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**CUSTOMER SATISFACTION ANALYSIS OF  
WELLNESS CENTER**

ANALÝZA SPOKOJENOSTI ZÁKAZNÍKŮ WELLNESS CENTRA

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**AUTHOR**

AUTOR PRÁCE

**Bc. Vanda Grenarová**

**SUPERVISOR**

VEDOUCÍ PRÁCE

**doc. Ing. Vladimír Chalupský, CSc., MBA**

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Ústav: Ústav ekonomiky Studentka:  
**Bc. Vanda Grenarová**  
Studijní program: Economics and Management  
Studijní obor: European Business and Finance  
Vedoucí práce: **doc. Ing. Vladimír Chalupský, CSc., MBA**  
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V Brně dne 31.3.2017

L. S.

---

doc. Ing. Tomáš Meluzín, Ph.D.  
ředitel

---

doc. Ing. et Ing. Stanislav Škapa, Ph.D.  
děkan

## **ABSTRAKT**

Tato diplomová práce se zabývá analýzou spokojenosti zákazníků a doporučeními na zvýšení spokojenosti zákazníků společnosti Infnit s.r.o. Brno-Lesna, která poskytuje wellness a fitness služby. Teoretická část diplomové práce charakterizuje služby, kvalitu a spokojenost zákazníků. V praktické části je provedena analýza společnosti Infnit a dotazníkového šetření. Na základě získaných informací jsou navržena doporučení, jež by měl vést ke zvýšení spokojenosti zákazníků společnosti Infnit.

## **ABSTRACT**

This thesis is focused on customer satisfaction analysis and recommendations connected with increase of customer satisfaction within company Infnit Ltd. in Brno-Lesna, which provides wellness and fitness services. Theoretical part of thesis assesses services, quality and customer satisfaction. The second practical part carried out company analysis and survey. Based on gathered information are proposed several recommendations, which should increase customer satisfaction within company Infnit.

## **KLÍČOVÁ SLOVA**

Infnit s.r.o., spokojenost zákazníků, zákazník, SWOT analýza

## **KEYWORDS**

Infnit s.r.o., customer satisfaction, customer, SWOT analysis



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Brno, 20 July 2017

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Bc. Vanda Grenarová

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# INTRODUCTION

Healthy lifestyle such as proper meals, physical activities as well as relaxation is undoubtedly more famous in these days in society. Individual can be overwhelmed by information (about what to eat, which sport activity is the most efficient and others) from different types of websites, friends, press, magazines and others.

Simultaneously, efficiency and speed is typical and required in every aspect of human life. People are often in stress connected with work, and wellness and fitness centers, which are located in almost every city in the Czech Republic, want to provide its customers the possibility to getaway in order to relax and relieve stress. Increasing demand for wellness centers in recent years caused construction boom of wellness centers, which are more focused on relaxation procedures.

This thesis is applied on Brno-Lesna branch of company Infinit Ltd. Company has branches in the two biggest cities of the Czech Republic – Brno and Prague. The main aim of this thesis is conducted analysis of the company with following survey on customer satisfaction in Brno-Lesna. Based on this analytical part will be provided several recommendation for the company in order to increase customer satisfaction.

Thesis is divided into two parts – theoretical and practical. First theoretical part delineates basic definition and approaches, which are needed for company analysis in practical part. Theoretical part is mainly focused on definition of service and its aspects, quality and connected techniques. Next chapter will be concentrate on satisfaction and its meaning. Last chapter of this theoretical part will determine several approaches in evaluation of customer satisfaction.

All knowledge contained in the theoretical part will be applied in specific example of company branch in Brno-Lesna. Practical part starts with company and branch analysis. Namely will be use PESTLE analysis. Next chapter presents results of questionnaire, which was filled by company customers. In last part was conducted SWOT analysis. Based on theoretical and mostly practical part will be provided several recommendations for company branch in Brno-Lesna. Furthermore, at the end of the thesis will be provided conclusions based on achieved results from practical part.

# 1 DEFINITION OF SERVICE

Services are the essential and leading economic activities in developed countries. Wellness and fitness business is only one part of service industry. Other public services include banking, legal, accounting, insurance, education, healthcare, laundry service and others. Service marketing is based on recognition of uniqueness of service. It is a field of marketing, which is modified for service industry to the population (Morrison, 1996). Authors started to differentiate service from product at the beginning of 1960, when Judd (1964) as the first author tried to describe and define service. Judd acknowledge lack of essential service characteristics. Rathmell (1966) develop Judd's definition and he adds 13 service characteristics, such as intangibility, non-standardization or noninventoriability. Furthermore, Solomon et al. (1985) assess the fact, that service is activity or process rather than object. At the beginning of new millennium many researchers discussed about difference between service and product relinquish. One of the modern definition of service made Vargo and Lusch (2004, p. 48). These authors service perceive as „*the application of specialized competences (skills and knowledge), through deeds, processes, and performances for the benefit of another entity or the entity itself (self-service)*“. However, authors argue, that service or product can not be easily captured by one simple definition.

Several authors agreed, that service is activity or process. Grönroos (2006) tried to look at service from different point of views, such as purpose of the service, service objective or service connected to added value of the customer. Huotari and Hamari (2012) assess the most important difference between service and product in inability of service to connect physical value because service is not physical item such as any product.

Special field of marketing is connected with service – service marketing. Three different schools – the French, the Nordic and the North American, were created in the 1970s (Grönroos and Ravald, 2011).

What are the main characteristics of service?



## 1.1 The nature of service

Many authors tried to define services from the point of view of its intangible nature and the fact, that service never leads to creation of anything, but service only offers satisfaction to the customers. Kotler (2014) defines service as activity or benefit, which one part may offer to the other. Kotler also mentions intangible aspect of service. Service production may or may not be connected with physical product. Rushton and Carson (1985) discuss, that essential differences between service and product is the fact, that product is manufactured and service is carried out. Furthermore, service is activity, which obtains certain level of intangibility and also requires interaction between customer and his property (Payne, 1996).

As the result of service is not possible to transfer ownership. Service can lead to change of conditions and its production may or may not be connected with physical product. Several theorists tried to define service by identification of service specific characteristics.

- *Intangibility* – Intangibility is the most specific feature of service. Every other aspect of service is based on intangibility. Pure service can not be assess any physical sense. Service can not be examine or inspect before purchase and in just few cases service can be tested before purchase. Many aspects of service, which are during product sale appealed by advertisement and customer is able to just by looking at the product inspect, remain during sale hidden to the customer (Pleger Bebko, 2000). Features, which represent quality of offered service, such as reliability, personal approach of service provider, credibility, certainty and others can be verified in the moment of purchase or even service consuming. The result is higher level of consumer uncertainty during service providing regardless the fact, that service can be public or nonprofit (Janečková and Vašítková, 2001). It is very difficult to find out pure service or product based on intangibility. Every product is connected with service aspect and every service has tangible representation (Vargo and Lusch, 2004).
- *Inseparability* – Inseparability is another essential feature of service.

Production and consumption of physical product can be separated. Service is produced in the presence of customer (customer is involved in service providing). Grönroos (2006) perceive customers as consumers as well as co-producers. Customer is inseparable part of service production. Service producer and customer must meet in exact time and place in order to transfer benefit of the service to the customer. In some cases, customer does not need to be present during whole period of service providing. Customer presence require some public services (Ennew and Binks, 1996).

