CHAPTER 8

MAJOR FINDINGS
Chapter 8
MAJOR FINDINGS

The analyses of the collected data have been presented in Chapters 5, 6 and 7. The findings from these analyses have also been discussed in these Chapters with respect to repeat guests in 5 star deluxe, 4 star, 3 star, Heritage Grand and unclassified hotels in North East India. The sequence of customer delight in the hospitality industry (particularly hotels) has been empirically proved in Chapter 5. Chapter 6 presents the role of common hospitality parameters in creating customer delight in the hospitality industry (mainly in hotels). Again, Chapter 7 offers strategy for management of customer delight through reenacted and transitory delight, and through skilled and well trained employees in the hospitality industry (particularly hotels). This chapter provides a summary of major findings of this research based on its objectives.

8.1 Major Findings:

The major findings of this research study are summarized in the following sections 8.1.1 to 8.1.3.

8.1.1 Sequence of Customer Delight in the Hospitality Industry:

The review of literature related to customer delight (and related issues) led to the identification of variables like surpassing of guests' expectations, their pleasant surprises and consequent happiness along with their perceived excitement and positive feelings that may lead to customer delight in hotels (Crotts and Magnini 719-722; Crotts, Pan and Raschid 463; Finn 19; Oliver, Rust and Varki 318; Rust and Oliver 87). Pearson's Correlation analyses show medium to high coefficient of correlation ($r$) between different pairs of these variables (refer to section 5.3.1 in Chapter 5). Next, One-way ANOVA and Discriminant Analysis are carried out among these variables to empirically establish the sequence of customer delight in hotels with the following observations:

i. The results of One-way ANOVA indicate that those guests who feel that their expectations have been surpassed in hotels may experience pleasant surprises in hotels (refer to section 5.3.2 in Chapter 5). However, those guests who feel that
their expectations have never been surpassed may not pleasantly surprised. The results of Discriminant Analysis indicate that the discriminant function between surpassing expectations (SE) of the respondent guests and their pleasant surprises is:

\[ D_1 = (-0.040) + (1.346) \text{SE} \] ........................(8.i).

Equation (8.i) reveals the following observations (refer to Table 5.17(b) in Chapter 5).

These analyses show that surpassing guests' expectations in hotels has positive relation with their pleasant surprises, i.e. surpassing of expectations may cause pleasant surprises.

ii. The results of One-way ANOVA indicate those guests who are pleasantly surprised in hotels may be happy (refer to section 5.3.3 in Chapter 5). On the other hand, those who are never pleasantly surprised may not experience happiness. The results of Discriminant Analysis indicate that the discriminant function between pleasant surprises (PS) of the guests and their resultant happiness is:

\[ D_2 = (-0.017) + (1.391) \text{PS} \] ........................(8.ii)

Equation (8.ii) denotes the following observations (refer to Table 5.21 in Chapter 5).

Thereby, this analyses show that pleasant surprises of the guests in the hotels is almost positively related with their resultant happiness. This means that pleasant surprises may lead to happiness.

iii. The results of One-way ANOVA indicate that those guests who are highly excited in hotels are highly likely to be happy (refer to section 5.3.4.1 in Chapter 5). However, those guests who less excited have lesser chances of being happy. Again, those guests who who perceive higher positive feelings (feel very good)
in hotels may have higher chances of being happy (refer to section 5.3.4.2 in Chapter 5). On the other hand, those guests who perceive lesser positive feelings (feel good or no emotion) have lesser chances of being happy. It is to be noted that guests’ perception regarding feeling very good, feeling good, and having no emotion are an indication of their perceived positive feelings in the hotels. The results of Discriminant Analysis indicate that the discriminant function between guests’ perceived excitement (EX), guests’ perceived positive feelings (PF) and their happiness owing to pleasant surprises at the hotels is (refer to section 5.3.4.3 in Chapter 5):

\[ D_3 = (-6.674) + (1.309) \text{EX} + (0.315) \text{PF} \]  \[ ........(8.iii) \]

Equation (8.iii) indicates the following observations (refer to Table 5.27 and Table 5.28 in Chapter 5).

