’ preferences for the above mentioned factors (refer to Table-A-1 in the Annexure) across their responses if the hotel(s) in question has ever surpassed the expectations of the respondents.

Symbolically,

$$\begin{array}{ccccc} \mu_{\text{ALWAYS}} & \neq \mu_{\text{SOMETIMES}} & \neq \mu_{\text{NO IDEA}} & \neq \mu_{\text{RARELY S.E.}} & \neq \mu_{\text{NEVER S.E.}} \\ \text{SURPASS} & \text{S.E.} & \text{REGARDING S.E.} & & \\ \text{EXPECTATIONS} & & & & \\ \text{(S.E.)} & & & & \end{array}$$

Where,

$\mu_{\text{ALWAYS SURPASS EXPECTATIONS (S.E.)}}$ represents the mean score against factors that might provide delight to the guests who perceive that the hotel(s) always surpass their expectations.

$\mu_{\text{SOMETIMES S.E.}}$ represents the mean score against factors that might provide delight to the guests who perceive that the hotel(s) sometimes surpass their expectations.

$\mu_{\text{NO IDEA REGARDING S.E.}}$ represents the mean score against factors that might provide delight to the guests who perceive that they have no idea of the hotel(s) ever surpassing their expectations.

$\mu_{\text{RARELY S.E.}}$ represents the mean score against factors that might provide delight to the guests who perceive that the hotel(s) rarely surpass their expectations.

$\mu_{\text{NEVER S.E.}}$ represents the mean score against factors that might provide delight to the guests who perceive that the hotel(s) never surpass their expectations.

2. **Hypothesis-2:** There is significant difference between the means of guests’ perception on surpassing of their expectations across their responses to if they are ever pleasantly surprised.

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Symbolically,

$$\mu_{\text{ALWAYS PLEASANTLY SURPRISED (P.S.)}} \neq \mu_{\text{SOMETIMES P.S.}} \neq \mu_{\text{NO IDEA REGARDING P.S.}} \neq \mu_{\text{RARELY P.S.}} \neq \mu_{\text{NEVER P.S.}}$$

Where,

$\mu_{\text{ALWAYS PLEASANTLY SURPRISED}}$ represents the mean score against surpassing expectations for the guests who perceive that the hotel(s) always pleasantly surprise them.

$\mu_{\text{SOMETIMES P.S.}}$ represents the mean score against surpassing expectations for the guests who perceive that the hotel(s) sometimes pleasantly surprise them.

$\mu_{\text{NO IDEA REGARDING P.S.}}$ represents the mean score against surpassing expectations for the guests who perceive that they have no idea of the hotel(s) ever pleasantly surprising them.

$\mu_{\text{RARELY P.S.}}$ represents the mean score against surpassing expectations for the guests who perceive that the hotel(s) rarely pleasantly surprise them.

$\mu_{\text{NEVER P.S.}}$ represents the mean score against surpassing expectations for the guests who perceive that the hotel(s) never pleasantly surprise them.

3. **Hypothesis-3:** There is significant difference between the means of guests' perception on pleasant surprises across their responses whether the hotel(s) in question has ever provided happiness to the respondents.

Symbolically,

$$\mu^a_{\text{ALWAYS HAPPY (H.)}} \neq \mu^a_{\text{SOMETIMES H.}} \neq \mu^a_{\text{NO IDEA REGARDING H.}} \neq \mu^a_{\text{RARELY H.}} \neq \mu^a_{\text{NEVER H.}}$$

Where,

$\mu^a_{\text{ALWAYS HAPPY (H.)}}$ represents the mean score against pleasant surprises for the guests who perceive that the hotel(s) always provide happiness to them.

$\mu^a_{\text{SOMETIMES H.}}$ represents the mean score against pleasant surprises for the guests who perceive that the hotel(s) sometimes provide happiness to them.

$\mu^a_{\text{NO IDEA REGARDING H.}}$ represents the mean score against pleasant surprises for the guests who perceive that they have no idea of the hotel(s) ever providing happiness to them.

$\mu^a_{\text{RARELY H.}}$ represents the mean score against pleasant surprises for the guests who perceive that the hotel(s) rarely provide happiness to them.

$\mu^a_{\text{NEVER H.}}$ represents the mean score against pleasant surprises for the guests who perceive that the hotel(s) never provide happiness to them.

4. **Hypothesis-4:** There is significant difference between the means of guests' perception on their perceived excitement (arousal) across their responses to if they are ever happy in the hotel(s).