- *Heterogeneity* – Service variability is mostly connected with service quality. People, customers and service providers are presented during service providing. Behaviour of these subjects can not be always anticipated. Customers are especially difficult to set up behaviour boundaries. It is not possible to carry out quality output controls before service delivery as it is common with physical products (Malhotra and Morris, 2009). Style of providing one and similar service is always slightly different between companies as well as in one company. Output variability of providing service, meaning resulting effect, increase importance of service position in connection with competitors and also can influence emphatically company name and brand (Janečková and Vašítková, 2001).
- *Lack of ownership* – Impossibility to own service is connected with its intangibility. Customer takes over the ownership in the moment of product purchase. On the other hand, customer for his money does not get any property rights for the providing service. Customer only buys the right to use this service. Lack of ownership can influence distribution channels, which are used to introduce service to the customers. Distribution channels are usually direct or very short. Intermediary can not accept any property rights as is usually the case of physical products. Instead intermediary is able to sell rights to provide service (Janečková and Vašítková, 2001).
- *Perishability* – Intangibility of service leads to the fact, that service can not be store, re-sell or return. For that moment is service ruined or lost. But this does not mean, that service can not be complaint about (De Brentani, 1989).

In some cases can be service with poor quality replaced by providing other service with standard quality (Janečková and Vašítková, 2001).

Vargo and Lusch (2004) point out the importance of distinguishing between product and service. This differentiation can improve service marketing and overall company function.

## **1.2 Service quality**

Every service is characterized by intangibility, heterogeneity, perishability and influence of human factor. Every company within service sector provides substitution products and services, which can be similar to each other. Customer can make decision about using products or service based on the provided quality. Strategies of wellness and fitness centres are based mostly on quality and service differentiation because of enormous competition pressure in the present days. Decision features in competition battle become relationship with customer, high level of quality and its connection with other company services and quick reaction and susceptibility in target groups in European countries (Palatková, 2006).

Quality and its improvement is currently one of the most discussed topics in all modern sectors and it is the key element to reach significant customer satisfaction. Quality definition according to Edvardsson and Gummesson (1988) can be divided into two types:

- Technologically driven and product-oriented definitions, which define quality from the company harmony, company specifications and company requirements point of view.
- On the other hand, definitions based on specific purpose were developed by many authors. These definitions can be market-oriented and customer-oriented and the main focus is on customer satisfaction and benefit.

Quality can be perceived as customer expectation plus what can service or product offer to the customer within differentiation and comparison company product or service with competition (Palatková, 2006). Quality has in wellness service significant subjective character. Service quality as tourism product, is according to ČSN ISO 9004-

2 standard given by definition of needs, which service should satisfy, service nature in terms of value added to the customer, but also by comparison identical services between each other (Cronin Jr. and Taylor, 1992).

Gnoth (2002) determines quality as the minimum service level, which company offers to its customers with the main aim to satisfy customers needs. At the same time, quality is consistency degree, which company may retain this predetermined level of service. Basically, quality of services is influenced by the nature of target group – its expectation, preferences, subjective perception and other factors. Quality retention depend on company employees (human factor) in service sector (Parasuranam, Berry and Zeithaml, 1996).

The base of quality is sophisticated company offer, respectively the material and technical base. Another factor, which can remove or add value to company offer, is human factor. The balance of the material and technical base and the human factor in order to develop hopefully positive customer experience, are important in service providing (Liao et al., 2009). It is very simple to provide experiences to customer for example in hotel services, restaurant sector or wellness. Quality does not represent only level of provided service, but it starts with first introduction of customer and service, which means from providing first information about service, arrival of the client, the whole duration of the service and than return of the client back home. If client is not satisfied and he do not received expected quality of provided service, company will most probably lose this customer and also every other customer or potential customers, which will be inform by this disappointing customer. Quality understanding is changed during the years, because requests on service are shifted in order to changes in socio-economic environment (Palaková, 2006).

Parasuranam, Berry and Zeithaml (1996) analyzed and invented model with focus on contradictions between perceived service quality and customer expectations. The model involves five contradictions:

- *Contradiction between customer expectations and management perception*  
– If management do not received feedback about poor quality service of the company, management will remain thinking, that company satisfy and fulfill every customer expectations.

- *Contradiction between management perception and expected quality service* – Managers are used to determine quality service based on their own perceptions of customer requirements. Companies in the most cases emphasize technical side of quality, but on the contrary customers identify quality of providing service.
- *Contradiction between the specified quality of service and its providing* – This contradiction is the most important in sectors, where service providing depends on human factor, such as wellness and fitness centres. It is often difficult to meet the expected service quality, which is provided while customer waits as well as active participation of customer.
- *Contradiction between provided service and external communication* – Communication encourages customer expectations, which may or may not be fulfill. This situation is the result of inadequate communication of service provider with customer.
- *Contradiction between expected service and perceived service* – Subjective evaluation is affected by many factors, which may influenced customer perception as whole feature.

### **1.3 Factors affecting the level of provided service**

However, quality is not an independent element just by itself. Quality affects many factors and all these factors together shape the final quality and its customer perception (Zeithaml, Berry and Parasuraman, 1993). Factors, which influence service quality, can be divided into internal and external factors (Bouranta, Chitiris and Paravantis, 2009). Among the *internal factors* are include:

- Vision, strategy and policy of all companies in wellness and fitness sector based on current and future needs and expectations of customers and other interested parties.
- Competencies and professional qualification of company employees based on their education and gain practice.

- Suggestions and control of key processes within providing services including the application of specific standards in tourism sector as well as wellness zone.
- System and level of risk management in the company.
- Development of material and technical assumptions and technology management for providing services.
- Knowledge management and information from monitoring and measuring of customer satisfaction and economic performance, analysis and identification of customer needs and expectations and other interested parties.
- Innovations, new knowledge and improvement applied from operational steps to company strategies.

Among the *external factors* are include:

- Legislative environment in the country in tourism and especially in wellness sector and the enforcement of the law in the country and also company.
- Branch organization.
- Competition in the market.
- Public sector support.
- Institutional security.
- Attractiveness of the whole region.

## **1.4 Technical and functional service quality**

Vašítková (2008) divides quality into two essential components – technical and functional quality.

- *Technical quality* – is related to measurable elements of service, which customers gains during interaction of service provider and customer. It is actually what is the result of service providing. Evaluation of technical quality may be perceive as easier, but even in this case the technical quality can be objectively assessed by experts or the technical quality can be evaluated after a

certain period of time.

- *Functional quality* – in this level of quality customers are interested in the ways by which the service is provided to the customers. The perception of functional quality is more subjective than in case of technical quality. Functional quality is affected by environment, in which is service provided, by employees behaviour, length of waiting time and others.

Technical and functional quality take part in creation of company image, which has retroactive effect on expectations, which are connected with provided service. It is important to realize the customers expectations in order to evaluate service quality. This can be resolve by questionnaires. Furthermore, this expectations are significantly subjective and different for each customer. Quality evaluation may differ in the fact, if the service is primarily associated with expectations of lower or higher quality.

## **1.5 Company service quality evaluation**

Complex evaluation of quality service should involve three aspects (McAlexander, Kaldenburg and Koenig, 1994):

- *Customer's point of view* – Customer service perception of functional quality as well as customer service evaluation of technical quality.
- *Company marketing conception point of view* – This evaluation should analyze quality of providing service alongside with company marketing strategy.
- *Competition point of view* – Survey among customers can reveal and verify customers satisfaction with company services. In cases when competitor offers higher level of services and customers will find out about it, it start exist real danger of switching services of competitor (Vašítková, 2008).

## **1.6 Quality control barriers**

Services focusing on leisure time activities, accommodation or restaurants are faced several obstacles, which might affect managers ability to create one hundred percent

effective system of quality control (Mitra, 2016).

