

SERVICE QUALITY IN TOURIST HOTELS IN TANZANIA:

The Case of Dar es Salaam

By

Mkama Mwijarubi

A Thesis Submitted to Mzumbe University – Morogoro Campus College in Partial Fulfillment of the requirements for the award of the Degree of Master of Business Administration (MBA Corporate Management) at Mzumbe University.

2013

CERTIFICATION

We, the undersigned certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled: **Service Quality in Tourists' Hotels in Tanzania: The Case of Dar ss Salaam** , in partial fulfillment of the requirements for the degree of Master of Business Administration (Corporate Management) of Mzumbe University.

Dr. Joseph Kimeme (**Major Supervisor**)

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LIST OF ABBREVIATIONS

URT -United Republic of Tanzania

GDP-Gross Domestic Product

ICT-Information Communication Technology

OECD-Organization for Economic Co-operation and Development

USA-United States of America

AQS-American Quality Association

ISO-International Organization for Standardization

AS 9000-Aerospace Quality Management System

TL9000- Telecommunications Quality System

IS/TS-International Organization for Standardization Technical Specification System

ABSTRACT

Tanzania's hospitality industry has expanded rapidly in recent years, and is currently the leading source of foreign exchange earnings. However, tourist operators indicated a drop in cash flows up to 20%, with tourist cancellations of 30-50% for the season starting January 2009 (URT, 2009). Literature on the growth of the hotel industry in Tanzania tend to focus on macros, such as the sector's contribution to the GDP, statistics on tourists (international and local) and revenue growth. Least has been written about the fundamental issue of quality of service. Marketing appeals likewise almost singularly brand Tanzania as a vastness of tourism natural resources leaving a blind spot on quality of services to be expected. This vacuum has been vaguely filled with perceptions and associations. It is therefore important to find from the perspective of customers what attributes of quality in hotels contribute to customer satisfaction. Specifically, this study sought to know:

- (i) What attributes are the important in the perspective of customers in the hospitality industry?
- (ii) What attributes of the service from the perspective of customer can be categorized as threshold, performance and excitement?
- (iii) What do service providers in the hospitality industry perceive as important attributes of service.

Data was collected and analysed based on Kano Model of classification of quality attributes of services. Findings show that customer regard professionalism and responsive of attendants higher and take fluency of English and friendliness as attractive attributes. Moreover, while many hotels lack emergency medical services, tourist customer think it is an important service. Service providers may get insight from this study and apply them to designing their service experience and focusing their investment.

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CHAPTER ONE

BACKGROUND INFORMATION

1.1 Introduction

From a backdrop of perceived low quality of services in hotels in Tanzania, this study seeks to determine and categorize attributes of services quality that appeals most to customers of tourist hotels in Dar es Salaam. This introductory chapter features background and statement of the problem, problem statement, research objectives and questions that guide the study.

1.2 Background and Statement of the Problem

1.2.1 Research Setting

In the past two decades, since liberalization, business has been booming in the hospitality industry. The government privatized hotels it previously owned in major towns and national parks. More hotels have been built in cities, towns and national parks. To provide staff in these hotels, tourism training institutions have mushroomed. Ironically, the only government run tourism and hospitality training institute, formerly called Magogoni Tourism Training College minimized its activities to bare existence. In fact its uptown location close to renowned Kilimanjaro Hotel (now Hyatt Kilimanjaro Hotel) has been repurposed for the Appeals Court of Tanzania. A new campus is under construction in Dar es Salaam.

This is happening on the backdrop of a budding tourism and hospitality industry. With seemingly boundless possibilities, tourism is a healthy contributor to Tanzanian's GDP – second overall – it is regularly reported to be under performing. The sector generated 1.25 billion US dollars (2.13trn/- in 2011) from 1.16 billion US dollar (1.97trn/- in 2010) reflecting an increase of 8.2 per cent and according to Deloitte Economic Outlook 2012, hotel and restaurants contribution to the real GDP has almost remained constant at 2.6 percent.

International tourist arrivals are the major clients of the hospitality industry. Operators enjoy profitable bottom lines. But anecdotes of comparatively low quality services are common in Tanzania tourism sector, contrary to Kenya who is considered a direct competitor to Tanzania's hospitality industry. Tanzania ranks 110 out of 133 countries in Travel and Tourism Competitiveness Index 2011, a drop from 98th position in 2009. It is 11th in Africa, behind South Africa, Kenya, Rwanda, and Botswana. The index measures how a country fares on fourteen issues namely:

- (i) Policy, rules and regulations
- (ii) Environmental sustainability
- (iii) Safety and security
- (iv) Health and hygiene
- (v) Prioritization of travel & tourism
- (vi) Air transport infrastructure
- (vii) Ground transport infrastructure
- (viii) Tourism infrastructure
- (ix) ICT infrastructure
- (x) Price competitiveness in the T&T industry
- (xi) Human resources
- (xii) Affinity for travel & tourism
- (xiii) Natural resources
- (xiv) Cultural resources

Tanzania is second worldwide in natural resources, last in health and hygiene, 90th in prioritizing travel and tourism. It is markedly in the 125th in human capital in tourism. Overall World Economic Forum Travel and Tourism ranking Tanzania lags behind Rwanda and Kenya in order of merit (at 102th and 103th respectively) and it is five positions above Uganda (World Economic Forums, 2011). This weak position in human capital may explain the popular attitude that service discipline is low in Tanzania. In Uganda the official language is English, as is in Kenya. Language is therefore not a defining factor. Tanzania beats both Kenya and Rwanda on natural resources, but both countries are better than Tanzania in prioritizing tourism and tourism infrastructure.

Since the medium of communication with foreigners is mainly English language, then knowledge of the language translates into promptness in communication with the prominent customer, the tourist. And because staff in Tanzanian hotels do not speak fluent English there is a low promptness to communicate with the customer as compared to their counterparts in Kenya. This study address this popular view by scientifically determining attributes of service quality that appeal to customer and then categorizing them to help services marketers and designers prioritize their investment.

1.3 Problem Statement

Tanzania's hospitality industry has expanded rapidly in recent years, and is currently the leading source of foreign exchange earnings. However, tourist operators indicated a drop in cash flows up to 20%, with tourist cancellations of 30-50% for the season starting January 2009 (URT, 2009). In its entirety hospitality includes services to citizens and foreign tourist arrivals. Hotels and restaurants are mushrooming in small and large cities across Tanzania at about eight percent since 2004 (OECD, 2006). Apart from the extractive sector, tourism is arguably Africa's fastest emerging growth market (Chironga, Leke, Lund, & Van Wamelen, 2011). In 2011, hotels and restaurants recorded a growth rate of 2.4 percent in the second quarter of 2011 compared to 7.3 percent in the second quarter of 2010.

The growth rate is attributed to slight increase in the number of international and resident visitors in hotels. The overall international bed occupancy increased from 150,285 in the second quarter of 2010 to 151,109 in the same quarter of 2011, while the domestic bed occupancy increased from 132,168 in the first quarter of 2010 to 135,194 in the same quarter of 2011 (URT, 2011).

Provision of high quality services is indispensable to the hospitality industry. There is anecdotal perception of low quality, yet service providers seem to put efforts on quality. It is useful to probe the providers' perception of quality (Mwananchi, 2008). Literature on the growth of hospitality industry in Tanzania tend to focus on macros, such as the sectors contribution to the GDP, statistical evidence on tourists (international and local)

and revenue growth. Least has been written about the fundamental issue of quality of service. Marketing appeals likewise almost singularly brand Tanzania as a vastness of tourism natural resources, leaving a blind spot on quality of services to be expected. This vacuum has been vaguely filled with perceptions and associations. One major association is linking fluency in English to provision of quality services. This popular association disfavor Tanzania at the expense of its neighbours – and competitors – since English is not widely spoken among its population. Despite the perceptive association, statistics show irrelevant differences in the rate of growth in terms of tourist arrivals between Tanzania, Kenya and Uganda. Most of the tourists use hotel accommodation.

If official circles and marketers of Tanzania do not find out quality attributes that tourist look forward to during their stay in Tanzania, then the unfavourable association between fluency in English and quality of service may inadvertently dampen the likeability of quality attributes that currently lure tourists to Tanzania.

It is therefore important to find from the perspective of customers what attributes of quality in hotels contribute to customer satisfaction despite locally perceived low quality an associated result of low fluency in English generally in Tanzania.

This study contends that tourists are attracted to use hotel services not merely because of popularly held associations between English language communications skills in the country they are visiting, rather through tourist's own judgment of certain desirable attributes found in the service experience.

1.4 Research Objective

1.4.1 Main Objective

This study sought to determine service attributes that customers find appealing, categorize them and then explore, by comparing service providers and customers, if service providers understanding of quality service is harmonious with expectations of customers in tourist hotels.