Symbolically,

$$\mu^{\beta}_{\text{ALWAYS HAPPY (H.)}} \neq \mu^{\beta}_{\text{SOMETIMES H.}} \neq \mu^{\beta}_{\text{NO IDEA REGARDING H.}} \neq \mu^{\beta}_{\text{RARELY H.}} \neq \mu^{\beta}_{\text{NEVER H.}}$$

Where,

$\mu^{\beta}_{\text{ALWAYS HAPPY (H.)}}$ represents the mean score against perceived excitement (arousal) of the guests who perceive that the hotel(s) always provide happiness to them.

$\mu^{\beta}_{\text{SOMETIMES H.}}$ represents the mean score against perceived excitement (arousal) of the guests who perceive that the hotel(s) sometimes provide happiness to them.

$\mu^{\beta}_{\text{NO IDEA REGARDING H.}}$ represents the mean score against perceived excitement (arousal) of the guests who perceive that they have no idea of the hotel(s) ever providing happiness to them.

$\mu^{\beta}_{\text{RARELY H.}}$ represents the mean score against perceived excitement (arousal) of the guests who perceive that the hotel(s) rarely provide happiness to them.

$\mu^{\beta}_{\text{NEVER H.}}$ represents the mean score against perceived excitement (arousal) of the guests who perceive that the hotel(s) never provide happiness to them.

5. **Hypothesis-5:** There is significant difference between the means of guests' perception on their perceived positive feelings across their responses to if they are ever happy in the hotel(s).

Symbolically,

$$\mu^{\gamma}_{\text{ALWAYS HAPPY (H.)}} \neq \mu^{\gamma}_{\text{SOMETIMES H.}} \neq \mu^{\gamma}_{\text{NO IDEA REGARDING H.}} \neq \mu^{\gamma}_{\text{RARELY H.}} \neq \mu^{\gamma}_{\text{NEVER H.}}$$

Where,

$\mu^{\gamma}_{\text{ALWAYS HAPPY (H.)}}$ represents the mean score against perceived positive feelings of the guests who perceive that the hotel(s) always provide happiness to them.

$\mu^{\gamma}_{\text{SOMETIMES H.}}$ represents the mean score against perceived positive feelings of the guests who perceive that the hotel(s) sometimes provide happiness to them.

$\mu^{\gamma}_{\text{NO IDEA REGARDING H.}}$ represents the mean score against perceived positive feelings of the guests who perceive that they have no idea of the hotel(s) ever providing happiness to them.

$\mu^{\gamma}_{\text{RARELY H.}}$ represents the mean score against perceived positive feelings of the guests who perceive that the hotel(s) rarely provide happiness to them.

$\mu^{\gamma}_{\text{NEVER H.}}$ represents the mean score against perceived positive feelings of the guests who perceive that the hotel(s) never provide happiness to them.

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These hypotheses were tested using One-Way Analysis of Variance (ANOVA) at a significance level of 5% ($\alpha=0.05$).

LIMITATIONS OF THE STUDY

This study is limited to 500 repeat guests of 62 hotels falling in the 5 star deluxe, 4 star, 3 star, Heritage Grand and unclassified categories in northeastern India (Refer to Table-A-3 in the Annexure) keeping in view convenience and accessibility of data collection. The study, therefore, limits itself in making an exploratory study regarding the means of obtaining guest delight in the hotels.

ANALYSIS

The data collected by following the above methods have been analyzed for determining the effects of factors constituting guest delight (including pleasant surprises) and thus trying to empirically establish the sequence towards guest delight.

Table-A-1 in the Annexure shows the basic descriptive statistics on expectation scores against each of the above parameters. From Table-A-1, it is clear that most respondent guests have highest expectations for food and beverage quality, hygiene of food and beverage, quality of the restaurant, welcoming atmosphere in the hotel, cleanliness and tidiness of the hotel, comfort of beds/ mattresses/ pillows, quietness of the room, cleanliness of the room, room service, helpfulness of pre transaction information, convenient and reliable reservation system, friendliness and helpfulness of the hotel staff, availability of the hotel staff to provide prompt service, courtesy of the hotel staff, efficient check-in and check-out, neat appearance of staff, convenient payment method, security of belongings including valuables inside the room, and responsible security personnel in the hotel(s) where they stayed.

Pleasant surprises in hotels in form of free gifts, special discounts, special foods, special entertainment, and free access to facilities for the guests at these hotels may also result in guest delight (Poon & Low, 2005; Goswami & Sarma, 2011). This study involved analysis of the frequency of providing such pleasant surprises by the stated hotels to the respondents. Table-A-2 in the Annexure shows the count of scores against receiving such pleasant surprises in the above mentioned hotels by the respondents. From this table, it is clear that most respondent guests have obtained free gifts and other facilities only once as pleasant surprises in the hotel(s) where they stayed. Again, most respondent guests have sometimes unpredictably obtained special discounts and rarely obtained special foods and special entertainment as pleasant surprises in the hotel(s) where they stayed. Besides, most respondents have rarely obtained and obtained only once free access to facilities as pleasant surprises in the hotel(s) where they stayed.