- Factors, which affect quality of customers experiences, but at the same time company can not influence them. This includes:
  - Weather.
  - Attitudes and expectations of customers themselves. Customers might arrive with negative feelings caused by dissatisfaction of everyday life. Another case is, that customer expectations can be unreal.
  - Employees strikes, which might affect usual workday of the company.
- Limited finance resources of the company, which are dedicated on improvement of services or products, are barrier in companies, where improvement requires high amount of resources.
- Willingness (or reluctance) of customers to pay for quality. Provided quality by company must be balanced with price, which customers are willing to pay for service.
- Another barrier within providing high quality service for some companies might be its history or existing company culture, which has brought to the company exact the opposite.
- Pure subjective nature of quality and ambiguity of quality definition in services focused on leisure activities, accommodation or restaurants make even harder and more difficult for society to set up simple and effective standards of quality in this field.
- Quality are still evolving and improving and even today's sufficient quality management system will be tomorrow outdated (Horner and Swarbrooke, 2007).



## 2 METHODOLOGY AND SERVICE QUALITY MEASUREMENT TECHNIQUES

Evaluation of service quality was already mentioned in previous chapter. This evaluation involves three different point of views – customer, company and competition (McAlexander, Kaldenburg and Koenig, 1994). In this chapter will be demonstrated instruments and techniques for measurement service quality from the point of view of customer and company.

### 2.1 Evaluation of service quality by customer

Criteria, which customer usually use for evaluation of service quality, can be divided into five groups (Bolton and Drew, 1991).

- *Material elements* – technical condition and total appearance of equipments, building, clothes as well as employees appearance, modification of communication materials and other documents, standard processing of tangible product, which may be part of provided service.
- *Reliability* – accuracy of service performance, fulfillment of benefit associated with provided service.
- *Ability to react* – ability to respond on customer needs and requirements, helpfulness and effort, adaptability on diverse conditions.
- *Certainty* – abilities, qualifications, courtesies, credibility and security.
- *Empathy and understanding* – empathy and understanding of customer needs and requirements, easy access to company service, satisfactory communication.

Evaluation of service quality by customer is primarily divided into diagnostics techniques, refining techniques and security techniques. These three techniques are analyzed in next paragraphs (Vašítková, 2008).

### 2.1.1 Diagnostic techniques

- *Service quality survey*

Quality evaluation is based on survey focused on customers opinions. The most essential form of survey is questionnaire, oral face to face or on phone, or written via mail or by post. Observation is appropriate for some services. It is suitable to carry out within service quality survey of specific company also benchmarking service quality of competitive companies (Chang and Yeh, 2002). Another method of evaluation service quality are permanent customer panels. Groups of customers, which are frequent customers and users of company service, are regularly meet with management of the company and provide feedback on the service and especially quality. This panel can be also used for evaluation a newly introduced or refined company service (Vašítková, 2008).

- *Belief system analysis*

Several professional service, which are characterized by high contact with customer, use studies of belief system analysis. These studies combine qualitative and quantitative research methods. The main aim is to better recognize customer opinion on company, which may leads to service improvement. Qualitative part of study follows customers opinions as well as participated organizations. The tool for evaluating customers opinions is depth interviews and group discussions. Customers are asked to evaluate different attributes of service based on differen claims in quantitative part (Holsti, 1962).

Mateides and Ďad'o (2002) furthermore analyzed belief system analysis of customer. In their research they found out, that always is better to positively resolve customer complaint. If the complaint is recolved quickly, more than 80 % of customer stay loyal to the company. Solving complaints is reversing strategy. Company is trying to correct something, what should not happen in the first place. Proactive approach is another way of using complaint for increase quality of provided service. The main goal in this case is to decrease number of complaints into minimum and afther that, increase number of satisfied customers. If the company is able to create way of complaints collecting, company can analyzed them.

- *Complaint analysis*

According to Mateidese and Ďad'a (2002) is in the center of every business customer. Almost every direct or indirect business activity of company is focused on customer. At least acceptable level of service quality and following customer satisfaction can not be fulfill without properly understanding of customer. Complaints of customers inform company, what can be processed differently in order to achieve higher quality and maintain customers loyalty. This is the reason, why complaints are benefit to the company.

Smaller companies can use more appropriate and simple method of quality evaluation - complaint analysis. Complaint analysis should be part of customer relationship management programs (Vařtíková, 2006).

- *Pareto chart*

Pareto chart is one of the most effective, commonly available and easy-to-apply tool in quality management. This tool enables to distinguish essential factors of chosen problem from less important and presents the right direction of removing shortages, which can occur in process of improving service quality (Mateides and Ďad'o, 2002).

- *SERVQUAL*

This method is the most sophisticated method of service quality evaluation. SERVQUAL enables to assess different features in quality. It is based on two essential view on service quality by Parasuraman, Zeithaml and Berry (1988), namely:

- Quality as characteristics summary, which can differ from the relative importance point of view for different types of services.
- Quality can be partially evaluated by customer satisfaction in order to determine fundamental characteristics of service.

Customer is asked to indicate expected service level before the service is provided, on the appropriate scale such as 1 to 10. After the service is provided customer again response, but this time, on which level the service actual was. Characteristics can be consider by importance, which customer attached to them them (Asubonteng, McCleary and Swan, 1996). There may be three evaluation cases:

- The quality of actual provided service and customers expactations are the

same.

- Customer expectations of quality were higher than quality of actual provided service.
- The quality of actual provided service was much higher than customer expectation.
- *Critical incident technique*

Another method of service quality evaluation from the customer point of view is critical incident technique. This approach is used for identification customer source of satisfaction or dissatisfaction within provided service (Flanagan, 1954). Critical incident technique is based on gathering of direct interviews with service customers, which describe particularly memorable situation during providing of service. Another step is analysis of these situations and its classification (Vašítková, 2006).

Most complaints contain two basic elements: emotional and cognitive. Emotional element describes customer service perception and cognitive element expresses basic structure, respectively how consumer understands the situation (Mateides and Ďaďo, 2002).

### **2.1.2 Refining techniques**

Service quality and customer satisfaction is composed from many dimensions. It seems, that from measurement point of view is suitable three-dimensional model. Each dimension requires different type of techniques (Lehtinen and Lehtinen, 1991). Using techniques, which are not appropriate for specific dimension, might lead to incorrect conclusions.

- First dimension service quality is independent service.
- Second dimension service quality is reliability. This dimension involves every pleasant features of service.
- Third dimension service quality is exceeded customer expectations. The last dimension is composed of service aspects, which customers will not complaint in case customer will not receive them (Mateides and Ďaďo,

2002).

- *First dimension measurement – basic aspect of service*

Analysis of first dimension service quality is relatively simple. The research in this dimension resembles the analysis of particular product using measurable features. Between measurement methods are included:

- **Outside target groups** – This stage is focused on company customer. The main aim is to measure customer satisfaction and customer expectations. A well-designed quantitative research is appropriate for this purpose. It is not wise to create quantitative study without appropriate previous research (Lehtinen and Lehtinen, 1991).
- **Further questioning** – Results gain from target groups can not be generalize on total population, from which is chosen target group. To make this possible is necessary to create quantitative study. Typical quantitative study involves further questioning, which requires interviews with representative sample of our target group. The main aim is to find out, what we need to know in order to increase service quality. Research can have different levels of difficulty, goals of study and available resources. The most cases use previously assembled questionnaire (Mateides and Ďaďo, 2002).