1.4.2 Specific Objectives

Specifically the study intended:

- (i) Using Kano Model to determine what attributes of quality are important as perceived by customers.
- (ii) To categorize the important service attribute to customers using Kano Model.
- (iii) To assess service providers' perception of attributes of quality service.

1.5 Research Questions

The study was guided by the following research questions:

- (i) What attributes are the important in the perspective of customers in the hospitality industry?
- (ii) What attributes of the service from the perspective of customer can be categorized as threshold, performance and excitement?
- (iii) What do service providers in the hospitality industry perceive as important attributes of quality?

1.6 Delimitation of the Study

This study set out to probe the extent to which service providers in the hospitality industry understand, differ or align in perception with their customer needs. The study probed customers' perceptions about the level of quality they receive. Therefore the study was able to conclude to what extent hospitality industry establishments (hotel and restaurants) suffice the customers. However, it should be noted at this point that the researcher encountered difficulties to obtain data on time because hotel managements do not view research favorably, particularly when they are asked to give access to their customers. In this study questionnaires had to be filled in by customers. Most managements approached disliked the idea of asking their customers to fiddle with questionnaires from external person-the researcher.

This study did not stretch to the full extent of quality surveys as Parasuraman and Zeithl did using the SERVEQUAL Tool. Kano Model is not used to determine all features included in designing services and products. It only used these tools to study service

quality in a small sample and focus on particular aspect. Therefore the results of this study can be generalized to a limited extent. However, the procedures, objectives and questions of the study can be replicated in a much larger study of similar general objectives.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this section literature about quality is going to be presented in order to put the study in perspective. A brief evolution of the concept of quality is given followed by different modals of quality; an argument is presented for deploying Kano Modal for this particular study.

2.1 Background on Quality

The term ‘Quality’ has been defined differently by different scholars. This study will use Juran and Crosby’s (1980) definition – ‘Quality is fitness for use.’ This definition has an inherent inclination to product as opposed to service; products are used but, services are experienced. In tracing the history of quality the American Quality Association (AQS) first baptizes it with the name ‘the quality movement’. The movement can be traced back to medieval Europe, where craftsmen began organizing themselves into unions called guilds in the 13th century. By the early 19th century, manufacturing in the industrialized world followed this craftsmanship model. Product inspection was used in the factory system in Great Britain in the mid-1750s and grew into the Industrial Revolution in the early 1800s. In the 20th century, manufacturers began to include quality processes in manufacturing.

The quality movement was given a significantly drive during World War II. After the United States entered World War II, for example, bullets manufactured in one state had to work consistently in rifles made in another. The armed forces initially inspected virtually every unit of product and used sampling techniques for inspection. The Japanese welcomed the input of Americans Joseph M. Juran and W. Edwards Deming that focused on improving all organizational processes through the people who used them. This was referred to as ‘Total Quality’. Since the turn of the century, the quality movement seems to have matured beyond Total Quality. New quality systems have

evolved from the foundations of Deming, Juran and the early Japanese practitioners. Most importantly, quality has moved beyond manufacturing into service, healthcare, education and government sectors.

In the 21st century the quality movement has matured and new quality systems have evolved. Examples of this maturation include:

- (i) The 2000 revision of the ISO 9000 series of quality management standards to put emphasis on customer satisfaction.
- (ii) Beginning in 1995, the Malcolm Baldrige National Quality Award in the United States added a business results criterion to its measures of applicant success.
- (iii) Six Sigma is a methodology developed by Motorola to improve its business processes by minimizing defects, evolved into an organizational approach that achieved breakthroughs and significant bottom-line results. When Motorola received a Baldrige Award in 1988, it shared its quality practices with others.
- (iv) Quality function deployment was developed by Yoji Akao as a process for focusing on customer wants or needs in the design or redesign of a product or service.
- (v) Sector-specific versions of the ISO 9000 series of quality management standards were developed for such industries as automotive (QS-9000), aerospace (AS9000) and telecommunications (TL 9000 and ISO/TS 16949) and for environmental management (ISO 14000)
- (vi) At home in Tanzania the Tanzania Bureau of Standards adopted the ISO 9000 series of quality management and worked to upgrade its laboratories. There has been however a bias to manufacturing than in service quality.

One of the most significant steps in the quality movement has been the extension of quality from manufacturing to service. It should be noted that quality in service has some distinct features from quality in manufacturing.

2.1.2 Universal Knowledge in Quality and Service Quality

Service quality is determined by the differences between customers' expectations of service provider's performance and their evaluation of the services they received (Bolton & Drew, 1991). In this way, the association between service quality and customer satisfaction has emerged as a topic of significant and strategic concern (Cronin and Taylor, 1992). In general, research in this area suggests that service quality is an important indicator of customer satisfaction. However, there has been considerable debate regarding the basic dimensions of service quality as well as how to measure them. Various researchers have provided lists of quality determinants. The best-known determinants of service quality come from two groups of researchers Parasuraman and colleagues in the USA, and Johnston and colleagues in the UK.

In the service quality literature, it is generally agreed that different people understand different things regarding the service quality as a multidimensional notion. Bolton and Drew (1991) and Oliver (1980) defined customers' service quality as the difference between the actual service performance and their expectations. Similarly, Oliver (1980) characterized perceived service quality as "the degree and direction of discrepancy between customers' perceptions and expectations". Zeithaml and Bitner (2005) defined perceived service quality as the judgment of a customer about the overall excellence or superiority of a product or service. They also defined service quality as, "the delivery of excellent or superior service relative to customer expectations". The services marketing literature reveals that 'service quality has been variously defined as focusing on meeting needs and requirements, and how well the service delivered matches customers' expectations' (Lewis, 1993). They also proposed that 'service quality is a global consumer judgment or attitude, relating to service and results from comparisons by

consumers expectations of service with their perception of actual service performance' (Lewis, 1991).

2.2 Dimensions of Service Quality

According to Lewis (1993) the dimensions of service quality focus on "interactions between a service firm and its customers and typically relate to:

- (i) Technical dimensions, i.e. the outcome of the service process to include systems and technology.
- (ii) Functional dimensions, this refers to the way the service is delivered and includes inter-personal interactions between employees and customers, appearance and personality of service personnel and approachability of personnel. An example is front desk (reception) and restaurant attendants.
- (iii) The corporate image dimensions which is the result of how customers perceive the firm, and can be expected to be built up mainly by the technical and functional quality of its services, and will ultimately affect service perceptions.

Zeithmal et al. (1990) presented a five dimensions table that puts each dimension into definitive characteristics as summarized below:

Table 2.1: Dimensions into definitive characteristics

DIMENSION	DEFINITION
Tangibles	Appearance of physical facilities, equipment, personnel and written materials
Reliability	Ability to perform the promised service dependably and accurately
Responsiveness	Willingness to help customers and provide prompt service
Assurance	Employees' knowledge and courtesy and their ability to inspire trust and confidence
Empathy	Caring, easy access, good communication, customer understanding and individualized attention given to customers

Source: Zeithaml et al (1990)

Sureshchandar et al. (2002) suggested that service quality is based essentially on five dimensions – which he interchangeably refers to as factors. He suggested that the following factors/dimensions are critical from the customers' point of view:

- (i) Core service or service product;--no bold
- (ii) Human element of service delivery;
- (iii) Systematization of service delivery - non-human element;
- (iv) Servicescapes (the environment in which the service is delivered and where the firm and the customer interact, that means tangible commodities that facilitate performance or communication of the service;)
- (v) Social responsibility.

Lewis's functional dimensions which are interpersonal interventions, appearance, and personality and approachability of staff compares with Zeithaml's empathy. However, a closer look shows that functional dimensions reflect Zeithaml's responsiveness, assurance, and empathy meet. One can convincingly argue that Zeithaml classification distinguishes with more clarity between the dimensions while Lewis 'functional dimensions' pack the dimensions together. Lewis' technical dimensions are actually Zeithaml's tangibles. Zeithaml tangibles include the physical characteristics of the

environmental where the service process is taking place. That includes buildings, equipment, printed materials and indoor layout. However, Zeithaml does not have a perfect equivalent of Lewis, although one can assume that the result of performance of the dimensions he has identified is a good corporate image. Timothy Lockyer (2005) argues from his analysis of dining experience that dimensions of service quality play key roles in guest satisfaction and they do so through relating to each other.

2.3 Theoretical Review

Various theories have been developed to explain the phenomenon of customer preferences and perceptions of service rendered. Some of them have been tested through case studies on major companies and major cities in different parts of the world.

2.3.1 Theory of Service

Theory of service means knowledge of what is permanent and normal in producing a service. Traditionally, this knowledge has been accumulated in tacit form in the professional skill of people involved in the activity. But today more and more of it is being documented by researchers. Most studies of service, use either one or two alternative approaches, that is, they have either descriptive or normative purpose. The two resulting paradigms differ quite a lot from each other even when the object of study is the same.