To test the hypotheses if the guest reaction to all these above mentioned variables (factors) varies significantly based on surpassing respondent guests' expectations, a series of One-Way Analysis of Variance (ANOVA) tests were conducted. In Table-1, the results of these tests are reproduced.

Table-1: Results of One-Way Analysis of Variance (at significance level (α)= 0.05)

Sr. No.	Factors that may lead to Guest Delight (with their <i>p</i> values)	Effect of factors on Surpassing Expectations
1	Food and beverage quality (<i>p</i> value=0.048), Availability of food and beverage variety (<i>p</i> value=0.000), Hygiene of food and beverage (<i>p</i> value=0.000), Food and beverage at reasonable price (<i>p</i> value=0.020), Quality of the restaurant (<i>p</i> value=0.004), Location of the hotel (<i>p</i> value=0.000), Physical appearance of the hotel (<i>p</i> value=0.000), View of the surrounding areas of the hotel (<i>p</i> value=0.012), Welcoming atmosphere in the hotel (<i>p</i> value=0.000), Cleanliness and tidiness of the hotel (<i>p</i> value=0.000), Room furnishings and appearance (<i>p</i> value=0.000), Comfort of beds/ mattresses/ pillows (<i>p</i> value=0.000), Quietness of the room (<i>p</i> value=0.000), Cleanliness of the room (<i>p</i> value=0.000), Quality of in-room temperature control (<i>p</i> value=0.000), Room service (<i>p</i> value=0.000), Internet connection (<i>p</i> value=0.000), Reasonable price for the room (<i>p</i> value=0.000), Helpfulness of pre transaction information (<i>p</i> value=0.000), Convenient and reliable reservation system (<i>p</i> value=0.000), Friendliness and helpfulness of the hotel staff (<i>p</i> value=0.000), Availability of the hotel staff to provide prompt service (<i>p</i> value=0.000), Special attention (<i>p</i> value=0.000), Courtesy of the hotel staff (<i>p</i> value=0.000), Language proficiency of the hotel staff (<i>p</i> value=0.000), Efficient check-in and check-out (<i>p</i> value=0.000), Neat appearance of staff (<i>p</i> value=0.000), Convenient payment method (<i>p</i> value=0.000), Availability of reliable wake-up call (<i>p</i> value=0.000), Security of belongings including valuables inside the room (<i>p</i> value=0.000), Responsible security personnel (<i>p</i> value=0.000), Availability of recreation facilities (<i>p</i> value=0.000), Availability of transportation arrangements (<i>p</i> value=0.000), Availability of 24 hours taxi service (<i>p</i> value=0.000), Availability of business centre (<i>p</i> value = 0.000), Availability of meeting facilities (<i>p</i> value=0.000), Availability of efficient laundry service (<i>p</i> value=0.000), Availability of personal care amenities (like spa, facial treatment, salon etc.) (<i>p</i> value=0.000), Availability of free newspaper (<i>p</i> value=0.000), Availability of frequent travellers' program (<i>p</i> value=0.002), Availability of swimming facilities (<i>p</i> value=0.000), Availability of gymnasium facilities (<i>p</i> value=0.000), Overall comfortability (<i>p</i> value=0.000), Free gifts (<i>p</i> value=0.020), Special discounts (<i>p</i> value=0.000) and Special foods (<i>p</i> value=0.041). [Total 46 variables]	Effect present
2	In-room entertainment including television/ video/ audio (<i>p</i> value=0.153), Availability of convenient parking facilities (<i>p</i> value=0.931), Other factors (<i>p</i> value=0.945), Special entertainment (<i>p</i> value=0.271), Free access to facilities (<i>p</i> value=0.144) and Other pleasant surprises (<i>p</i> value=0.598). [Total 6 variables]	No effect

In case of factors in Sr. No.1 in the above Table-1, the *p*-value is less than the level of significance ($\alpha=0.05$) with respect to surpassing respondent guests' expectations in the hotel(s) where they stayed. Thus at $\alpha=0.05$, the null hypotheses that there is equality of means of guests' preferences across these factors can be rejected. This implies that there is significant difference between the means of guests' preferences for these factors across their responses if the hotel(s) in question has ever surpassed the expectations of the

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respondents. Therefore, it can be stated that these factors have effect on surpassing of respondent guests' expectations. For example, the p -value for food and beverage quality (p value=0.048) is less than the level of significance ($\alpha=0.05$) with respect to surpassing guests' expectations in the hotel(s). So at $\alpha=0.05$, the null hypothesis that there is equality of means of guests' preferences across food and beverage quality can be rejected. This implies that there is significant difference between the means of guests' preferences for food and beverage quality across their responses if the hotel(s) has ever surpassed their expectations. It is to be noted that the mean of guests' preferences for food and beverage quality is highest across their responses if the hotel(s) has rarely surpassed their expectations and lowest if the hotel(s) has always surpassed their expectations. This shows that food and beverage quality has effect (not so positive) on surpassing of guests' expectations. Similar findings have been noticed in case of 27 factors listed below in Table-2.