- *Second dimension measurement – reliability*

This second dimension is focused on features, which are intangible, such as politeness, trust, sympathy and after-sales service. It goes beyond the objective characteristics of product or service as well as dealing with customer behaviour. Second dimension involves time boundaries, which start before customer purchase service or product and end after the product or service is bought. The wide range of features, which are connected with customer and his feelings of satisfaction from the beginning of transaction to the after-sale service, create this dimension (Lehtinen and Lehtinen, 1991). Methods of reliability measurement include:

- **Ladder interview** – In quality service research is important to understand final values for the customer. These values relate to basic factors, which are induced by human behaviour in specific situation. Proper understanding of

final values enable company to adapt organized and logical service quality.

- **Factor analysis** – Factor analysis is technique, which may be use for identification interrelated features. Factor can be perceived as mutually related features. Factor analysis is used in order to reduce data within company research (Sureshchandar, Rajendran and Anantharaman, 2002). This technique enables company and researcher describe and understand product or service features very collectively. Factor analysis use for measurement of service is much more cticial, because it depends on customer satisfaction (Mateides and Ďad’o, 2002).
- *Third dimension measurement – exceeded customer expectations*

Analysis of third dimension, namely exceeded customer expectations, is the most likely the most difficult of all three dimensions. But it can make a significant contribution to the quality perception. Exceed expectations have two meanings. Company can exceed customer expectations in quantitative aspect as well as qualitative aspect. Third dimension is mainly focused on exceed expectations in qualitative aspect (Lehtinen and Lehtinen, 1991). Methods of exceeded expectations measurement include:

- **Wishlist** – Two reasons exist, why customers can not determine its expectations. Firstly, customers themselves do not know what they should expect. Secondly, customer are more likely to determine what they do not get in service than what is they real expectation in specific situation. However, if company wants to exceed customer expectations in qualitative aspect of service and provide customer something, what even he does not expect, company must identify (even though customers do not know what they need) customer needs (Mateides and Ďad’o, 2002).
- **GAP model** – This model is one of the key technique connected with company strategy and decision making within service marketing. It is composed of customer gap analysis and service provider. Service quality programs do not always deliver the expected results. The most important is difference between customer expectations and provided service. GAP model is set of techniques, which identify difference between what company achieved and what is necessary to achieve in company (Zeithaml, Bitner and

Gremler, 2006). GAP model is more developed in fourth chapter.

Beside diagnostic techniques and refining techniques can be analyze security techniques. This stage of measurement service quality is directly connected with assurance, that quality program implemented by company works the way it shoulds (Mateides and Ďad'o, 2002).

## **2.2 Evaluation of service quality by company**

### **2.2.1 Diagnostic techniques**

If company starts to develop program of service quality, is the best start to with company itself.

- *Analysis of company structure*

This type of analysis provides formal point of view on organizational functions. It is focused on internal company structure. Furthermore, it involves the regularly overlooked parts in service quality – customers and suppliers (Mateides and Ďad'o, 2002).

- *Control questions*

Realization, where company is now placed within service quality, is the first step in implementing quality service program. Management of the company must be aware of all processes and its function in the company. It is necessary to control company assumptions. Company must gain as much information as possible to get an image of nature and importance problem. This is the reason why company must starts with control questions (Mateides and Ďad'o, 2002).

- *Audit*

For evaluation of provided service quality can be use audit. This technique is one of techniques used for university evaluation. One of the disadvantages of audit is the fact, that public do not take part in audit (Vašítková, 2006). It is selected process, but at the same time very thorough and elaborated. The main aim of audit is to collect all important data for evaluation company chances on success in target groups. Audit is

composed from two parts – internal and external. Both of the parts must reflect current situation and must demonstrate present trends in the market (Bednář, 2002).

- *Mystery shopping*

This type evaluation of service quality from company point of view is special approach within service quality. Independent individual executes fictitious purchase of product or service. These mystery shoppers observe sales behaviour, verify their professionalism, appearance and whole duration of providing service (Wilson, 1998). Mystery shoppers also evaluate material aspects of service (building appearance, cleanliness, physical distance and others). This technique can be used as a tool for verification of personnel behaviour in unusual situations, which might be artificially evoked (Vašítková, 2006).

- *Internal target groups*

If company has no idea, where it belongs or where to start with quality management, it might start with freely structured discussions. Internal target groups are appropriate technique for this purpose. In cases, where company is not sure of opinions on quality problem and its possible solution, freely structured discussions are right tool to use (Mateides and Ďaďo, 2002).

## **2.2.2 Refining techniques**

Diagnostics techniques should help company to realize company position within quality management. Another step is refining techniques.

- *Nomenclature techniques*

Nomenclature techniques as well as target groups use group discussion. Nominal groups can be used at any stage evaluation of service quality. The main advantage in contrast to target group is the fact, that participants are more independent. This technique is appropriate mostly in mixed groups, where can be removed problem of one or two dominant participants (Mateides and Ďaďo, 2002).

- *Benchmarking*

Benchmarking is technique of quality management, which becomes more and more popular in companies. It is based on evaluation of company compared with other



companies in the same industry as well as different type of industries (Miciak and Desmarais, 2001). Technique helps company identify and assess the best approaches in specific industry or sector and its application use for higher company performance, reducing costs, improvement in profitability and higher customer satisfaction (Horner and Swarbrooke, 2007). Benchmarking was used in Department of National Heritage research in England hotel industry in 1996. Accommodation was criticized by expert consultants based on thirty criterias, such as:

- Responses on phone questions
- Complaints arrangements
- Payment procedure
- Breakfast possibilities
- Quality of public areas
- Frequency of cleanliness and maintenance of hotel rooms and bathrooms
- Employee training
- Marketing
- And others.

Every involved hotel or pension received its total evaluation. Owners were able to compare hotel or pension with standard in accommodation and realize possibilities for improvement (Horner and Swarbrooke, 2007).

- *Reduction in system size*

Company is trying to develop many methods and systems for its efficient operation. Good system can increase efficiency, but not for a long time. Conditions and circumstances are changing once in a time and company system became outdated. This outdated systems are for company obstacle, which must be reduced (Mateides and Ďaďo, 2002).

- *Techniques for model situation*

Model situation is based on an artificial situation – hypothetical context presented by individual, which is trying to remove obstacles in perception and enable customers to

find solution of chosen problem. One of the most common and use techniques are substitution method, method of assumption and method of indication (Mateides and Ďad'o, 2002).

- *Method of using video camera*

This method is based on video record the situations, where service provider is in contact with customer (Mateides and Ďad'o, 2002).

Beside diagnostics techniques and refining techniques from company point of view as well as customer case is next security techniques. After company complete quality measurement, it is necessary to focus on what is further need to be done in quality management in order to improve provided services. In this last stage is essential to focus on effective use of resource. Security techniques involves brainstorming, field strength analysis, cost-yield analysis and others (Mateides and Ďad'o, 2002).

### **2.3 Quality management system**

High quality is the key factor in order to maintain company on the market. This goal can not be achieved without proper sufficient quality management system. Companies are more curious and have several questions connected with implementation of quality systems, its certification and benefits to the company. Quality system implementation is related with high amount of financial resources as well as time consumption. The results of quality management systems are very different in each company. Several companies show positive changes induced by the introduction and implementation of quality management system, but on the other hand some companies after quality system implementation still experienced problems in the company (Evans and Lindsay, 1999). Business entities are increasingly forced into implementation of quality system by company customers. High number of customers require an independently confirmed credibility of their supplies (Grönroos, 1984). Company in order to fulfill these customers expectation as one of the reasons will implement quality management system. Another reason, why company decides to implement quality management system and its subsequent certification, usually is a result of company effort to manage

long-term prosperity and maintain company market position (Mateides and Ďad'o, 2002).