These observations show that guests’ happiness due to pleasant surprises in hotels is almost positively linked to their perceived excitement and perceived positive feelings. This means that perceived excitement and perceived positive feelings may lead to happiness.

iv. The results of One-way ANOVA indicate that those guests whose expectations are surpassed in hotels may perceive positive feelings (refer to section 5.3.5 in Chapter 5). But guests whose expectations are never surpassed may never perceive positive feelings. The results of Discriminant Analysis show that discriminant function between surprising expectations (SE) of the guests and their perceived positive feelings is:
\[ D_4 = (-1.034) + (1.449) \] SE

Equation (8.iv) indicates the following observations (refer to Table 5.32 in Chapter 5).

Therefore, surpassing of the guests’ expectations in the hotels is almost positively related with their perceived positive feelings. This means that surpassing of expectations may result in perceived positive feelings.

Thus the process of achieving customer delight in hotels in North East India is established in this study with empirical data. This is shown in Figure 8.1. This sequence is in line with observations of other scholars (Crotts and Magnini 719-722; Crotts et al. 463; Finn 19; Oliver et al. 318; Rust and Oliver 87).

8.1.2 Common Hospitality Parameters for Customer Delight in the Hospitality Industry:

The review of literature related to customer delight (and related issues) resulted in the identification of a set of 46 variables like food and beverage quality, availability of food and beverage variety, hygiene of food and beverage etc. as common hospitality parameters that may lead to customer delight in hotels. In the same way, 6 probable elements of pleasant surprises like free gifts, special foods,
special discounts etc. (as common hospitality parameters) that may result in customer delight in hotels are identified. The complete list of these common hospitality parameters comprising 46 variables and 6 elements of pleasant surprises are shown in Table 8.1.

<table>
<thead>
<tr>
<th>Common Hospitality Variables</th>
<th>Probable Elements of Pleasant Surprises</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Food and beverage quality</td>
<td>1. Free gifts</td>
</tr>
<tr>
<td>2. Availability of food and beverage variety</td>
<td>2. Special discounts</td>
</tr>
<tr>
<td>3. Hygiene of food and beverage</td>
<td>3. Special foods</td>
</tr>
<tr>
<td>4. Food and beverage at reasonable price</td>
<td>4. Special entertainment</td>
</tr>
<tr>
<td>5. Quality of the restaurant</td>
<td>5. Free access to facilities</td>
</tr>
<tr>
<td>6. Location of the hotel</td>
<td>6. Other pleasant surprises</td>
</tr>
<tr>
<td>7. Physical appearance of the hotel</td>
<td>24. Special attention</td>
</tr>
<tr>
<td>8. View of the surrounding areas of the hotel</td>
<td>25. Courtesy of the hotel staff</td>
</tr>
<tr>
<td>9. Welcoming atmosphere in the hotel</td>
<td>26. Language proficiency of the hotel staff</td>
</tr>
<tr>
<td>10. Cleanliness and tidiness of the hotel</td>
<td>27. Check-in and check-out are efficient</td>
</tr>
<tr>
<td>11. Room furnishings and appearance</td>
<td>28. Staff have neat appearance</td>
</tr>
<tr>
<td>13. Quietness of the room</td>
<td>30. Availability of reliable wake-up call</td>
</tr>
<tr>
<td>14. Cleanliness of the room</td>
<td>31. Security of belongings including valuables</td>
</tr>
<tr>
<td>15. Quality of in-room temperature control</td>
<td>32. Responsible security personnel</td>
</tr>
<tr>
<td>16. Room service</td>
<td>33. Availability of recreation facilities</td>
</tr>
<tr>
<td>17. In-room entertainment including television/video/audio</td>
<td>34. Availability of transportation arrangements</td>
</tr>
<tr>
<td>18. Internet connection</td>
<td>35. Availability of 24 hours taxi</td>
</tr>
<tr>
<td>19. Reasonable price for the room</td>
<td>36. Availability of business centre</td>
</tr>
<tr>
<td>20. Helpful pre transaction information</td>
<td>37. Availability of meeting facilities</td>
</tr>
<tr>
<td>21. Convenient and reliable reservation system</td>
<td>38. Availability of convenient parking facilities</td>
</tr>
<tr>
<td>22. Friendliness and helpfulness of the hotel staff</td>
<td>39. Availability of efficient laundry service</td>
</tr>
<tr>
<td>23. Availability of the hotel staff to provide prompt service</td>
<td>40. Availability of personal care amenities (like</td>
</tr>
<tr>
<td></td>
<td>spa, facial treatment, salon etc.)</td>
</tr>
<tr>
<td></td>
<td>41. Availability of free newspaper</td>
</tr>
<tr>
<td></td>
<td>42. Availability of frequent travellers' program</td>
</tr>
<tr>
<td></td>
<td>43. Availability of swimming facilities</td>
</tr>
<tr>
<td></td>
<td>44. Availability of gymnasium facilities</td>
</tr>
<tr>
<td></td>
<td>45. Overall comfortability</td>
</tr>
<tr>
<td></td>
<td>46. Other facilities</td>
</tr>
</tbody>
</table>