Again, the p -value for availability of recreation facilities (p value=0.000) is less than the level of significance ($\alpha=0.05$) with respect to surpassing guests' expectations in the hotel(s). So at $\alpha=0.05$, the null hypothesis that there is equality of means of guests' preferences across availability of recreation facilities can be rejected. This implies that there is significant difference between the means of guests' preferences for availability of recreation facilities across their responses if the hotel(s) has ever surpassed their expectations. The mean of guests' preferences for availability of recreation facilities is highest across their responses if the hotel(s) has always surpassed their expectations and lowest if the hotel(s) has never surpassed their expectations. This indicates that availability of recreation facilities has effect (positive effect) on surpassing of guests' expectations. Similar findings have been noticed in case of 19 factors listed below in Table-2.

Table-2: Factors having effect on surpassing guests' expectations in the hotels

Factors having positive effect on surpassing guests' expectations		Factors having not so positive effect on surpassing guests' expectations	
1	Availability of food and beverage variety	1	Food and beverage quality
2	Hygiene of food and beverage	2	Quality of the restaurant
3	Food and beverage at reasonable price	3	Welcoming atmosphere in the hotel
4	Location of the hotel	4	Cleanliness and tidiness of the hotel
5	Physical appearance of the hotel	5	Room furnishings and appearance
6	View of the surrounding areas of the hotel	6	Quietness of the room
7	Comfort of beds/ mattresses/ pillows	7	Cleanliness of the room
8	Quality of in-room temperature control	8	Room service
9	Internet connection	9	Reasonable price for the room
10	Availability of recreation facilities	10	Helpfulness of pre transaction information
11	Availability of business centre	11	Convenient and reliable reservation system
12	Availability of efficient laundry service	12	Friendliness and helpfulness of the hotel staff
13	Availability of personal care amenities (like spa, facial treatment, salon etc.)	13	Availability of the hotel staff to provide prompt service
14	Availability of free newspaper	14	Special attention
15	Availability of frequent travellers' program	15	Courtesy of the hotel staff
16	Availability of swimming facilities	16	Language proficiency of the hotel staff
17	Availability of gymnasium facilities	17	Efficient check-in and check-out

18	Special discounts	18	Neat appearance of staff
19	Special foods	19	Convenient payment method
		20	Availability of reliable wake-up call
		21	Security of belongings including valuables inside the room
		22	Responsible security personnel
		23	Availability of transportation arrangements
		24	Availability of 24 hours taxi service
		25	Availability of meeting facilities
		26	Overall comfortability
		27	Free gifts

In case of factors in Sr. No.2 in the above Table-1, the p -value is more than the level of significance ($\alpha=0.05$) with respect to surpassing respondent guests' expectations in the hotel(s) where they stayed. Thus at $\alpha=0.05$, the null hypothesis that there is equality of means of guests' preferences across these factors cannot be rejected. As such, that there is no significant difference between the means of guests' preferences for these factors across their responses if the hotel(s) in question has ever surpassed their expectations. Therefore, it can be stated that these factors do not have any notable effect on surpassing of respondent guests' expectations. For example, the p -value for in-room entertainment including television/ video/ audio (p value=0.153) is more than the level of significance ($\alpha=0.05$) with respect to surpassing respondent guests' expectations in the hotel(s). So at $\alpha=0.05$, the null hypothesis that there is equality of means of guests' preferences across in-room entertainment including television/ video/ audio cannot be rejected. This indicates that there is no significant difference between the means of guests' preferences for in-room entertainment including television/ video/ audio across their responses if the hotel(s) in question has ever surpassed their expectations. Thus, it can be concluded that in-room entertainment including television/ video/ audio does not have any notable effect on surpassing of respondent guests' expectations.

To determine the degree of relationship between different factors leading to guest delight, a series of correlation were conducted between the following pairs of variables (it is to be noted that surpassing of respondent guests' expectations is related to their pleasant surprises which in turn is related with their resultant happiness resulting in guest delight):

Table-3: Results of Correlation between factors leading to Guest Delight in hotels

Variable 1	Variable 2	Coefficient of correlation (r)
Surpassing respondents' expectations at the hotel(s)	Pleasant surprises of the respondents at the hotel(s)	0.752
Pleasant surprises of the respondents at the hotel(s)	Happiness of the respondents due to pleasant surprises at the hotel(s)	0.696
Perceived excitement of the respondents in the hotel(s)	Happiness of the respondents due to pleasant surprises at the hotel(s)	0.598
Perceived positive feelings of the respondents in the hotel(s)	Happiness of the respondents due to pleasant surprises at the hotel(s)	0.561

All in all, it is seen from the table (Table 3) that the pairs register moderate to high r among themselves, which signifies that the pairs of variables are related to each other. If we check the pairs one by one, it is evident that the relationship forms a chain of short.