The most quality management systems were developed in the manufacturing industry, but to a certain level can be also applied in the service sector – such as accommodation, catering or services for leisure time (including wellness and fitness sector). The most common and used quality management systems are:

- *Quality control* – This quality management system is based on monitoring of production process and elimination of problems before the product is delivered to the customer. This approach is well suited for manufacturing companies, where problems can be usually easily detected and also in company exists long period of time between production and delivery product to the customer (Horner and Swarbrooke, 2007).

According to Cetlová (2007) is control and measurement of quality based on objective assessing the quality of material tools and aids as well as staff communication with customers by means of tests or systematic control. It is necessary to identify indicators directly or indirectly related to quality defined standard. The most used tools for quality measuring are systematic surveys of customers conducted by company.

- *Guarantee of quality* – This system is more focused on prevention rather than subsequent interventions. The main aim is to primarily prevent of problem creation. Instead of inspectors, that supervise production quality, is this system focused on responsibility for quality on each member of company personnel. This prevent product damages and the need for inspectors is excluded (Parasuranam, Berry and Zeithaml, 1996).
- *Total quality control* – This quality system is defined by wider view on the process of delivering quality to the customers. All factors, which may influence final product or service, are monitored. The main goal of system is larger number of factors control, maintain and finally improve its quality (Horner and Swarbrooke, 2007).
- *Total quality management (TQM)* – This is undoubtedly one of the most modern

and used quality management system in the present. The basic of this approach is the idea, that quality must pervade the entire company culture and also must be a matter for every company employee. Company must pursue for continuously quality improvements (Powell, 1995).

- *Implementation of quality groups* – These groups are formed at the bottom level of company and connect members, which participate on the same service. The main task of members group is to find out shortages in quality and develop solution (Cetlová, 2007).

This approach in other words expresses the conviction, that quality is not an absolute standard, which can be achieved, but rather a continuous path to constantly changing goal (Horner and Swarbrooke, 2007).

### **2.3.1 Service quality standard**

It is necessary to set up service quality standards in order to control and objectively perceive, if company fulfill its offer. Quality standards must have these features in terms of operability (Parasuraman, A., Zeithaml and Berry, 1994):

- *Standard is a result expected by customer* – If standard is performance indicator and not only function rule, company must define: what customer will receive, what customer expects and what customer wishes. Once this questions is answered, company can define methods in order to fulfill this tasks. Service quality standard must be based on customer needs. Beside this it helps each company to realize, what is necessary to do and mainly understand why (Horovitz, 1994).
- *Standards must be measurable* – How can company measure and evaluate human factors, as tolerance, welcome or kindness? It is possible only in case, where company does not require quantitative measure. Factor can be or can not be measurable. Factor can be measured and expressed on a continuous scale (Parasuraman, A., Zeithaml and Berry, 1994).
- *Service quality standards must be applicable in whole company* – Quality standards must be in entire company from bottom to top (Horovitz, 1994).

### 2.3.2 Quality standards

Determination of quality standards helps to inform customers, which level of quality can customer expect. At the same time can be also used as basic standard and tool for motivation of employees (Parasuraman, A., Zeithaml and Berry, 1994). Determining quality standards is very difficult. Company has several ways:

- Standards are based on business terms. Conditions, which are contractually secured and included in price. It can be hotel evaluation by stars. These conditions can be perceived as determination of minimum service quality standard by customer.
- Company set up basic standards of customers behaviour and service delivery rules, including a way, how complaint are handled. The results of the above-mentioned shopping methods can be basic for this. These norms and standards should be published and may serve as information for customers as well as internal organizational rules for employees (Vašítková, 2008).
- Company, which provide specific service, must determine certain guarantee, which can not be exceeded.
- If the service provider is a member of professional association, the minimum standard quality can be established by these association. Default of these standards can be sanctioned and punishment can be also exclusion from the professional association.
- Common criteria of service quality standard is nowadays implementation ISO 9000 standard, which guarantee stable service quality. Company can significantly improve its competitiveness on the market, if the company will obtain certification of ISO standards.
- Monopolistic environment within public service has mostly quality standards introduced externally by a superior authority. Quality of providing public services is not only monitor, but also can be evaluated (Vašítková, 2008).

## 2.4 Quality management concept

Three concepts of quality management are used in the present:

- *Quality management concept based on company standards* – Several companies create its own systems of quality. Requirements on these systems are intergrated into standards and internal regulations. These standards and regulations also apply on company suppliers. Company standards and regulations usually are more demanding than requirements based on ISO 9000 standard (Vašítková, 2008).
- *Quality management concept based on ISO standards* – Standards of International Organization for Standardization have universal character. This standards are not dependent on the nature of processes or either the nature of services. ISO standards can used every company regardless company size. These standards are only recommending, not binding. However, if company decides to start acquire and use certification by ISO standards, their content becomes binding for company. Companies, which have certification of ISO 9000, use this as a marketing tool for building trust of customers as well as tool for higher competitiveness of the company.
- *Quality management concept based on Total Quality Management* – This last concept is not connected with regulations or standards such as ISO 9000, but it is open system, which absorbs everything positive, which can be used for company development. The main aim of TQM is ensuring the long-term economic prosperity of the company due to service quality (Vašítková, 2008).

### 2.4.1 Service certiffication of company

If customer wants to test and experience implemented quality management system of the company and evaluate himself certain service quality, customer can evaluated by himself. Customer can directly convinced himself by the service provider about company quality management system. However, this form is really rare. This form is

for customer very expensive and this is the reason, why this task is carried out by third, independent individual. This chosen individual will perform the task and results will be available for all customers and others interested in service of the company. This task represents so called certification, which serve to the customers as important aspect in decision making to use company service or not (Mateides and Ďad'o, 2002).

Certification is test for company providing service through an independent third individual in order to achieve this certification, which represents harmony of the company with certain requirements or standards. The foundation for this test is STN EN ISO 9000: 2000 standard, which has a European-wide validity. Each company, which decides for certification of its quality management system, should follow these follow-up stages (Jahn, Schramm and Spiller, 2005):

- *First stage* – Top management negotiations about vision, politics and goals, which create foundation for creation of sufficient quality system. This vision and quality politics are based from total company strategy, respectively company business plan (Mateides and Ďad'o, 2002).
- *Second stage* – It is common to implement simultaneously second stage and first stage. The implementation of this stage is usually carry out by consulting organization, which has already experiences with creation of quality system in the company. It is analysis of current state in the company.
- *Third stage* – Construction of functional quality system. The first step is implementation of documentation. The main goal of this first step is to describe every element connected with documentation, which determine every action in the company in order to fulfill every requirements in accordance with selected standard (Mateides and Ďad'o, 2002).
- *Fourth stage* – Pre-certification audit, which usually carry out consulting organization or independent organization, which has authority and qualification to conduct audits.
- *Fifth stage* – Final stage, where top management must consider company needs to applying for quality management system certificate. Company

must decide in case selection of certification organization to choose right organization, because of the possibility customer rejection of certification from proper organization. Top management of the company must prepare financial resources for certification audit as well as positive result in this audit and gaining of quality system certificate (Mateides and Ďad'o, 2002).



### 3 SATISFACTION

Researchers tried to understand and analyze customer and his purchase behaviour since 1970 (Oliver, 2010). At the beginning researchers were focused mainly on three topics:

1. reasons of customers dissatisfaction,
2. reaction of dissatisfied customer,
3. reaction of service provider on customer behaviour.

It is clear, that researchers were mainly focused on unsatisfactory aspects of product or service. Since 1970, research field was shifted into more demanding questions – how and why customer starts to be satisfied.