Source: Literature Review
Refer to section 4.3.2.7(a) in Chapter 4

Out of these 46 common hospitality variables it is found that cleanliness of the hotel rooms, and security of belongings are the most influential. This observation is on the basis of mean scores of these variables calculated using formula 6.1 mentioned in section 6.1.1 and Table 6.1 in Chapter 6. This observation also revealed that the least influential variables include availability of gymnasium and swimming facilities.

Factors analysis is used to reduce the above 46 common hospitality variables into a smaller manageable number of factors. This is aimed at providing a meaningful understanding regarding customer delight in hotels with respect to these variables so that the second objective of this study (refer to section 6.1.1.1 in Chapter 6) may be achieved. These 8 factors are subsequently named. The factors are as follows (refer to Table 6.2 in Chapter 6).

i. Comfortability and convenience
11. Facilities in the hotel rooms

iii. Corporate facilities

iv. Cleanliness and quality

v. Recreation and transportation facilities

vi. Physical evidence

vii. Language proficiency and transportation arrangements

viii. Affordability and assurance

Next, One-way ANOVA results show significant differences among the means of surpassing of the guests' expectations across their level of expectations for 34 common hospitality variables out of these 46 variables. This means that these 34 variables may specifically contribute towards surpassing of guests' expectations that might ultimately lead to customer delight in hotels (refer to section 6.1.1.2 in Chapter 6).

These analyses also reveal three groups of variables which have different levels of influence (among these 34 variables) towards surpassing of guests' expectations. Here, the first group (consisting of 12 variables) exhibits normal influence (positive linear relationship) with surpassing of guests' expectations in the hotels. Some of these variables include cleanliness and tidiness of the hotel, room furnishings and appearance, comfort of beds/mattresses/pillows etc. (refer to Fig 6.2 in this Chapter). Abnormal influence (negative linear relationship) is seen in case of 9 variables comprising the second group. Few of these variables include availability of food and beverage variety, physical appearance of the hotel, view of surrounding areas of the hotel etc. (refer to Fig 6.3 in this Chapter). Again, the third set of variables (consisting of 13 variables) also indicates non normal influence on surpassing of guests' expectations in the hotels. Few of these variables are hygiene of food and beverage, food and beverage at reasonable price, welcoming atmosphere in the hotel etc. As such, hotels should be careful regarding the second and third sets of variables. In fact, higher greater emphasis should be provided on these variables for delighting guests.