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This is depicted in Figure-1.

Another set of ANOVA was conducted to confirm the effect of surpassing of expectations with perceived pleasant surprises at the hotel(s), and then the effect of the latter on the guests' happiness. The results of the tests are shown in Table-4.

Table-4: Results of One-Way Analysis of Variance (at significance level (α)= 0.05)

Variable 1	Variable 2	df	F	p-value	Effect of Variable 1 on Variable 2
Surpassing respondents' expectations at the hotel(s)	Pleasant surprises of the respondents at the hotel(s)	4	113.680	0.000	Effect present
Pleasant surprises of the respondents at the hotel(s)	Happiness of the respondents due to pleasant surprises at the hotel(s)	4	164.518	0.000	Effect present
<i>External effects on providing happiness to respondents through surpassing their expectations by the hotel</i>					
Perceived excitement of the respondents in the hotel(s)	Happiness of the respondents due to pleasant surprises at the hotel(s)	4	69.979	0.000	Effect present
Perceived positive feelings of the respondents in the hotel(s)	Happiness of the respondents due to pleasant surprises at the hotel(s)	4	25.769	0.000	Effect present

With respect to pleasant surprises of the respondents at the hotel(s) in the above Table-4, at $\alpha=0.05$, the null hypothesis that there is equality of means of scores on surpassing guests' expectations across their responses whether they are ever pleasantly surprised at the hotel(s) can be rejected. This implies that there is significant difference between the means of guests' perception on surpassing of their expectations across their responses to if they are ever pleasantly surprised. It is noticed that the mean of guests' perception on surpassing of their expectations is highest across their responses if they have always obtained pleasant surprises and lowest if they have never obtained pleasant surprises in the hotel(s). Therefore, it can be stated that surpassing guest's expectations has effect (positive effect) on their receiving pleasant surprises at the hotel(s).

Likewise, it was also found that the mean of guests' perception on obtaining pleasant surprises from surpassing of their expectations is highest across their responses if they have always experienced happiness and lowest if they have never experienced happiness in the hotel(s). This indicates that pleasant surprises of the guests due to surpassing of their expectations have effect (positive effect) on their happiness. In the same manner, it was also noticed that the mean of guests' perception on perceived excitement is highest across their responses if they have always experienced happiness and lowest if they have never experienced happiness in the hotel(s). This shows that perceived excitement has effect (positive effect) on their happiness. Similarly, it was also seen that the mean of guests' perception on perceived positive feelings is highest across their responses if they have always experienced happiness and lowest if they have never experienced happiness in the hotel(s). This also reveals that perceived positive feelings have effect (positive effect) on their happiness. This ultimately led to guest delight as established by Oliver et

al. (1997).

It can be seen from the above findings that surpassing guests' expectations at the hotel(s) led to their pleasant surprises. Such pleasant surprises led to their happiness. Again, happiness along with their perceived excitement and perceived positive feelings forms the basis of guest delight in hotels. This sequence of guest delight can be shown in the following Figure-1 (Refer to Table-1, 2, 3 and 4).