Satisfaction is from the customer point of view desirable state after consumption of product or service. Thus, the consumer has no need to remedy (after unsatisfactory consumption) or to bear the consequences of bad decision. On the other hand, satisfaction after consumption assures customer about his ability of good decision making (for satisfactory product or service). Satisfaction represents product or service ability to provide sufficient satisfaction and fulfillment (Oliver, 2010).

Every author has different perception on satisfaction definition. Oliver (2010) define satisfaction as his reaction on fulfillment. Satisfaction is judgment of consumer that elements of product or service as well as product or service itself provide pleasant (satisfying) level of fulfillment connected with consumption including higher or lower level of fulfillment. Zamazalova (2008) perceive satisfaction as the result of subjective process, when customer compares his idea and vision with a perceived reality. Kotler and Keller (2006) have similar point of view as Zamazalová. It is feeling of pleasure or disappointment that results from a comparison of perceived product or service quality and customer expectations. Faris et al. (2010) assess that satisfaction is number of customers, which real experience with company product or service overcomes set up goals in the field of satisfaction. The overall attitude that individual holds about product or service after purchase of product or service (Solomon, Bamossy and Askegaard, 2002).

The most used definition of satisfaction is Oliver definition. This definition does not specified aspects of evaluation and offers wide variety of what customer can deliver a satisfying level of fulfillment.

All above mentioned definitions have aspect of comparison in common. This implies that consumer has, on the one hand, means of evaluation, measurement and criteria and on the other hand, opinion and attitude on result. Satisfaction is connected with emotion and feelings. These aspects are subjective and it is very difficult to measure them. Authors of above mentioned definition have different criteria, which against customer compares the resulting status. Criteria can be expectations, goals, performance, quality, desires, needs and others.

### 3.1 Satisfaction levels

Oliver (2010) distinguishes two level of satisfaction – vertical and horizontal, as shown in the table 1 below.

Table 1: Satisfaction levels.

| Vertical level                    | Horizontal level                                     |                                |   |
|-----------------------------------|--|--------------------------------|---|
|                                   | <u>Expectations</u>                                  | <u>Main concept</u>            | <u>Consequence</u>                                  |
| Dance lesson (One-time event)     | Expectations, quality, goal fulfillment, performance | Satisfaction with dance lesson | Compliment, complaint, no reaction                  |
| Dance course (Accumulated events) | Accumulated history of performance                   | Satisfaction summary           | Forming an attitude, loyalty or leaving the company |

Source: Oliver (2010), own adaptation

Horizontal level is focused on actions leading to satisfaction – from expectations, determining factors to consequences within next decisions and idea of customer. It is fields as: assessment of performance, quality, value for customer (in connection with price), attitudes, mismatch and regrets (Oliver, 2010).

Vertical level represents feelings of satisfaction as total resulting state. Feeling of satisfaction is created currently within watching one event. (one dance lesson). During satisfaction process is based on evaluation of current stages (temporary judgements such as waiting on lesson, practicing dance, attitude of lecturer and others) and stages after process (satisfaction with outcome, total satisfaction with lesson). Finally, the summary of both feelings generates overall satisfaction. Resulting state arises immediately during and after each process (for example immediately and after dance lesson, after finishing a part of the TV series) as well as accumulated after a group of related events (such as after whole dance course, after watching whole TV series). The level of fulfillment from accumulated experiences create satisfaction (Oliver, 2010).

Representation of two levels helps to realize the depth, which is necessary to analyze problematic of factors affecting the satisfaction and loyalty. Analysis of both levels can provide specific recommendations (based on customer experiences from dance lesson). This type of research will be very difficult not only because of collection and evaluation of data but also for customers (they must answer after each lesson).

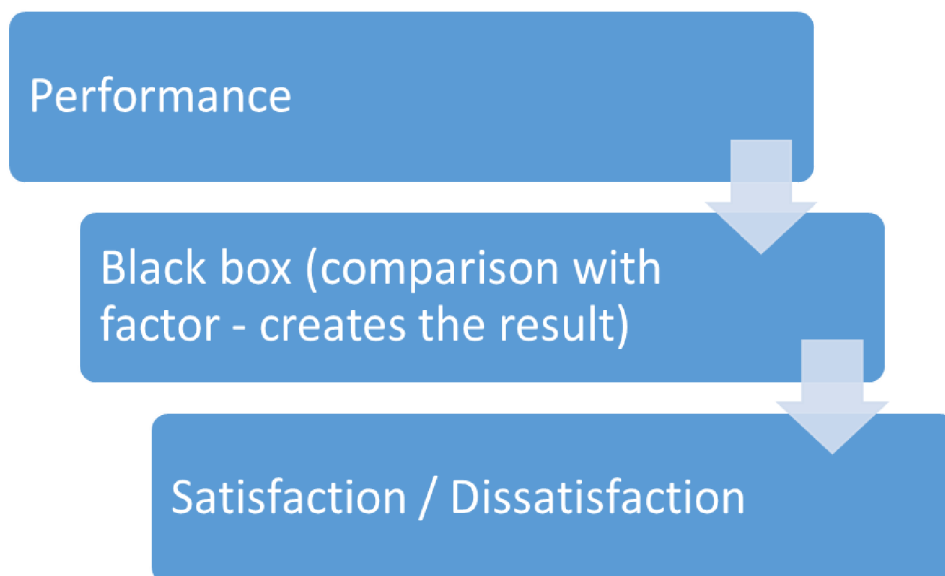
Compared to the previous concept of satisfaction perceived as process (satisfaction created by gradual formation of expectation, evaluation, comparison etc. In the mind of person) exist second opinion, which accept satisfaction as result. The result as reaction on evaluation process based on different criteria or as result of purchase and use from comparison of revenue (rewards) and purchase costs in relation to the expected consequences (Churchill and Surpreanant, 1982).

In next chapters, will be satisfaction perceived as process, which is created gradually from simple need and it is not resulting feeling after consumption. Elements of service or service itself provide pleasant level of satisfaction and fulfillment to the customer.

## 4 SATISFACTION MODELS

Between product performance and customer satisfaction is black box – place, where content is unknown for others. It contains measurements, to which individual compares performance. To this belongs expectations, needs, ideals (for example about perfection), sacrifice, justice and alternative opportunities (Oliver, 2010). Customer will judge just performance or as Hom (2000) claims – customer will use for comparison more than just one standard in his evaluation of product or service and creation of satisfaction can be perceived as multiple process model.

Figure 1: Satisfaction as process model.



Source: own adaptation based on Oliver (2010)

Satisfaction models represent horizontal level of satisfaction. In particular, a feeling of satisfaction with the influence of various factors in the black box.

### 4.1 Expectations and performance, quality (Disconfirmation model, Gap model)

If individual is interested in purchase of product or service and at the same time he does

not has any experiences with this product or service, individual has certain expectations connected with this product or service. This expectation are formed according to previous purchase experiences (own, from friends, family and others), promises and promotion of the company and its competitors (Kotler and Keller, 2006), by standards in industry or in the contrast of other industry, comparison with ideal company and others (Buttle, 2004). Halstead, Hartman and Schmidt (1994) point out the fact, that expectations of customer without experiences and with few information are meaningless. Preliminary, uncertain experiences and judgment made from it are most likely flawed (Crompton ad Love, 1995). This problem is possible complication in case to use this for measurement of expectation. These expectation are more accurate and stable, if they are formed on the basics of previous experiences with service.

Oliver (2010) distinguishes different type of expectations into zones, which is showned in table 2 below.