Similar One-way ANOVA tests indicate significant differences between the means of surpassing of the guests' expectations across their expectations regarding each of the 2 elements of pleasant surprises (from among 6 probable elements of pleasant surprises (as common hospitality parameters) that may lead to customer
delight in hotels) (refer to Table 6.8 in Chapter 6). Thereby, these 2 elements of pleasant surprises (special discounts and free access to facilities (like upgradation of room, gym, swimming pool etc.)) have significance towards surpassing of their expectations in the hotels. In fact, surpassing of guests’ expectations is one of the main component for customer delight in the hotels (refer to section 8.1.1 in this Chapter). From the above discussion, it can be stated that these 34 common hospitality variables and 2 elements of pleasant surprises can be considered to be important common hospitality parameters for creating customer delight in hotels in North East India.

8.1.3 Strategy for Management of Customer Delight in the Hospitality Industry:

8.1.3.1 Strategy for Staggered Delivery of Customer Delight:

8.1.3.1(a) Staggered Delivery of Customer Delight through Reenacted Delight:

Results of One-way ANOVA show that if there are higher expectations of pleasant surprises among the guests in the hotels in North East India on a regular basis, they sometimes expect similar value addition during their subsequent visits (refer to section 7.2.1.1 in Chapter 7). Similarly, results of One-way ANOVA indicate that if the guests in the hotels always expect similar value addition in their subsequent visits:

a) There are greater probabilities that they are always happy (refer to section 7.2.1.3 in Chapter 7).

b) There are high possibilities that they will always stay there in their successive visits (refer to section 7.2.1.4 in Chapter 7).

It is also seen that happiness of guests in the hotels due to similar value addition in their subsequent visits is highly correlated with their possibility to stay there in their subsequent visits ($r = 0.691$) (refer to Figure 7.2 in Chapter 7).

The above points can ensure continuation of guest loyalty and customer delight in hotels in future. This can be the basis of any future strategy for maintenance of customer delight in hotels in North East India through reenacted delight. The results of Independent sample t-tests and One-way ANOVA also indicate that hotels may target on the following types of guests in such a strategy (refer to section 7.2.1.2 in Chapter 7):
i. Guests residing in foreign countries, or 
ii. Guests below 30 years in age, or 
iii. Guests having monthly income less than Rs.12,000/-

8.1.3.1(b) Staggered Delivery of Customer Delight through Transitory Delight:

In a similar manner, the results of One-way ANOVA indicate that if there are higher expectations of regular pleasant surprises guests sometimes expect changes in value addition during their subsequent visits there (refer to section 7.2.2.1 in Chapter 7). In the same manner, it is seen that if hotel guests always expect changes in value addition in their subsequent visits, 

a) There are greater chances that they are always happy (refer to section 7.2.2.3 in Chapter 7).

b) There is higher probability that they will always stay there in their consecutive visits (refer to section 7.2.2.4 in Chapter 7).

It is also found that happiness of guests in the hotels due to changes in value addition in their next visits is closely related with their likelihood to stay there in these visits ($r= 0.803$) (refer to Figure 7.3 in Chapter 7).

The above points can ensure maintenance of guest loyalty and customer delight in the hotels in North East India in future. This can be the foundation of any proposed strategy for maintenance of customer delight in hotels through transitory delight. The outcome of Independent sample t-tests and One-way ANOVA also show that hotels may target on the following categories of guests in such a strategy (refer to section 7.2.2.2 in Chapter 7):

i. Female guests, or 
ii. Single (unmarried) guests, or 
iii. Guests working in public sector, or 
iv. Guests residing in foreign countries, or 
v. Guests visiting the hotels for leisure purposes, or 
vi. Guest between 51 to 60 years in age, or 
vii. Guests having monthly income above Rs.1,50,000/-
8.1.3.2 Strategy for Continuous Delivery of Customer Delight:

Continuous delivery of customer delight is possible through skilled and well trained hotel employees. It is found that 7 common hospitality variables (among the above mentioned 34 variables of customer delight) can be manipulated directly through skilled and well trained hotel employees. These variables are repeatedly emphasized by guests in the hotels in NE region (refer to section 7.3.1.1 in Chapter 7). Besides, two factors from these variables are obtained using Factor Analysis. These are named as Responsiveness and Presentability (of the staff). Independent sample t-tests and One-way ANOVA results indicate that the following categories of hotel guests may be targeted with respect to the factor, Responsiveness (refer to section 7.3.1.1 in Chapter 7):

i. Married guests, or
ii. Guests who are entrepreneurs, or
iii. Guests residing outside North East India, or
iv. Guests who have passed 12th standard, or
v. Guests who are between 41 to 50 years in age, or
vi. Guests having monthly income between Rs.1,00,000/- to Rs.1,50,000/-