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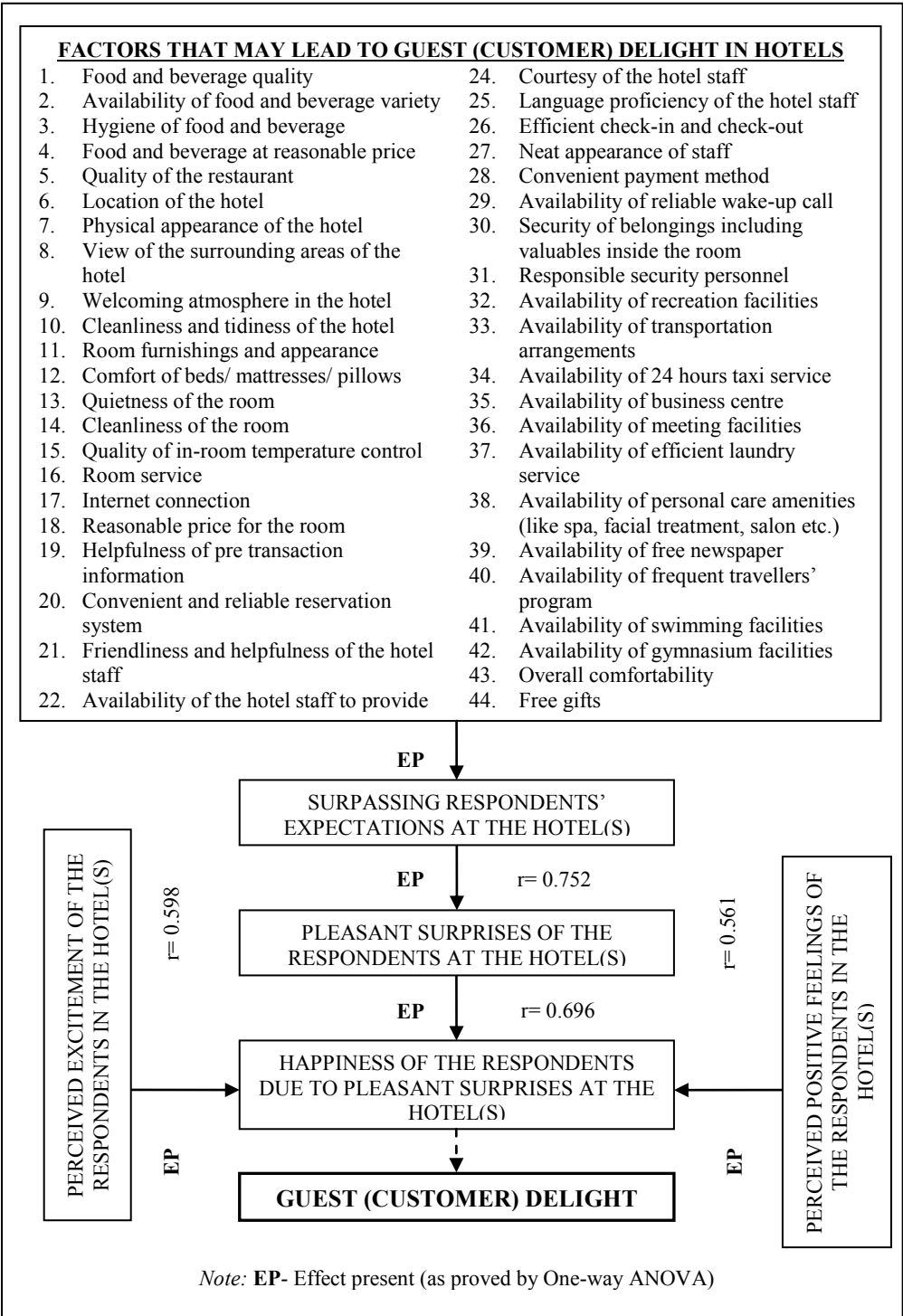


Figure-1: Sequence of guest delight in hotels

DISCUSSION

It was found from the study that various factors like food and beverage quality, availability of food and beverage variety, hygiene of food and beverage, food and beverage at reasonable price, and quality of the restaurant may have a bearing on surpassing of expectations of guests in the hotel(s), which forms an essential component of guest delight in hotels. Also, factors like location, physical appearance, and view of the surrounding areas of the hotel(s) have effect on surpassing of expectations of these guests. Moreover, factors like welcoming atmosphere, cleanliness and tidiness, and room furnishings and appearance in the hotel(s) have impact on surpassing of expectations of these guests. In addition, factors like comfort of beds/ mattresses/ pillows, quietness of the room, cleanliness of the room, quality of in-room temperature control, room service, internet connection, reasonable price for the room, helpfulness of pre transaction information, and convenient and reliable reservation system have effect on surpassing of guests' expectations in the hotel(s). It was also noticed that factors like friendliness and helpfulness of the hotel staff, availability of the hotel staff to provide prompt service, special attention, courtesy of the hotel staff, language proficiency of the hotel staff, efficient check-in and check-out, neat appearance of staff, convenient payment method, availability of reliable wake-up call, security of belongings including valuables inside the room, and responsible security personnel affects surpassing of guests' expectations in the hotel(s). Besides, availability of recreation facilities, transportation arrangements, 24 hours taxi service, business centre, meeting facilities, efficient laundry service, personal care amenities (like spa, facial treatment, salon etc.), free newspaper, frequent travellers' program, swimming facilities, and gymnasium facilities, as well as overall comfortability have effect on surpassing of guests' expectations in the hotel(s). Further, pleasant surprises like free gifts, special discounts, and special foods also have impact on surpassing of guests' expectations in the hotel(s). This study has also revealed that surpassing of guests' expectations led to their pleasant surprises in these hotel(s). Pleasant surprises of these guests in these hotel(s) in turn create happiness in them. Such happiness of these guests affected by their perceived excitement (arousal) and their perceived positive feelings results in guest delight. This finding ascertains the sequence between the above mentioned factors and guest delight in the 5 star deluxe, 4 star, 3 star, Heritage Grand and unclassified hotels in India. If any such study is conducted among such hotels or other categories of hotels in other parts of the world, this established sequence would be noticed there also.