Table 2: Different type of expectations within zones.

|                |                            |          |                    |                             |                 |  |
|----------------|----------------------------|----------|--------------------|-----------------------------|-----------------|--|
|                |                            |          | <b>Ideal</b>       |                             |                 |  |
|                |                            |          | <b>Excellence</b>  |                             |                 |  |
| The best brand | Wanted                     |          | <b>Desirable</b>   | The uper limit of tolerance |                 |  |
| Brand standard |                            | Expected |                    |                             | <b>Deserved</b> |  |
|                |                            |          | <b>Needed</b>      | Lower limit of tolerance    |                 |  |
|                | <b>Adequate</b>            |          |                    |                             |                 |  |
|                | <b>Minimally tolerable</b> |          |                    |                             |                 |  |
|                |                            |          | <b>Intolerable</b> |                             |                 |  |

Source: Oliver (2010)

This table presents different distribution of customers expectations. What customer wants is from the point, what he needs to his ideal picture. However, customer assumes that his experience will be on lower level – from intolerable to level, what he deserves. Customer has different boundries, which he is able to tolerate – upper limit is the best, what he can expect and what will fulfill his needs. The lower limit of tolerance is the worst, what customer accept and it will barely meets his expectations (Oliver, 2010). Zone of indifference might exists in case on negative disconfirmation (performance before expectations) systematic does not lead to customer satisfaction. Positive disconfirmation directly does not lead to satisfaction (Bartikowski, 2002). It is assumed that customer has certain limits on perceived performance. Satisfaction will be created only if this boundries will be exceed. For example, if lecturer announce that dance lesson will start five minutes later, customer will not be dissapointed. However, if customer will wait 15 minutes and not be informed about this delay, he might be angry and dissatisfied.

#### **4.1.1 Disconfirmation model**

This model is the most used tool in analysis of customer satisfaction. It is also called confirmation/disconfirmation (C/D) model (Smith, Bolton and Wagner, 1999). The name of this model basically says, what is important in this model. Confirmation or disconfirmation of evaluation by customer, which customer creates based on comparison of expectations and performance (Hom, 2000). Model compares customer expectations before consumption and his real experience with product or service. Authors have different opinions on evaluation of experiences with product or service. For example by quality performance, value, relationship between customer and company (Kotler and Keller, 2006).

Difference between expectations and performance creates attitude towards product or service – positive, negative or zero disconfirmation, which develop satisfaction or dissatisfaction of the customer. Disconfirmation is evaluated by (in)appropriateness of event or possibility of event. (Oh, 1999).

- *Positive disconfirmation* – low probable desirable events will occur and/or high probable undesirable events will not occur.

- *Zero disconfirmation* – low and high probable events will occur or not as they were expected.
- *Negative disconfirmation* – high probable desirable events will not occur and/or low probable undesirable events will not occur (Oliver, 2010).

This model determines satisfied customer will be by positive disconfirmation. Dissatisfaction is created with negative disconfirmation (Smith, Bolton and Wagner, 1999).

Without evaluation of disconfirmation is created idea, that fulfillment and exceedance of expectations increase satisfaction and in case of not achievement customers expectations will be created dissatisfaction. This is very simplified and does not match the model ideas (Oh, 1999). For example, in case of positive disconfirmation – customer may be satisfied, if there are no undesirable events, which he expected – in restaurant customer will be quickly served at the lunch time (despite customer expects, that waiters will be very busy). Or, the opposite example – dissatisfaction with negative disconfirmation – in restaurant at lunch time customer waits for his food a very long time (there was a likely undesirable event.).

Although this model is used by many authors, it has several shortages. Criticism is about expectations such as measure of satisfaction, volatile nature of expectations over time, influence of satisfaction measurement timing (for example influence of last experience), different meaning of expectation of respondents or satisfaction measurement after purchase does not need to be connected with original expectations and others (Yüksel, 2008). The biggest advantage of this model alerts company on importance of customer satisfaction and also presents way of influences within creation of satisfaction and consequences.

#### **4.1.2 Gap model**

This model compares differences, gaps between expectations and performance, which are measured by product or service quality. Authors of this model are Parasuraman, Zeithaml and Berry. Gap model distinguishes four differences and fifth level contains all previous ones.

- *First gap* – This represents difference between expected service and expectations of top management of service. Prevention of this gap is to according to Buttle (2004) perform primary research of customer expectations about service quality, includes this expectations into customer records, learn from employees, who are first in contact with client and lower hierarchy in the company.
- *Second gap* – Another gap as result of insufficient service standards, which would fulfill customer expectations. This difference can be avoid by commitment to developing quality standards, evaluation of feasibility customer expectations, developing automating process, where it is possible and desirable and creation of service quality.
- *Third gap* – It is between specified quality and provided service. Correction is based on investments into people, technology, specification of job content, company remuneration, improvements in internal communication and so on.
- *Fourth gap* – This means difference between promised service quality and provided one. To overcome this difference it is necessary to conduct proper training of employees. The goal of the employees is not to promised more, than what company is able to fulfil as well as handling complaints (Buttle, 2004).

Gap model includes aspects evaluation of quality. Model can be also used for recommendation to the company in connection to service specification, quality of employees, analysis of customer expectations and others (Zeithaml, Bitner and Gremler, 2006).

## **4.2 Equity (Equity model)**

This model suggests that satisfaction is created, when customer is treated fairly. This statement means – if customer considers output/input ratio as fair or comparison of product or service performance towards experiences of other customers, customer feels like company tried him well (Hom, 2000).

In case of perceived (in)equity are results same as (dis)satisfaction and its influence on possible repeating purchase, complaints or word of mouth. Perception of equity



creates emotion, which indirectly influence satisfaction. This equity model is different from others in terms of evaluation towards other customers (Grönroos, 1984).

### **4.3 The Attribution theory**

This model analyze assigned causes – customers are looking for reasons for consequences – why product or service was successful or failure and why this can creates satisfaction or the opposite (Folkes, 1984). Reasons of success or failure or service or product can be judged by three attributes. First is place of casuality – who is responsible for action, which provide satisfaction. This causes are internal – consumer is in charge for performance or external – blame or recognition is attributed to service provider. As second is stability – persistence or instability of causes (satisfaction) over time. And as last controllability – extent to which customer or service provider can influence outcome (Yüksel, 2008).