Similarly, the outcome of Independent sample t-tests and One-way ANOVA indicate that the following types of hotel guests may be targeted with respect to the factor, Presentability (refer to section 7.3.1.1 in Chapter 7):

i. Female guests, or
ii. Married guests, or
iii. Guests who are self employed/ professional, or
iv. Guests residing in foreign countries, or
v. Guests who have passed 12th standard, or
vi. Guests who are between 41 to 50 years in age, or
vii. Guests having monthly income less than Rs.12,000/-

The above points should be emphasized while framing any proposed strategy for continuation of customer delight involving skilled and well trained employees through reenacted and transitory delight in hotels in North East India. These are discussed below in sections 8.1.3.2(a) and 8.1.3.2(b).
8.1.3.2(a) Continuous Delivery of Customer Delight through Reenacted Delight:

The results of One-way ANOVA indicate that 5 common hospitality variables associated with skilled and well trained hotel employees (out of the above mentioned 7 repeated common hospitality variables (refer to section 7.3.1.2 in Chapter 7)) have to be focused by hotels in North East India as they are related with guests’ expectations of similar value addition. These variables include helpful pre transaction information, friendliness and helpfulness of the hotel staff, availability of the hotel staff to provide prompt service, courtesy of the hotel staff, and language proficiency of the hotel staff. Therefore, these 5 variables should be taken into account for management of customer delight through reenacted delight which is already discussed in section 8.1.3.1(a). Thereby, guest loyalty and customer delight can be maintained in future. This may lead to management (continuation) of customer delight for the same guests in the hotels in North East India in the form of reenacted delight. Hence, the above points can be the basis of other strategies for continuation of such delight involving skilled and well trained hotel employees through reenacted delight in hotels in this region.

8.1.3.2(b) Continuous Delivery of Customer Delight through Transitory Delight:

It is also noticed from the results of One-way ANOVA that all the above mentioned 7 common hospitality variables associated with skilled and well trained hotel employees (refer to section 7.3.1.3 in Chapter 7) are related with guests’ expectations of changes in value addition. These variables are helpful pre transaction information, 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, and neat appearance of staff. However, hotels should be careful regarding these variables for management of customer delight through transitory delight. This viewpoint should be emphasized in the already mentioned activities (refer to section 8.1.3.1(b)) for management of customer delight through transitory delight. Thereby, this may result in management of customer delight for the same guests in these hotels in the form of transitory delight. This might be also taken into account while formulating strategies for continuation of such delight through transitory delight in hotels in this region.
References


CHAPTER 9

CONCLUSION
Chapter 9
CONCLUSION

The research gap and the objectives of the study have been discussed in Chapter 3 of this thesis. Methodology, in detail, is discussed in Chapter 4. In Chapters 5, 6 and 7, the required analyses of the collected data have been carried out. The sequence leading to customer delight is established in Chapter 5 with empirical evidence for the hospitality industry, particularly for the hotels in North East India. Chapter 6 presents the common hospitality parameters that constitute customer delight in the hotels of this region. Chapter 7 offers broad strategies for management of customer delight through reenacted and transitory delight, and through skilled and well trained employees with evidence for this region. This chapter 9 offers a conclusion of this study along with its implications and recommendations for future research.