Descriptive theory contains knowledge about past or present activities of producing or using a service but does offer much in modifying it to correspond better to latest requirements. Academic or historical studies are often of this type. They are sometimes categorized in two types: extensive studies of a large number of cases, and intensive studies of one or a few cases. Normative theory of service contains generally applicable knowledge and tools that can be used in producing the service, especially for optimizing it or planning improvements to it. Research for creating normative theory is usually extensive because it needs a large number of cases for its material.

Moreover, a third type of research can take place in connection with the "request of service". It means simply studying and planning the execution of individual tasks, for example preparing for a new type of service, or removing problems in existing service. These case-specific or "intensive" studies seldom produce generally applicable new theory.

2.3.3 Emotional Model

Affective responses are emotions, specific feelings, moods and evaluations produced by the affective system of the consumers' experience. In this regard, researchers agree on the following five characteristics; the affective system is largely reactive, cannot plan, cannot make decisions, cannot purposefully try to achieve some goal, but can respond immediately and automatically to significant aspects of the environment. For instance, favorite color of a car, refrigerators, stoves, music systems and the like create a positive affective response in a consumer (Olson, 1996; MacInns, 2000).

2.3.4 Classical Conditioning Theory

Classical conditioning theory grew out of experiments conducted by the Russian psychologist, Ivan Pavlov, in 1902 (Ngirwa, 2005). It can be defined as a process, in which a previously neutral stimulus (the bell in Pavlov's experiment), when paired with an unconditioned stimulus (the meat powder) elicits a response (salivation) very similar to the response originally elicited by the unconditioned stimulus (Peter and Olson, 1996). The significance that a salivating dog has for consumer behaviour is that the classical conditioning theory is sometimes used to explain the effectiveness of marketing communications, which may motivate a consumer to purchase certain brands (Hoyer and MacInnis, 2000).

2.4 Empirical Literature

2.4.1 Introduction

Various writers in books and professional journals have authored on how to develop a service management system that cater for customer satisfaction. Benbow et al (2003)

advises that, 'do not assume you know what the customer wants; there have been many examples of errors in these areas, such as 'new coke' and car models that did not sale. Instead management needs to invest in studying customer needs. The use of the five dimensions of service quality is important, because the dimensions represent how customers organize information about service quality in their minds (Zeithaml, 2006).

Sometimes customers use all the information in the dimensions, but sometimes they use only a portion of them to arrive at customer satisfaction. Service provision take place as a process that happens during a service encounter (i.e. encounter between the service provider and the customer). In a hospitality industry a service encounter may start remotely, as in phone bookings for a meal or accommodation and proceed into a face to face encounter, where a customer walks into a service establishment. This is a critical moment for the service provider. It is an opportunity to build quality perceptions and ultimately influence the customer satisfaction. Researchers have devised tools called critical incident technique to get customers and employees relate verbatim stories about satisfying and dissatisfying service encounters.

2.4.2 Critical Incident Technique

This tool emanate from the gaps model. The model is used to identify gaps in customer and gaps in provider. Customer gap is essentially the difference between customer expectations and perceptions. Expectations are reference points a customer have before coming to experience the service. Perceptions reflect the service as actually received. Firms need to close this gap (Jain, et al, 2006). The sources of customer expectations include those controlled by the service provider, which are advertising, pricing, and sale promotion and factor beyond a firm's control which include innate personal needs, word of mouth communications and competitive offering.

2.4.3 Cause Effect Tool

Using or creating cause-effect tools that make use of factual information, comparison of expectations to reality and a focus on root causes of a problem would enable managers in service devise services that influence customer satisfaction (Benbow et al 2003). Two

important points stands out; firstly ‘measure and manage customer satisfaction and service quality’, and secondly ‘Aim for quality and satisfaction in every service encounter’. The two points can be further expanded: A firm should aim at zero defect service. However failures may occur. When service customers have been disappointed on the first try, doing it very right the second time helps to restore assurance. These measures include:

i. Facilitation of adoptability and flexibility

Customer perceptions of a firm’s adoptability and flexibility create feelings of satisfaction. Both staff and managers need to know when their system should be flexible and when and how to explain to a customer that a certain need cannot be met. When employees have knowledge of the standards of the service delivery system they can inform customers about what happened, what can be done and why their needs cannot be granted.

ii. Encouragement of Spontaneity

Recruitment and selection process can be used to hire employees with strong service orientation, whose natural tendency is service minded.

iii. Helping Employees Cope with Problem Customers

We have an adage that the customer is the king and the customer is always right. But in reality the customer is not always right. Employees need appropriate coping and skills of solving problems that arise when dealing with difficult customers. They need to know beforehand what is the appropriate behavior in such difficult situations.

Manage the dimensions of quality at the service encounter level

Management should not only aim at including the five dimensions- reliability, responsiveness, assurance, empathy and tangible in the big picture-but should see that they are evident in each service encounter.

iv. Understanding the culture of service employees and customers

Culture of the service employees shapes their attitude while performing the service; similarly culture of customer shape their response and eventually their customer

satisfaction. Beecroft et al (2003) sees the service quality management as vicious cycle of defining problems, generating alternative solutions, evaluating and selecting alternatives and implementation and following up on the solutions.

2.5 Research Gap

A number of studies have been conducted on the subject of service quality. However, most of these studies have been conducted abroad, not in Tanzania. Furthermore, most of those studies used different methods like SERVQUAL and Kano Model in assessing determinants of service quality. There is a need to conduct a service quality research in Tanzania using Kano model in determining the determinants of service quality in an African environment where the hospitality industry is being faced with a number of challenges not experienced in developed countries, like unreliable electricity and low technology.

This is not the first study of the perception of quality between service providers and customers. Researchers used SERVEQUAL to assess differences in perception of quality between providers and customers. These studies of difference in quality perception have been collectively known as Gap Models. Ramsaran-Fowdar (2007), Parasuraman, Zeithaml and Berry who introduced Gap Models model elucidates differences/weaknesses/of several gap models based on SERVEQUAL.

Turizam examined 19 different models of studying quality. His analysis shows that out the 19 models SERVEQUAL, introduced by Parasuraman, Zeithaml and Berry, received greatest support and criticism. SERVEQUAL measures gaps between quality service expectations and perception after experiencing the service. It has five determinants of quality and 22 questions questionnaire to test them in a service establishment.

SERVEQUAL gives precedence on ingredients of quality services. The gap models probe perception of providers against customers and advise providers to include ingredients that customers value highly. One major drawback of gap models is their inherent linearity. They generally emphasize upon oversights in quality between the

guest and the service provider and directly connects attitude of a customer about service quality to his/her experience with the service. However, perception of quality may be influenced by factors that only distantly relate to attitude built after experiencing the said service.

Performance attributes (also Linear), are those to which most customers are conscious about. More of these attributes increase their willingness to pay for a service, less lead to dissatisfaction. Excitement attributes are not expected by customers, but will catch their interest when included in service environment. Gupta P, and Srivastava R.K (2012) used QFD as point of departure and applied Kano Model to determine which aspects of quality mattered to tourist visiting staying in hotels in India.

Because business is dynamic, the results of this assessment will be used to recommend further large study of the same nature to evidently understand what customers need. Hoteliers can use that knowledge to design their services accordingly. Over time the beliefs of low quality in Tanzania's hospitality industry will be erased. There is an obvious research gap in all fronts of tourism in Tanzania because of number of factors including lack of leisure and tourism faculties at higher training institutions and stagnation of official tourism and hospitality training college.

2.6 Conceptual Framework

Service performance is a totality of service promises-made through adverts and tangibles, efforts by service provider to recruit HR, stocking the promised products and everything done to create the promised service environment including (in hotels) attendants exuding assurance, reliability, responsiveness and empathy to arrive at the ultimate service outcome which is a satisfied customer. Conceptually, this study probe from the customer point of view attributes that will result to satisfaction by determining them and categorizing them into 'Must be', 'Attractive' and Performance. By so doing, service providers will be assisted to discern where to concentrate their investment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Study Design

This research is a case study. This study design was picked because of the limitations of the project. It is a requirement for completion of a Masters degree in Business Administration (Executive). The time allotted to collect data and write the report is six months and budget is similarly limited. Moreover, the case study design suits with the kind of problem chosen. After going through literature it was established that a study of service quality in hospitality industry along the dimensions of service is fresh in the Tanzanian context. Therefore this researcher sought to design a study that would provide means for testing the viability of such a study in Tanzania, therefore laying a foundation for further researches on quality improvement in the hospitality sector.

3.2 Study Area

This study was conducted in Dar es Salaam Region, Tanzania. Dar es Salaam is located between 6° 48' South latitude and 39° 17' East longitude. Dar es Salaam is chosen because it is the major business and a modern metropolitan in Tanzania. The city has major tourists' hotels and other recreational spots for tourists along the coast of the Indian Ocean. Therefore hospitality establishments in Dar es Salaam were naturally expected to reflect international standards in order to cater for the needs of the town's tourist arrivals. Also this study was carried out in Dar es Salaam because the researcher stayed in the town; therefore there was big potential of carrying out the study successfully within limited time and low budget.