CONCLUSION

Attainment of customer delight is indeed important for any organisation to survive and excel in the existing competitive business scenario. Therefore, every hotel should emphasize on exceeding guests' expectations through various factors. There should also be focus on creating pleasant surprises of the guests from surpassing of their expectations leading to their happiness. Such happiness along with perceived excitement and perceived positive feelings of the guests would end in a delighting experience for the guest (customer), a fact that has been illustrated through this study.

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ANNEXURE

Table-A-1: Expectations of guests during their stay in their preferred hotels

Sr. No.	Factors	Highest expectation	Above average expectation	Average expectation	Below average expectation	Least expectation
1	Food and beverage quality	272	216	12	0	0
2	Availability of food and beverage variety	87	353	60	0	0
3	Hygiene of food and beverage	385	101	14	0	0
4	Food and beverage at reasonable price	54	336	105	5	0
5	Quality of the restaurant	340	142	18	0	0
6	Location of the hotel	142	332	26	0	0
7	Physical appearance of the hotel	144	274	75	7	0
8	View of the surrounding areas of the hotel	179	218	94	5	0
9	Welcoming atmosphere in the hotel	395	86	19	0	0
10	Cleanliness and tidiness of the hotel	388	111	1	0	0
11	Room furnishings and appearance	25	411	64	0	0
12	Comfort of beds/ mattresses/ pillows	232	227	41	0	0
13	Quietness of the room	287	190	23	0	0
14	Cleanliness of the room	415	78	7	0	0
15	Quality of in-room temperature control	135	304	57	4	0
16	Room service	373	99	17	4	0
17	In-room entertainment including television/ video/ audio	68	309	122	1	0
18	Internet connection	51	145	102	128	71
19	Reasonable price for the room	78	289	117	8	8
20	Helpfulness of pre transaction information	305	155	24	5	8
21	Convenient and reliable reservation system	341	127	24	8	0
22	Friendliness and helpfulness of the hotel staff	333	113	48	0	0
23	Availability of the hotel staff to provide prompt service	289	185	22	4	0
24	Special attention	198	217	54	6	25
25	Courtesy of the hotel staff	347	133	20	0	0
26	Language proficiency of the hotel staff	89	282	121	8	0
27	Efficient check-in and check-out	285	183	32	0	0
28	Neat appearance of staff	248	218	30	0	0
29	Convenient payment method	335	140	21	4	0
30	Availability of reliable wake-up call	152	301	20	16	7
31	Security of belongings including valuables inside the room	440	40	11	4	4
32	Responsible security personnel	409	80	6	4	0
33	Availability of recreation facilities	13	321	162	4	0
34	Availability of transportation arrangements	210	234	56	0	0
35	Availability of 24 hours taxi service	121	106	243	30	0
36	Availability of business centre	50	194	207	42	7
37	Availability of meeting facilities	56	186	219	32	7
38	Availability of convenient parking	113	238	128	14	7

	facilities					
39	Availability of efficient laundry service	144	285	59	12	0
40	Availability of personal care amenities (like spa, facial treatment, salon etc.)	82	211	177	25	4
41	Availability of free newspaper	58	345	81	16	0
42	Availability of frequent travellers' program	19	124	183	152	22
43	Availability of swimming facilities	6	53	44	125	269
44	Availability of gymnasium facilities	1	40	77	193	186
45	Overall comfortability	78	335	86	1	0
46	Any other	24	17	7	0	196

Table-A-2: Pleasant surprises of respondents during their stay in their preferred hotels

Sr. No.	Factors	Always obtained on visit	Sometimes obtained (predictable)	Sometimes obtained (unpredictable)	Rarely obtained	Obtained only once
1	Free gifts	1	3	37	33	53
2	Special discounts	3	13	52	25	1
3	Special foods	2	5	39	56	29
4	Special entertainment	2	1	19	34	9
5	Free access to facilities like upgradation of room, gym, swimming pool etc.	0	5	21	23	24
6	Any other	0	2	0	0	14