9.1 Conclusion:

This research study has empirically established the sequence of customer delight in the hospitality industry particularly in hotels in North East India. The results of the analysis have shown that surpassing of guests’ expectations at the hotels is connected with their receipt of pleasant surprises. It is also established that pleasant surprises received by guests and their happiness are related. It is proved that there is a connection of guests’ perceived excitement with their happiness (due to receipt of pleasant surprises), which is also related to their perceived positive feelings. All these observed connections form a detailed sequence that leads to customer delight in hotels (refer to Chapter 5) in this region. Thereby, this study empirically proves the presence of the sequence of customer delight as proposed by Crotts and Magnini (719-722), Crotts, Pan and Raschid (463), Finn (19), Oliver, Rust and Varki (318), and Rust and Oliver (87) in the hospitality industry in North East India.

The results of this study have also indicated the role of common hospitality parameters in constituting customer delight in the hospitality industry mainly in the hotels (refer to Chapter 6) in North East India. It is seen that the following 34 such
parameters (refer to Table 9.1) have significant contribution towards creating customer delight in hotels.

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the Variables</th>
<th>Sr. No.</th>
<th>Name of the Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Availability of food and beverage variety</td>
<td>18</td>
<td>Special attention</td>
</tr>
<tr>
<td>2</td>
<td>Hygiene of food and beverage</td>
<td>19</td>
<td>Courtesy of the hotel staff</td>
</tr>
<tr>
<td>3</td>
<td>Food and beverage at reasonable price</td>
<td>20</td>
<td>Language proficiency of the hotel staff</td>
</tr>
<tr>
<td>4</td>
<td>Physical appearance of the hotel</td>
<td>21</td>
<td>Neat appearance of staff</td>
</tr>
<tr>
<td>5</td>
<td>View of the surrounding areas of the hotel</td>
<td>22</td>
<td>Security of belongings including valuables inside the room</td>
</tr>
<tr>
<td>6</td>
<td>Welcoming atmosphere in the hotel</td>
<td>23</td>
<td>Availability of recreation facilities</td>
</tr>
<tr>
<td>7</td>
<td>Cleanliness and tidiness of the hotel</td>
<td>24</td>
<td>Availability of transportation arrangements</td>
</tr>
<tr>
<td>8</td>
<td>Room furnishings and appearance</td>
<td>25</td>
<td>Availability of business centre</td>
</tr>
<tr>
<td>9</td>
<td>Comfort of beds/ mattresses/pillows</td>
<td>26</td>
<td>Availability of meeting facilities</td>
</tr>
<tr>
<td>10</td>
<td>Cleanliness of the room</td>
<td>27</td>
<td>Availability of convenient parking facilities</td>
</tr>
<tr>
<td>11</td>
<td>Room service</td>
<td>28</td>
<td>Availability of efficient laundry service</td>
</tr>
<tr>
<td>12</td>
<td>Internet connection</td>
<td>29</td>
<td>Availability of personal care amenities (like spa, facial treatment, salon etc.)</td>
</tr>
<tr>
<td>13</td>
<td>Reasonable price for the room</td>
<td>30</td>
<td>Availability of free newspaper</td>
</tr>
<tr>
<td>14</td>
<td>Helpful pre transaction information</td>
<td>31</td>
<td>Availability of frequent travellers' program</td>
</tr>
<tr>
<td>15</td>
<td>Convenient and reliable reservation system</td>
<td>32</td>
<td>Availability of swimming facilities</td>
</tr>
<tr>
<td>16</td>
<td>Friendliness and helpfulness of the hotel staff</td>
<td>33</td>
<td>Availability of gymnasium facilities</td>
</tr>
<tr>
<td>17</td>
<td>Availability of the hotel staff to provide prompt service</td>
<td>34</td>
<td>Overall comfortability</td>
</tr>
</tbody>
</table>

Refer to Table 6.4 in Chapter 6

The results of the analyses have also revealed that 2 elements of pleasant surprises in the hotels namely, special discounts and free access to facilities, are found to be highly essential compared to others for creating customer delight in the hotels (refer to Chapter 6) in North East India.