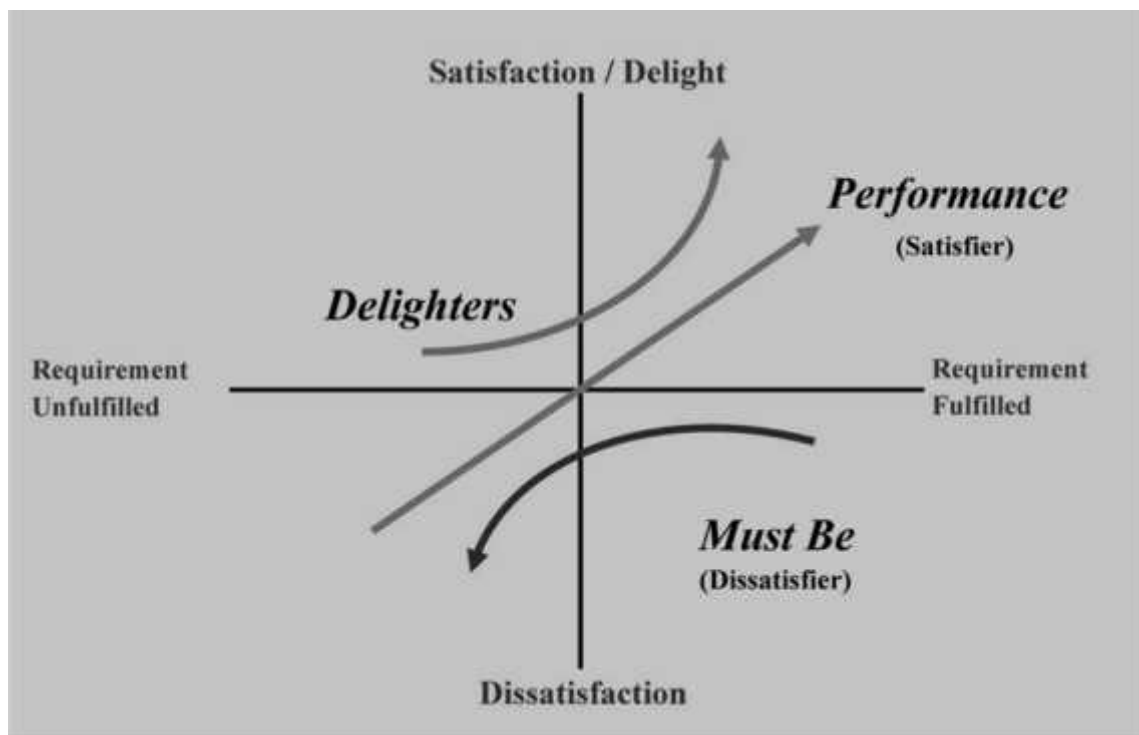
3.3 Kano Model

The Kano model is a theory of product development and customer satisfaction developed in the 1980s by Professor Noriaki Kano which classifies customer preferences into five categories:

- (i) Attractive

- (ii) One-Dimensional
- (iii) Must-Be
- (iv) Indifferent
- (v) Reverse

Figure 3.1: Kano Model



In his model, Kano (1984) distinguishes between three types of product requirements which influence customer satisfaction in different ways.

Must-be requirements: If these requirements are not fulfilled, the customer will be extremely dissatisfied. On the other hand, as the customer takes these requirements for granted, their fulfillment will not increase satisfaction. The must-be requirements are basic criteria of a product. Fulfilling the must-be requirements will only lead to a state of "not dissatisfied". The customer regards the must-be requirements as prerequisites, for granted and therefore does not explicitly demand them. Must-be requirements are in any

case a decisive competitive factor, and if they are not fulfilled, the customer will not be interested in the product at all.

One-dimensional requirements Linear/Functional: With regard to these requirements, customer satisfaction is proportional to the level of fulfillment – the higher the level of fulfillment, the higher the customer's satisfaction and vice versa. One-dimensional requirements are usually explicitly demanded by the customer.

Attractive requirements: These requirements are the product criteria which have the greatest influence on how satisfied a customer will be with a given product. Attractive requirements are neither explicitly expressed nor expected by the customer. Fulfilling these requirements leads to more than proportional satisfaction. If they are not met, however, there is no feeling of dissatisfaction.

This study adopted Kano Model because the advantages of classifying customer requirements by means of the Kano method are very clear:

- (i) Priorities for product development. It is, for example, not very useful to invest in improving must-be requirements which are already at a satisfactory level but better to improve one-dimensional or attractive requirements as they have a greater influence on perceived product quality and consequently on the customer's level of satisfaction.
- (ii) Product requirements are better understood: The product criteria which have the greatest influence on the customer's satisfaction can be identified. Classifying product requirements into must-be, one-dimensional and attractive dimensions can be used to determine areas of competition with other providers.
- (iii) Kano's model of customer satisfaction can be optimally combined with quality function deployment. A prerequisite is identifying customer needs, their hierarchy and priorities (Griffin & Hauser, 1993). Kano's model is used to

establish the importance of individual product features for the customer's satisfaction and thus it creates the optimal prerequisite for process oriented product development activities.

- (iv) Kano's method provides valuable help in trade-off situations in the product development stage. If two product requirements cannot be met simultaneously due to technical or financial reasons, the criterion can be used to identify which attribute has the greatest influence on customer satisfaction.
- (v) Must-be, one-dimensional and attractive requirements differ, as a rule, in the utility expectations of different customer segments. From this starting point, customer-tailored solutions for special problems can be elaborated which guarantee an optimal level of satisfaction in the different customer segments.
- (vi) Discovering and fulfilling attractive requirements creates a wide range of possibilities for differentiation. A product which merely satisfies the must-be and one-dimensional requirements is perceived as average and therefore interchangeable (Hinterhuber, Aichner and Lobenwein, 1994).

3.4 Study Population

The population of this study was the customers of tourists' hotels in Dar es Salaam. The time and budget for this study did not allow for a survey, yet it was virtually useless to apply this instrument on customers if only expectations were probed or only actuality was sought after.

3.5 Sample Size and Sampling Procedure

Sampling is the procedure of selecting a proper subset of the elements from the population so that the subset can be used to make the inference to the population as a whole. This study interviewed 106 respondents from among managers and customers. The study used purposive sampling in selecting respondents from among managers.

Purposive Sampling involved selecting respondents based on positions they hold in their organization or set up.

Within each type of hospitality establishment chosen – hotels – a stratified sample was be picked from which to pick an exact hotel. For hotels the ideal way of stratifying the establishments would have been the classification of the hotels. However, up to date no conclusive classification of hotels has been done. The World Trade Organization and the International Hotel and Resorts Association provided technical support to the Ministry of Tourism and Natural Resources to conduct a classification of hotels. To overcome this obstacle, this study attempted a classification based on the price of accommodation and meals in a hospitality establishment. Price distinguishes one hotel from the other. Similarly, higher price on a service reflect heightened expectations for better service from potential customers. Therefore hotels were distributed into three strata based on price of a single room.

Table 3.1: Distribution of Respondents in Hotels

S/No	STRATA	HOTELS MANAGED TO WORK WITH	RESPONDENTS IN A HOTEL	
			MANAGERIAL STAFF	HOTEL CUSTOMERS
1	USD 90 – 120	2	2	24
2	USD 50 – 89	3	2	38
3	USD 30 - 49	1	2	35
TOTAL		6	6	97

Source: Primary Data

With regard to “USD 90 – 120” hotels, the study managed to work with two hotels. The study also managed to work with three hotels in the category of USD 50 – 89, and in the category of USD 30 – 49, the study worked with one hotel.

3.6 Data Collection Methods

The study utilized both primary and secondary data in collecting data. Therefore, data was collected through the use of structured questionnaire, personal interviews, observation and documentary review.

3.6.1 Primary Data

Primary data was collected through questionnaires, observation and interviews conducted by the researcher.

3.6.2 Questionnaire

The study used the structured questionnaires in this study. Structured questionnaires have definite, concrete and pre-determined questions. Questions are presented with exactly the same wording and in the same order to all respondents. The form of questions may be either closed or open and may also have fixed alternative questions in which the responses of informants are limited to the stated alternatives.

This instrument was used in this study due the following merits: it is free from the bias of the interviewer; answers are in respondents' own words, respondents have adequate time to give well thought out answers, respondents, who are not easily approachable, can also be reached conveniently and large samples can be made use of, and thus the results can be made more dependable and reliable.