Table-A-3: List of hotels in north eastern India covered during this study

Sr. No.	Name of the Hotel	Star Category	Location	Source
1	Mayfair Gangtok	5 star Deluxe	Gangtok	FHRAI
2	Orange Village Resort	4 star	Gangtok	Obtained from survey
3	Hotel Tashi Delek	4 star	Gangtok	Obtained from survey
4	The Royal Plaza	4 star	Gangtok	FHRAI, Ministry of Tourism
5	Hotel Royal Demazong	3 star	Gangtok	Ministry of Tourism
6	Hotel Samsa Resort	3 star	Gangtok	Ministry of Tourism
7	Hotel Suhim Portico	3 star	Gangtok	FHRAI, Ministry of Tourism
8	Sidlon Residency	3 star	Gangtok	Obtained from survey
9	Hotel Tibet Gallery	3 star	Gangtok	Obtained from survey
10	Golden Heights	3 star	Gangtok	Obtained from survey
11	The Delisso Abode	3 star	Gangtok	Obtained from survey
12	De Villa	3 star	Gangtok	Obtained from survey
13	Hotel Mayur	3 star	Gangtok	Obtained from survey
14	The Chumbi Residency	3 star	Gangtok	Obtained from survey
15	Denzong Shangrilla	3 star	Gangtok	Obtained from survey
16	Hotel Sonam Palgey	3 star	Gangtok	Obtained from survey
17	Rhenock House	3 star	Gangtok	Obtained from survey
18	Hotel Heruka	3 star	Gangtok	Obtained from survey
19	Hotel Himalayan Heights	3 star	Gangtok	Obtained from survey
20	The Retreat	3 star	Gangtok	Obtained from survey
21	Hotel Rendezvous	3 star	Gangtok	Obtained from survey
22	The Sikkim Continental	3 star	Gangtok	Obtained from survey
23	Tamarind Hotel	3 star	Gangtok	Obtained from survey

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24	Hotel Gajraj	3 star	Gangtok	Obtained from survey
25	Bamboo Retreat- Rumtek	3 star	Gangtok	Obtained from survey
26	The Nor-Khill	Heritage Grand	Gangtok	FHRAI, Ministry of Tourism
27	Hotel Dynasty	4 Star	Guwahati	FHRAI, Ministry of Tourism
28	Hotel Rajmahal	4 Star	Guwahati	FHRAI, Ministry of Tourism
29	Hotel Ambarish	3 Star	Guwahati	FHRAI, Ministry of Tourism
30	Hotel Ambarish Grand Regency	3 Star	Guwahati	FHRAI, Ministry of Tourism
31	Hotel Millenium	3 Star	Guwahati	FHRAI
32	Hotel Viswaratna	3 Star	Guwahati	FHRAI, Ministry of Tourism
33	Agnideep Continetal	3 Star	Guwahati	Ministry of Tourism
34	Hotel Nakshatra	3 Star	Guwahati	Ministry of Tourism
35	Kiranshree Portico	3 Star	Guwahati	Ministry of Tourism
36	Hotel Atithi	3 Star	Guwahati	Ministry of Tourism
37	Hotel Grand Starline	3 Star	Guwahati	Ministry of Tourism
38	Hotel Brahmaputra Ashok	3 Star	Guwahati	FHRAI, Ministry of Tourism
39	Hotel Rituraj	3 Star	Guwahati	Obtained from survey
40	Hotel Ginger	No Classification	Guwahati	Obtained from survey
41	Brahmaputra Jungle Resort	3 Star	Guwahati	Ministry of Tourism
42	Iora- The Retreat	3 star	Kaziranga	Ministry of Tourism
43	Emerald Hotel and Resort	3 star	Kaziranga	Ministry of Tourism
44	City Regency	3 star	Dibrugarh	Ministry of Tourism
45	Hotel Natraj	3 star	Dibrugarh	Obtained from survey
46	Hotel MD	3 star	Jorhat	Ministry of Tourism
47	Hotel KRC Palace	3 star	Tezpur	Obtained from survey
48	Hotel Polo Towers	4 Star	Shillong	FHRAI, Ministry of Tourism
49	Hotel Pegasus Crown	3 Star	Shillong	Ministry of Tourism
50	Hotel Centre Point	3 Star	Shillong	Ministry of Tourism
51	Pinewood Hotel	3 Star	Shillong	Ministry of Tourism
52	Hotel Borail View	3 Star	Silchar	Obtained from survey
53	Hotel Ginger	No Classification	Agartala	Obtained from survey
54	Hotel Radha International	3 Star	Agartala	Obtained from survey
55	Hotel Rajarshi	No Classification	Agartala	Obtained from survey
56	Hotel Rajdhani	3 Star	Agartala	Obtained from survey
57	Hotel Welcome Palace	3 Star	Agartala	Obtained from survey
58	Hotel Arini	No Classification	Aizawl	Obtained from survey
59	Hotel Japhu	3 Star	Kohima	Obtained from survey
60	Hotel Saramati	3 star	Dimapur	Obtained from survey
61	Hotel Donyi Polo Ashok	3 star	Itanagar	Obtained from survey
62	Arun Sunbansiri	No Classification	Itanagar	Obtained from survey

Note: FHRAI stands for Federation of Hotels and Restaurants Association of India