This study has also highlighted that customer delight in hotels can be managed through staggered and continuous delivery. The study indicates that staggered delivery of customer delight is possible through reenacted and transitory delight. It is seen that staggered delivery of customer delight in hotels through reenacted delight can be obtained through similar value addition during guests' subsequent visits to these hotels. Both happiness and possibility among these guests to stay in the same hotels in their successive visits is linked to such similar value addition. This may form the basis of any projected strategy for maintenance of customer delight in hotels in North East India through reenacted delight (refer to Chapter 7). Similarly, it is also found that staggered delivery of customer delight in hotels through transitory delight can be achieved by bringing in changes in value addition during guests' subsequent visits to these hotels. Again, such changes in value addition are related to both happiness and possibility of these guests to stay in the same hotels in their next visits. This may form the base of any future strategy for
maintenance of customer delight in hotels in North East India through transitory
delight (refer to Chapter 7). The results of the analyses in this study have also
identified certain categories of hotels guests who may be targeted for delight through
staggered delivery by means of reenacted and transitory delights (refer to sections
7.2.1.2 and 7.2.2.2 in Chapter 7).

It is also observed that skilled and well trained hotel employees can help in
management of customer delight through continuous delivery of reenacted and
transitory delight in hotels (refer to Chapter 7) in North East India. It is found that
manipulation of 7 variables (among the above mentioned 34 variables of customer
delight) are directly possible through skilled and well trained hotel employees (refer
to section 7.3.1 in Chapter 7). These variables include helpful pre transaction
information, friendliness and helpfulness of the hotel staff etc. The study reveals that
two broad factors (desired from the above 7 variables) are directly related to certain
segments of hotel guests (refer to section 7.3.1.1 in Chapter 7). These factors are
Responsiveness and Presentability (of the staff). It is also found that reenacted
delight can be managed by 5 such variables, namely, helpful pre transaction
information, friendliness and helpfulness of the hotel staff etc. These findings can be
the basis of strategies for maintenance of customer delight by means of skilled and
well trained hotel employees. Again, the study also indicates that hotels should be
careful regarding all these 7 variables in case of management of transitory delight in
hotels in North East India through skilled and well trained employees.

9.2 Implication of the study:

As discussed in section 1.1 of Chapter 1, many researchers (including Crotts
and Magnini (719-722), Crotts et al. (463), Finn (19), Oliver et al. (318), and Rust
and Oliver (87)) had mentioned about the existence of customer delight and the
sequence through which this can be achieved. However, as discussed in section 1.2
in Chapter 1 and section 3.3 in Chapter 3, this sequence has hardly been established
till now with empirical evidence in hospitality industry. This study has empirically
established the model of sequence leading to customer delight in the hospitality
industry. In fact, providing additional unexpected benefits along with the core
service in hotels can result in a delighting atmosphere for their guests. This
established sequence of customer delight in the hotels can be considered as an
important contribution of this work. This study has also revealed certain common hospitality parameters that may lead to customer delight in hotels. The study has also shown that management of customer delight in hotels is possible through its staggered delivery by means of reenacted and transitory delight. Again, results of the study also indicates that continuous delivery of customer delight in hotels is attainable through skilled and well trained hotel employees through reenacted and transitory delight. The concept of such maintenance of customer delight in the hospitality industry particularly in hotels can be applied in case of certain segments of guests. These can be the basis of any future strategy for the continuation of customer delight in such hotels. Proper focus on these aspects can actually help to retain guests in the hotels in future. Thereby, the profitability and survivality of hotels can be ensured in the near future. This is another important contribution of this work.

9.3 Recommendation for future research:

Primary data collection in this study involved hotels only in North East India. Similar studies can be carried out in other parts of India and the world. In fact, such studies can be carried out in bigger cities. The present research is done on only one 5 star deluxe hotel and few hotels falling in the 4 star, 3 star, Heritage Grand and unclassified categories that are present in this region of India. In future, such studies can be conducted in case of more hotels falling in high end of the segment. Again, the current study involves few respondents who are residing and working in foreign countries. Similar studies can be conducted involving more such respondents in the future. Besides, future studies may include study of the behaviour of different classification (profiling) variables with respect to expectations regarding 9 common hospitality variables that may lead to customer delight in hotels (refer to Fig.6.3).

References