Primary data from respondents of this study was collected using semi structured questionnaires as follows:

1. Managerial Staff—the researcher interviewed them to get their opinion about the same attributes that were in the customers' questionnaire.
2. Customers – the study targeted only tourists in these hotels. Questionnaires were given out to tourists customers to fill when they were in hotels. Most promised to fill in the questionnaire at their own time. Therefore, some of these tourists were

asked to fill in the questionnaire during their stay and returned it to a contact in the hotel where it was collected. Again, the fact that the hotel mentioned above agreed to 'disturb' their customers with questionnaires is highly appreciated, given the fact that it gave this researcher, the most difficult time, against expectations, to find managements that would agree to convey the questionnaires to their customers.

3.6.3 Observation

Observations is an important method of collecting data in qualitative approach, as Maykut & Morehouse (1994) aptly put it, “qualitative research places emphasis on understanding through looking closely at peoples words, actions and records”. The technique provided first hand information to corroborate what the researcher got from questionnaires to avoid biases and subjectivity during reporting.

3.6.4 Secondary Data

These are data obtained from literature sources or data collected by other people for some other purpose (Creswell, 2009). These data provide second hand information and include both raw data and published ones. The use of secondary data in this study was in discussion and comparing primary data and findings from other researchers and institutions like the Bank of Tanzania and National Bureau of Statistics Tourism Sector Surveys.

3.7 Data Presentation and Analysis

Data were analyzed both qualitatively and quantitatively. The reason for using both approaches was that it was thought they would complement each other. Data from observations and document analysis was re-read and organized to form codes by relating with research questions and literature review. Through re-reading and reflecting from codes and data collected the categories were formed and developed themes.

Data from questionnaires were analyzed using Kano tool of categorization. Responses to quality attribute questions were tallied into Excel sheets and coded using Kano analysis methods. Statistical Package for Social Science (SPSS) was used on general characteristics of respondents, e.g. age, country of origin, purpose of visit, etc. Tables, figures and charts were used to provide a quick picture of different situations observed from the collected general data.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Introduction

This chapter presents the findings from Kano questionnaire that were used to collect information from the sample. Guided by research objectives and questions (See Chapter One) this section describes relevance of data to the objectives of the study and links the findings to the specific research question. In order to establish coherence with the methodology in chapter 3 characteristics of respondents have also been presented.

4.2 Characteristics of Respondents

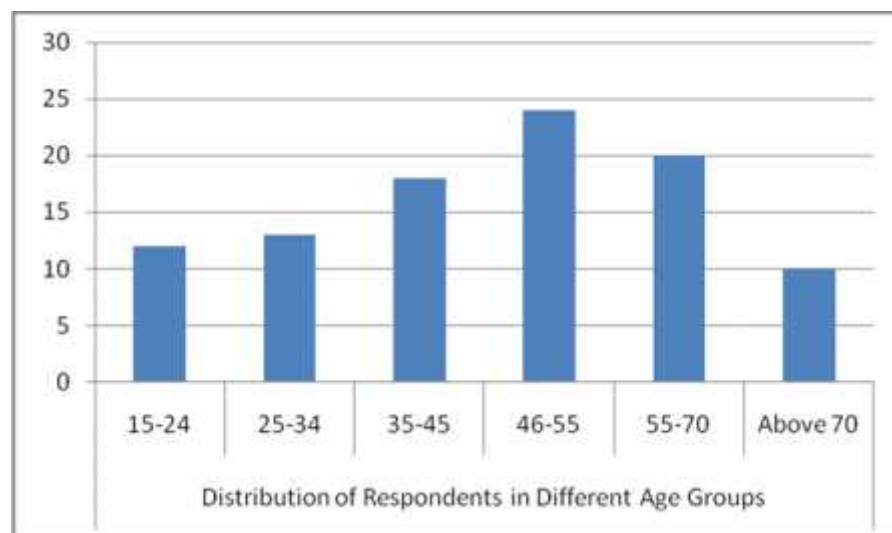
The respondents were interviewed on their general characteristics and their responses recorded. The basic characteristics recorded were residence status, country of origin, age group of the respondents and purpose of the visit. In service quality investigation it is important to probe the respondents' demographics because the characteristics of respondent groups can influence perceptions and expectations of a product or service (Stanton et al 1995).

4.2.1 Age

The study interviewed the respondents on their ages and the responses were grouped on ten years range from 15-24, 25-34, 35-45, 46-55, 55-70 and those who were above the age of 70 years old. The results are shown in the Figure 2. Most tourists fall in the age groups: 35-45, 46-55 and 55-70. Together this group makes nearly two thirds of respondents. This picture, to a great extent reflects the reality in Tourism Sector Surveys from 2008 that show about 54 percent of the visitors who came to Tanzania were in the age group of 25-44, followed by the age group of 45-64. Since the later is generally a bigger spender this finding may mean Tanzania is losing in terms of tourist revenue compared to destinations where tourist arrivals are dominantly seniors. Researches, report that socio-demographic characteristics, including age, determine a tourist spending (Marcussen (2011)). It is widely believed-and supported with empirical

evidence- that younger tourists spend less (Kozak 2001) and nearly unanimously literature on tourism document that seniors spend more. Age becomes even more important when considering most recent studies emphasize that the young tourist is a growing trend (Frimpong, et al 2013) and studies showing the emergency of retired people in USA and Northern Europe as a major force in world tourism (Hoyer et al 2000). Joseph S. Chen et al (2013) on the other hand, argues that the average expenditure of young people on international tourism travel is very similar to the overall average expenditure of all tourists on a trip abroad.

Figure 4.1: Distribution of Respondents in Age Ranges

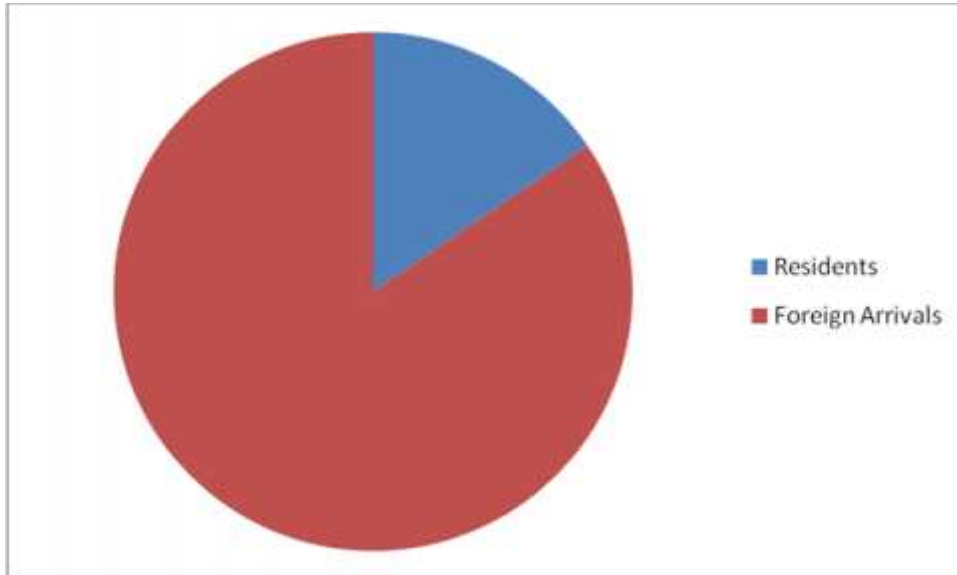


Source: Primary data

4.2.2 Residence Status

According to the study findings, 82 percent of the respondents were arrivals from other countries while 15 of the respondents were Dar es Salaam residents in general. This structure of the sample reflects the dominance of foreign tourist arrivals as the chief customer of all types of tourist attractions in Tanzania. A similar trend reflected in BOT and National Bureau of Statistics Tourism Sector Statistical Reviews (2008, 2009,2010). This is illustrated in Figure 3 below.

Figure 4.2: Residence Status of Respondents

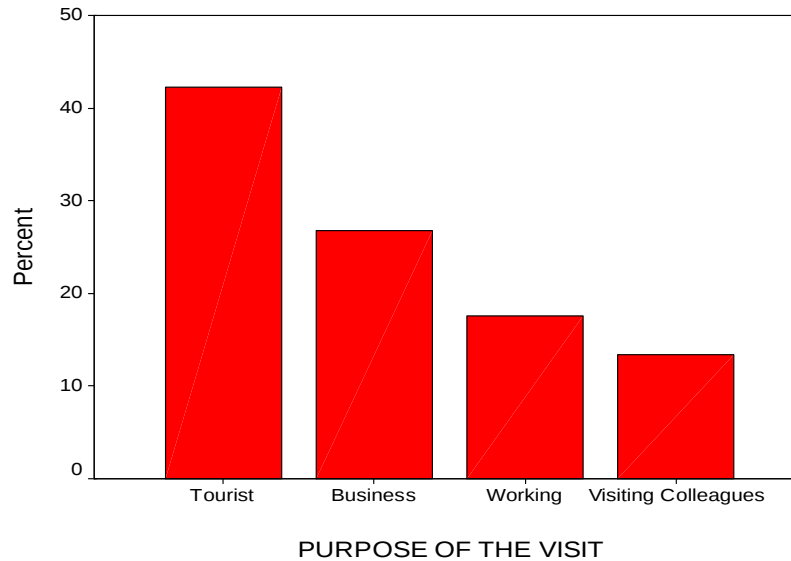


Source: Primary data

4.2.3 Purpose of Visit

In order to establish that the people interviewed in the sample were tourists who because of their purposes of visit were looking forward to certain level of quality services, a question on purpose of visit was included in the questionnaire. The answers showed that 42.3% of the respondents were in the country as tourists, 26.8% were in the country on business trips and 17.5% of the respondents were working in the country. Moreover, 13.4% of the respondents interviewed said they were in the country to visit friends and colleagues. A common trend among them is they were in setting other than their home country and looked forward to a service experience. Again this statistic repeats the profile documented by BOT's Tourism Sector Surveys in different years. According to Yavas and Babakus (2005) importance of location is determined by the customers purpose of visit. Therefore Dar es Salaam, is regarded by respondents of this study as a tourist destination as most of them declared they were tourists. Marcussen (2011) also found, through meta-analysis of determinants of tourists' spending, that trip related determinants including purpose of visit are important in a tourist's rate of spending. Respondents' statistics by purpose of visit are summarized in Figure 4.3.

Figure 4.3: Respondents' Purpose of Visit



Source: Primary data

4.3 Evaluation Results of Quality Attributes from the Kano Questionnaire

Customers' responses to each question were evaluated using the evaluation table (Table 3). If for example a customer ticked 'I like it' on the question of availability of a Taxi and responded with 'I like it' the corresponding dysfunctional question about absence of a Taxi, the evaluated answer to that particular question will be 'Q'(Questionable attribute). All answers were evaluated on the table and their classification have been tabulated in Index III on page 49 and 50. The summary of the answers have been given in Table 4.

Table 4.1: Kano Evaluation Table for Classifying Quality Attributes

EVALUATION TABLE FOR COMBINING EACH QUESTION FROM RESPONDENT						
CUSTOMER REQUIREMENTS		DYSFUNCTIONAL (NEGATIVE) QUESTION				
		I like it (1)	I expect it that way (2)	I am neutral (3)	I can live with it (4)	I Dislike it (5)
Functional (Positive question)	I like it that way (1)	Q	A	A	A	O
	I expect that way (2)	R	I	I	I	M
	I am neutral (3)	R	I	I	I	M
	I can live with it (4)	R	I	I	I	M
	I dislike it (5)	R	R	R	R	Q

A: Attractive

M: Must be

R: Reverse

O:One dimensional

Q:Questionable

I: Indifferent

Source: Sauerwin, at. al (1996)

After using the above Kano Classification tool, the quality attributes resulted in classes as tabulated below.

Table 4.2: Classification of Customers' High Frequency Preferences into Kano Quality Attributes

NO.	QUALITY ATTRIBUTE	% CLASSIFICATION SCORE	KANO CLASSIFICATION
1	Luxurious building	43% (42 respondents)	Attractive
2	Continued use of appliances	36% (35 respondents).	'One-dimensional'
3	Clear comfortable environment	31% (31 respondents),	'One-dimensional'
4	Professionally behaved attendants	42%(41 respondents).	'Must-be'
5	Friendly attendants	48% (47 respondents)	Attractive
6	Emergency medical services	35% (34 respondents	'Must-be'
7	Food and drinks delivered soon	34% (33 respondents).	'One dimensional'
8	Attendants' fluency in English language	45% (44 respondents)	'Attractive
9	Attendants' quick response when called	37% (36 respondents	'One-dimensional'
10	Free parking space	(28 respondents), equivalent to 28%.	Attractive
11	Smoking section	37% (36 respondents	'Indifferent
12	Provision of call taxi		'One-dimensional'

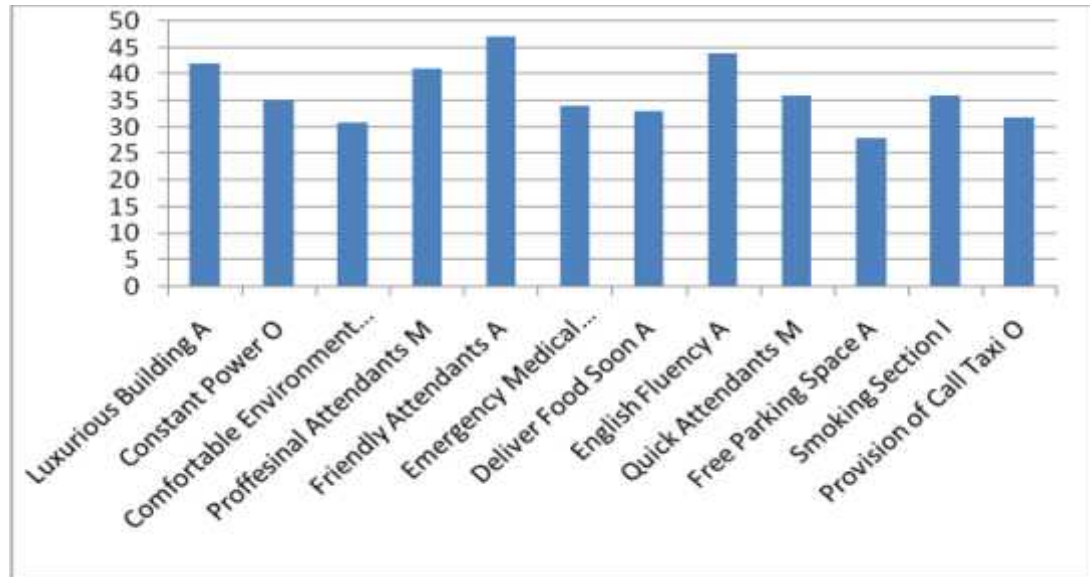
Source: Primary Data

4.4 Categorization of Service Attributes

After classifying service attributes on the evaluation table and tabulating them(Appendix III) categories with the highest frequencies were picked and have been presented in Figure 5. As shown in Figure 5 that summarizes the highest frequencies of Kano Category for each attributes luxurious building and free parking space are attractive attributes to most of the respondents. Similarly attendants friendliness, their English fluency and delivering food and drinks soon are also attractive attributes. Continued use of appliances when the hotel is running on generator electricity and provision of call taxi are one-dimensional attributes, meaning they definitely add to

perception of quality services when they are performed. Attributes like clear and comfortable environment, professional attendants and quick attendants are Must-be attributes as classified above. Provision of a smoking section came out as an 'Indifferent' attributes, which mean its presence may dissatisfy most customers (Tontini 2000). Further the frequency of the categorization can be explained in terms of score. For instance, friendliness of attendants has the highest score in the 'Attractive' attributes. Free parking space, despite being an 'Attractive' attribute has the lowest score below 30, compared to the rest of the high frequency categories. A comparative analysis of each of these score relative to the second highest score on the same attribute may bring insights in the attitude of customers but, it is beyond the scope of this study.

Figure 4.4: Highest Frequency Attributes and their Score on Kano Evaluation



Source: Primary data

CHAPTER FIVE

DISCUSSION AND CONCLUSIONS

5.1 Introduction

This study set out to determine-through asking questions and categorizing responses of tourists-about the quality attributes that appealed to them most in Dar es Salaam hotels so that the results can be applied by managers of hotels and policy makers to prioritize service attributes that satisfies tourist customers best. This case study interviewed tourist from six Dar es Salaam hotels and their responses to the Kano Questionnaire were categorized using the same method. The frequencies shown in Figure 5 and the classification in Table 4 reflect qualitative attributes. Other studies-Crostack et al (2010), Ting Wang and Ping Ji (2009)- extended Kano Method to conduct quantitative analyses. The scope of this study limited the analysis exclusively to qualitative and categorization using the highest frequency responses.

5.2 Summary of the research process

This study sought to find out a number of service quality attributes that are important to tourists that visit Dar es Salaam. Using Kano Model the attributes were categorized and classified in the model's categories as Attractive, One-dimensional, Functional, and Reverse. Using a Kano questionnaire of functional and dysfunctional questions foreign arrivals were interviewed in six hotels in Dar es Salaam. Managers in these hotels were also interviewed to obtain qualitative information about their attitudes toward the selected quality attributes.

5.3 Summary of the results

Generally, results show customers' preferences on quality attributes incline toward those attributes that emphasize encounter with human element of service provision, in this case hotel attendants, and towards attributes associated with cleanliness of hotel surroundings. In terms of the seven dimensions of service quality these preferences can be explained as tangibles and responsiveness. A closer look reveals within tangibles and

human interactional attributes customers' preferences distinguishes between 'core' attributes from 'extras'. Their core attributes emerged as either one dimensional or must be attributes and extras became attractive preferences. On tangibles luxurious building is an attractive (extra), but clean and comfortable environment is one dimensional.

Other studies too found that the contact elements related to staff's service efficiency, attitude and willingness of serving customers are identified as the critical brand contact elements for the tourist destination (Chang 2012).

Characteristics of respondents in this study also provide an interesting link to theory and research about leisure and tourism. Tourism literature divided the market into two main age categories: young and mature (also called seniors). However, a third category middle age (also referred to as baby boomers-born between 1946-1964) is distinguished, though characterized as mature. Youth demographics spend relatively less than mature customers (Faranda 1999). Although this study divided five age groups, they also fall into the three age segments popular in tourism literature.

5.4 Meaning of the study

5.4.1 Meaning

Apart from proving that customers have clear preferences and that can be inquired and categorized this study proved that no one particular quality attributes is exclusively critical. One dimensional attributes did not exclusively come from tangibles but from human elements as well. The study demonstrates a fine disintegration of characteristics of quality (tangibles, empathy, responsiveness, assurance, reliability) to get at the nucleus of customer preference. In this study for instance, tangibles have been unpacked into clean and comfortable environment versus luxurious building, with the latter being attractive while the former proving more important (one dimensional) to customers.

5.4.2 Practical and policy implications

Getty and Getty (2003) state that no matter how much effort is placed into producing quality service, it is the perception of customers that really matters. Taking a cue from

the characteristics of respondents Tanzania can pride itself that her brand of tourism appeals to both senior customers and young tourists as the numbers shows that difference in the sample between the two broad age groups was not significant. However, these demographics have dynamic preferences which hotel managers and policy makers need to investigate in order to design advertising appeals and service encounters to meet their particular expectations. It is estimated that by the year 2025 the over-sixty population of Europe and America-major sources of tourist travelers-will outnumber the pre-adult segment by one-third (Ing 1993). Moreover, factors such as household income, the number of children and adults in the party, the length of stay, age and occupation affect the level of tourist expenditure with the balance tipping in favor of seniors. (Kozak 2001). Managers and policy makers can creatively seek to understand preferences of these different demographics and design services accordingly.

Managers of tourist hotels in Dar es Salaam may borrow wisdom from this study and concentrate their investment in training and motivation of the hotel attendants so they will exude an aura of professionalism when dealing with customers. Similarly, owners of hotels may balance between investing in luxurious buildings and creating an environment that convince tourist customers that the surroundings are clear and comfortable.

Weighing the customers' point of view and managers shows difference in opinion that hoteliers need to take into account. Managers view luxurious building only an important quality attribute if it provides a clear and comfortable interior environment for their customers-and customers categorization put clear and comfortable environment as a one dimensional quality. In a study of an international hotel chain Jay Kandampullyy (2003) found that performance of housekeeping to be one of the most important considerations for customers.

Particularly, managers see that customers should not suffer from power blackouts, therefore letting them use their laptops, TV and other appliances when the hotel is on generator is priority. Manager tend to leave it to smokers to pick a convenient spot in

respect to non smokers. Customers dominantly do not care whether their hotel provide smoker section or not.

Like in other studies, the attributes that bespeak of the conduct of attendants, are important to customers interviewed in this study. Professional conduct of attendants, quick response when called came out as 'Must be' attributes. This means customer expect these quality attributes-and their absence will negatively affect satisfaction. Mbuthia et al (2013) concur that managers should train and encourage attendants to be responsive so that customers feel that their needs are anticipated and better communication is achieved. Danny Meyer, chief executive, Union Square Hospitality Group, New York puts it this way: "Hospitality starts with the genuine enjoyment of doing something well for the purpose of bringing pleasure to other people. Whether that's an attitude, a behavior or an innate trait, it should become a primary motivation for coming to work every day. (Nation Restaurant News Feb., 2013). It is important to notice that many hotels lack emergency medical services, a quality that their customers see as a 'Must be'. It goes without saying that, hoteliers should consider showing their customers that when an emergency medical situation happens help will be available.

Reflectively, policy makers should explore long term and short term solutions that will enable hoteliers meet customer preferences in a cost effective way. For instance, curriculum of hotel attendant training can be tweaked to inculcate professional responsiveness.

These practical and policy responses to customer quality preference should be keenly acted upon because they are critical to profitability. Each hotel need to make sure it keeps it customers loyal and attract others. There is evidence that almost 70% of identifiable reasons why customers switched to competitors were associated with a dissatisfying service experience with a service provider during the service encounter (Whiteley 1991). Hotels, like other service provision businesses thrive on repeat customers. Reichheld and Sasser (1990) indicated that a five per cent increase in customer loyalty can produce a profit increase of 25-85 per cent.

5.4.3 Research implications

The findings of this study and its methodology reveal a phenomenon that calls for deeper and wider investigations into the tourism sector in Tanzania. Such investigations should integrate academic and industry interests. Tourists visiting Tanzania may not be oriented toward leisure as they do not particularly expect luxurious settings. Being a dominantly nature tourism destination-and so marketing itself-that could be the reason why respondents in this study view luxurious settings as a mere delight.

5.5 Limitations of the study

Because of its scope this study did not take into account quality preferences of different age segments or country of origin of its respondents. Moreover, this study was carried out on smaller scale-a case of Dar es Salaam.

This study also interviewed managers to probe their view on about the same quality attributed that tourists responded to in the Kano Questionnaire. In addition this study did not include a fully fledged analysis of the managers views. If anything, this study helped to illuminate an area of economy in Tanzania where disciplined inquiry is long overdue.

5.6 Recommendations for further studies

The scope of this study did not allow for extension of Kano Method to obtain quantitative measures on attributes of quality studies. Other researchers have done that. It is recommended that a quantitative study of the attribute be done on the same quality attributes inquired in this study. Through a quantitative study it will be possible to revisit categories that did not come as absolute highest frequencies but a substantial number of respondent answers mentioned them.

Additionally, a larger study can be designed to upscale this study. For large scale study it is recommended to include multivariate analysis in order to further explore quality expectations and satisfaction triggers for tourists of different nationalities, age groups, ethnicity, cultural orientation. Wen, Chao et al (2012) conducted a study of that nature

and gave recommendations that enabled fast food vendors in China to focus their investment in advancing their brands.

Since leisure and tourism is not in higher learning institutions faculty in Tanzania there is a huge space for academic and industry investigation in not only tourist hotels but the sector in its entirety. This need grows in urgency as the sector grows and its contribution to national revenue also increases. It is time research be conducted in such areas as, tourist market segmentation, determinants of spending, diversification of Tanzania as tourist destination, quality of training to human resource, just to mention a few.

5.7 Conclusion

This study has categorized quality attributes on Kano Model and has also made observations from the researcher's interviews with hotel managers. There are a few marked dissimilarities and similarities between managers' perception of what is important and Kano categorization that present clients' view of quality attributes explored in this study.

Managers view luxurious building only an important quality attribute if it provide a clear and comfortable interior environment for their customers-and customers categorization put clear and comfortable environment as a one dimensional quality; customers see luxurious building as an attractive quality, an attribute that has a potential to spike satisfaction. In essence customers' view and managers' view complement each other that is, if a luxurious building adds to clear and comfortable environment then managers and clients' perspectives converge.

On continued use of electrical appliances when hotels switch to generators managers responses show that hotels do what customers expect because the later categorization ended at 'One dimensional' and manager said they make sure services that rely on power continue seamlessly despite grid power outage.

Moreover, customers and managers opinions tend to merge on provision of smoking section. Managers who used to provide it found it not very practical approach as smokers tend to beware of respecting non smokers and therefore find their own convenient spot. Customer categorization arrived at 'Indifferent' categorization on this quality, meaning providing a smoking section will neither result into satisfaction nor does its absence prove particularly dissatisfying.

The conduct of attendants and their fluency in English language put hoteliers and their customers on different ends of opinions. Managers' view of what is an outward expression of professionalism tend to end at responsiveness and friendliness, whereas customers particularly see quick response as 'One dimensional' attribute, therefore, arguably customers present a more concrete expectation than the lukewarm attention managers show. Similarly, hotels lack emergency medical services, a quality that their customers see as a 'Must be'.

Fluency in English among hotel attendants is not a core expectation managers put on staff, although they require at least an ability to understand and respond. Customers see this as an attractive quality; it may satisfy them better if there was no language barrier.

Another quality attribute where customers and hoteliers merge is provision of call taxi. Customer see it as 'One-dimensional' attribute and managers see it as an important service to make sure their customers get whenever they need. Managers value safety and transport convenience of travelers therefore arranges for trustable taxi drivers and airport pick up and drop off.

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APPENDICES

Appendix I

Summary of Managers' Oral Interviews

With regard to USD 90 – 120 room for a single night hotels the study managed to work with Giraffe Hotel and Double Tree. The study also managed to work with Peacock Hotel, Grandvilla Hotel for the category of USD 50 – 89, and in the category of USD 30 – 49, the study worked with Rombo Green View.

Oral interview with Managers/deputies in the hotels that took part in this study are summarized below. Managers were asked questions orally without following the order of the questions on the clients questionnaire. Rather, the attributes sought after on the clients questionnaires were grouped or distinguished to form a general question and the researcher plodded more for details.

Luxurious Building and comfortable environments

Managers/deputies responded that a luxurious building was not solely a requirement they or owners aimed. They aimed at room comfort. Even managers that said the exterior of the building needed to distinguish itself from the rest of the buildings on the same street still said, the interior mattered more because that is where clients will stay and experience services.

Continued use of electrical appliances when on hotel's generator

One manager said, 'the generator defines your commitment to the welfare of your clients during TANESCO blackouts.' All managers agree to the importance of keeping the generator on all the time there is power blackout and allowing their clients to use all the appliances installed in the room and plugging their own appliances e.g. laptops, gaming consoles, charging phones, etc. Even managers who said that was not the case in the past observed that they discouraged customers; therefore they had to install more powerful generators.

Attendant's professionalism, friendliness and responsiveness

Here managers opinions diverse. The manager at one hotel said they prioritized professionalism. In two hotels, the managers view responsiveness and friendliness as more important and major outward expression of a hotel attendant's professional attitude. Therefore to them responsiveness and friendliness equaled professionalism. The manager at two different hotels roughly matched in their promotion of friendliness. As far as fluency in English is concerned all managers shared a common understanding, that you cannot get fulfill that requirement by only hiring locally trained staff. Some hotels resort to hiring foreigners to work alongside locals. At another the manager insisted that responsiveness and friendliness may overshadow language fluency. Since a client, being a human being will respect the interest an attendant shows in delivering service even when language is a barrier to ideal communication.

Emergency medical services

Out of the six hotels in this study only two said they have 'some' agreement with a hospital to bring an ambulance when they call with an emergency case. Other hotels apply common human practice: calling a taxi and rushing a person to a nearby hospital.

Smoking area

At the time this researcher visited one hotel a smoking area was available in their restaurant, contrary to the other five hotels. Yet, managers in the five hotels noted particularly that smokers are usually keen to find a spot that does not inconvenience non smokers. So in open area restaurant areas for instance, smokers tend to choose tables at the far end, or they just do not smoke in the restaurant. However, in the bar areas smokers feel at liberty.

Providing call taxi

Hoteliers feel they are doing a good service by arranging airport pick up and drop off for their overseas customers. Similarly, all hotels make arrangements to make sure that when their clients need a taxi to move around town they have reliable, trustable taxis they can call. They make sure their customers understand that the hotel can arrange reliable transport for them.

QUESTIONNAIRE FOR DATA COLLECTION

Please read the question and tick in front of the answer that best present your opinion about the question

Section A: RESPONDENT'S PROFILE

1. Which of the following categories best describes your residence status:
 - a) Foreign arrival
 - b) Dar es Salaam resident
2. Country of Origin.....
3. Age group:15-24[] 25-34 [] 35-45[] 46-55[] 55-70 [] Above 70 []
4. Purpose of Visit

Section B: QUALITY ATTRIBUTES OF THE HOTEL EXPERIENCE

1. How would you feel if the hotel you go in Dar es Salaam is a luxurious building
I like [] I expect [] I am neutral I live with it [] I dislike it []
2. How would you feel if the hotel you go in Dar es Salaam keeps on electrical appliances you need when grid power is off and the hotel uses power from own generator?
I like [] I expect [] I am neutral I live with it [] I dislike it []
3. How would you feel if the hotel you in Dar es Salaam has clear and comfortable environment
I like [] I expect [] I am neutral I live with it [] I dislike it []
4. How would you feel if the hotel you go in Dar es Salaam has attendants who behave professionally?
I like [] I expect [] I am neutral I live with it [] I dislike it []
5. How would you feel if the hotel you to in Dar es Salaam has friendly attendants?
I like [] I expect [] I am neutral I live with it [] I dislike it []

6. How would you feel if the hotel you go in Dar es Salaam have an ambulance and professional doctors to give emergency medical services?
I like [] I expect [] I am neutral I live with it [] I dislike it []
7. How would you feel if the hotel you go in Dar es Salaam delivers drinks and food soon?
I like [] I expect [] I am neutral I live with it [] I dislike it []
8. How would you feel if the attendants in the hotel you go in Dar es Salaam speak English fluently?
I like [] I expect [] I am neutral I live with it [] I dislike it []
9. How would you feel if the attendants in the hotel you go in Dar es Salaam come soon when you call?
I like [] I expect [] I am neutral I live with it [] I dislike it []
10. How would you feel if the hotel you go in Dar es Salaam provide free parking space?
I like [] I expect [] I am neutral I live with it [] I dislike it []
11. How would you feel if the hotel you go in Dar es Salaam supply smoking section?
I like [] I expect [] I am neutral I live with it [] I dislike it []
12. How would you feel if the hotel you go in Dar es Salaam provide call taxi?
I like [] I expect [] I am neutral I live with it [] I dislike it []
13. How would you feel if the hotel you go in Dar es Salaam is not a luxurious building?
I like [] I expect [] I am neutral I live with it [] I dislike it []
14. How would you feel if the hotel you go in Dar es Salaam switches off some electrical appliances you need when grid power is off and the hotel uses power from own generator?
I like [] I expect [] I am neutral I live with it [] I dislike it []

15. How would you feel if the hotel you go in Dar es Salaam has no clear and comfortable environment?
- I like [] I expect [] I am neutral I live with it [] I dislike it []
16. How would you feel if the hotel you go in Dar es Salaam has attendants who do not behave professionally?
- I like [] I expect [] I am neutral I live with it [] I dislike it []
17. How would you feel if the hotel you go in Dar es Salaam does not have friendly attendants?
- I like [] I expect [] I am neutral I live with it [] I dislike it []
18. How would you feel if the hotel you go in Dar es Salaam does not have an ambulance and a professional doctor to give emergency medical services?
- I like [] I expect [] I am neutral I live with it [] I dislike it []
19. How would you feel if attendants in the hotel you go in Dar es Salaam delivers drinks and food late?
- I like [] I expect [] I am neutral I live with it [] I dislike it []
20. How would you feel if the attendants in the hotel you go in Dar es Salaam do not speak English fluently?
- I like [] I expect [] I am neutral I live with it [] I dislike it []
21. How would you feel in the attendants in the hotel you to in Dar es Salaam do not come soon when you call?
- I like [] I expect [] I am neutral I live with it [] I dislike it []
22. How would you feel if the hotel you go in Dar es Salaam do not provide free parking space?
- I like [] I expect [] I am neutral I live with it [] I dislike it []
23. How would you feel if the hotel you go in Dar es Salaam do not supply smoking section?
- I like [] I expect [] I am neutral I live with it [] I dislike it []
24. How would you feel if the hotel you go in Dar es Salaam do not provide call taxi?

I like [] I expect [] I am neutral I live with it [] I dislike it []

Appendix III:

Summary of features(requirements) classified on the basis of highest number of customers(frequencies) for each evaluation

Product requirement		Frequencies														Highest Frequency Category
		A	%	O	%	M	%	Q	%	I	%	R	%	Total	%	
Sr	Luxurious Building	42	43.29897	21	21.64948	8	8.247423	1	1.030928	24	24.74227	1	1.030928	97	100	A
Qn1	Continued Generator Power After Grid Blackout	15	15.46392	35	36.08247	31	31.95876	0	0	16	16.49485	0	0	97	100	O
Qn2	Clear Comfortable Environment	21	21.64948	31	31.95876	25	25.7732	0	0	20	20.61856	0	0	97	100	M
Qn3	Proffesionally Behaved Attendants	14	14.43299	13	13.40206	41	42.26804	2	2.061856	27	27.83505	0	0	97	100	M
Qn4	Friendly Attendants	47	48.45361	0	0	7	7.216495	1	1.030928	42	43.29897	0	0	97	100	A
Qn5	Emergency Medical Services	15	15.46392	23	23.71134	34	35.05155	1	1.030928	24	24.74227	0	0	97	100	M
Qn6	Food and Drinks Delivered Soon	25	25.7732	33	34.02062	21	21.64948	1	1.030928	17	17.52577	0	0	97	100	A
Qn7	Attendants' Fluency in English	44	45.36082	10	10.30928	1	1.030928	1	1.030928	40	41.23711	1	1.030928	97	100	A
Qn8	Attendants Come Quickly When Called	24	24.74227	36	37.1134	17	17.52577	0	0	20	20.61856	0	0	97	100	M
Qn9	Free Parking Space	28	28.86598	22	22.68041	24	24.74227	1	1.030928	22	22.68041	0	0	97	100	A
Qn10	Smoking Section	23	23.71134	21	21.64948	16	16.49485	1	1.030928	36	37.1134	0	0	97	100	I
Qn11	Provision of Call Taxi	24	24.74227	32	32.98969	14	14.43299	0	0	27	27.83505	0	0	97	100	O