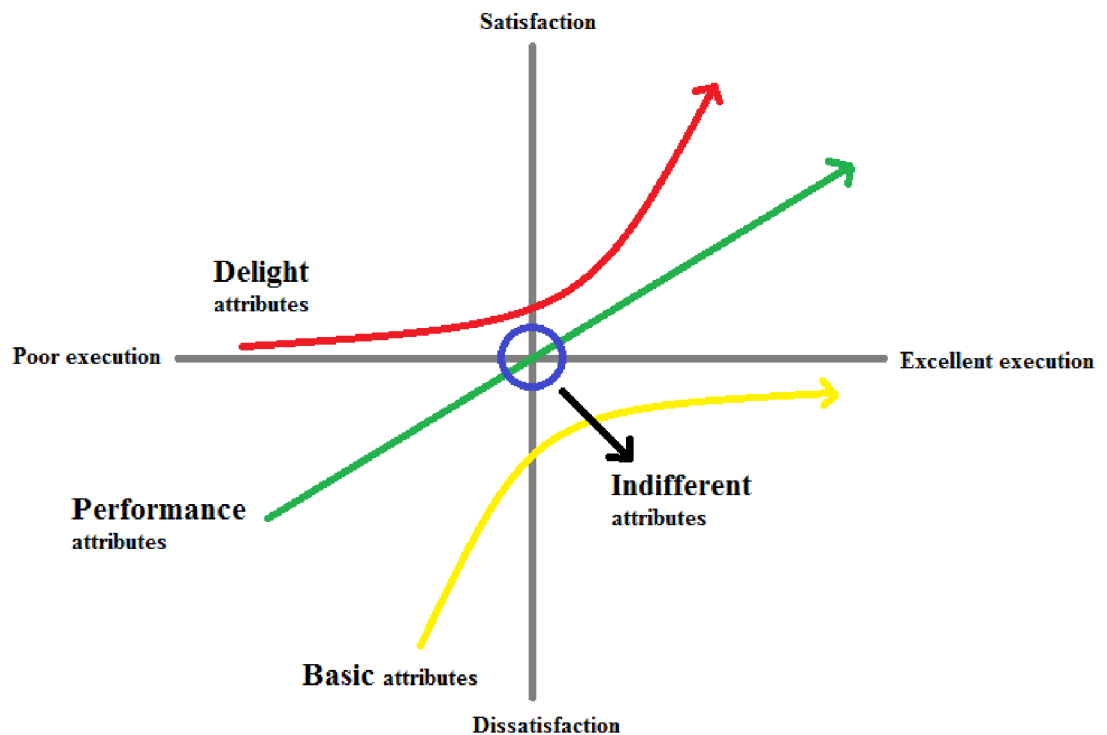
Stable causes have higher influence on satisfaction, because customers have tendency to be more benevolent to rare failures of product or service. Customer will be more dissatisfied with service provider if customer believes, that service provider could do something more to make customer satisfied (Folkes, 1984). This is the reason, why it is important to set up high service quality and its performance. If customer does not confront company with his requirements, company must expect different types of customer reaction after purchase of company service or product. Customer can feel angry and maybe like he deserves apology from company. Customer will express this after purchase feelings in certain way – expression about product, loyalty to the company and others. Company in this case can be connected with consequences indirectly. Furthermore, company will be less able to identify and remedy customer problems and his dissatisfaction (Folkes, 1984).

The Attribution theory leads to the assessment of the situation as guilt for failure or gratitude for success. Oliver (2010) assess, that the more serious result is, the more important probability that customer will look for the cause and feel a stronger emotion.

## 4.4 Kano model

Service characteristics from the fulfillment needs point of view, which can influence satisfaction, is described by Noriaki Kano in Kano model (see the picture below).

Figure 2: Kano model.



Source: own adaptation based on Krnáčová and Lesniková, (2012)

Kano categorizes customer needs in five dimension of quality perceived by customer (it is all requirements, which customers have on product or service) by Kuo (2004):

- *Delight attributes* – Customer does not expect this attributes. This attributes creates satisfaction. If they are not fulfill, it will not be shown in dissatisfaction.
- *Performance attributes* – If this quality attributes are not fulfilled, it leads to dissatisfaction and conversely in linear relationship.

- *Basic attributes* – These attributes are perceived as mandatory. They are expected and customer will be noticed them, if they are fulfilled. However, their non-fulfillment leads to dissatisfaction.
- *Indifferent attributes* – Attributes in this category are not able to influence customer satisfaction in any way. Customer is not interested in fulfillment of these attributes or not (Krnáčová and Lesníková, 2012).

This model advises the company to pay attention on main service (for example dance lesson) to fulfill basic level and by this exceeds minimum boarder of desired benefit. This model presents the fact, that basic attributes company must fulfilled. Furthermore, company should expanded performance attributes and delight attributes, but company should avoid indiferent attributes (Krnáčová and Lesníková, 2012).

## 4.5 Net Promoter Score

The best and the easiest way, how company can evaluate customer satisfaction, is methodology Net Promoter Score. It is simple as well as effective tool, which is based on one essential question: „Would you recommend our product or service to your family, friend or colleagues?“

This tool was developed by companies Satmetrix, Bain and Company and Fred Reichheld. Research took place for several years. The main surprising result was the fact, that for company is the most important to find out from its customer their willingness to recommend product or service. Net Promoter Score is nowadays used by many companies worldwide, because it is indicator of customer loyalty to the product, service as well as company. This approach also requires feedback and recognition for improvements in company. It is necessary engage not only top management, but also all employees in order to increase responsibility towards company customers (Reichheld, 2003).

Respondents answer this simple and only question by using ten-point scale. Customer are divided into three groups:

### **Promoter**

Their score is between nine and ten. This group is loyal and excited. Promoter does not hesitate to recommend company product or service to his family and friends. Company receive most of the profit from this group. Furthermore, this group is little bit insensitive on increase of price, because they believe, that they will receive the highest quality. This group wants have every company.

### **Passive customer**

It is satisfied group, which evaluate company product or service between seven and eight points. They are satisfied, but not so excited. When this group observe better offer, they do not hesitate to switch for competition.

### **Detractor**

This group is unsatisfied and they represent threat for company, because of bad word of mouth. It was proved, that detractors spread their negative experience in average to ten more people. This could discourage company potential customers and it also can affect company advertise as well as marketing costs. Score of this group is between zero and six.

The main aim of the company is to gain as much promoters company can. Company should tried to keep promoters satisfied and switch group of detractors and passive customers on promoters. Company should pursue to provide the highest value in order to improve customer recognition of this value and they will easily accept higher price. This way from customers will start be promoters.

Calculation of Net Promoter Score is based on difference between percentage of promoters and percentage of detractors.

## **5 MAIN AIM AND PARTIAL AIMS OF THESIS**

### **5.1 Main aim**

The main aim of this work is to analyze customer satisfaction of company Infinit wellness center, namely branch in Brno-Lesna. Furthermore, develop and propose measures to increase customer satisfaction in this branch.

### **5.2 Partial aims**

- 1) Carry out macro-economic analysis by using PESTLE technique.
- 2) Conclude internal analysis of Infinit branch in Brno-Lesna by using SWOT analysis.
- 3) Implementation and following evaluation of quantitative survey of company customer satisfaction through a questionnaire.
- 4) After all, develop recommendations and conclusion related to customer satisfaction in company Infinit, namely in branch in Brno-Lesna.

## **6 COMPANY ANALYSIS – INFINIT LTD.**

Company Infinit Ltd. was established in Prague – Holešovice in 2007 and currently it is one of the biggest wellness service provider in the Czech Republic and company is still expanding. Company was found as result of reconstruction unused hotel cellars in a smaller wellness center with only one sauna. Increasing popularity in wellness sector as result was in Prague opened more branches and after some time, company expanded to Brno.

Wellness centers of company Infinit are always located in hotel complex, which brings many advantages. Infinit wellness center remains independent unit in the relationship. This independence is basis for benefits – mostly for hotel, which wants by implementation of wellness service to better satisfy customer demand. Hotel, because of Infinit concept, does not need to care about demanding legislative measures, which are connected with providing of wellness center. This legislative measures are for example hygiene standards, recruitment of new employees, special training for employees and others. Another benefit of this interconnection is the fact, that wellness center increase occupancy of the hotel even in off-season terms. Furthermore, hotel through wellness center is more competitive and hotel can afford to increase price per room. Company Infinit is well-established company in the Czech Republic and this cooperation between hotel and wellness center Infinit can help to make hotel more known between customers (Infinit, 2017).

Main values and philosophy of company service on its website is creation of the most pleasant conditions for customer relaxation, but also company wants to deliver the most highest quality and service professionalism (Infinit, 2017).

If hotel decides for cooperation with Infinit, company will prepare service portfolio of relaxation center tailored to the hotel with special focus on hotel possibilities. Infinit also takes part in project preparation. Cooperation between hotel and company Infinit is based on long-term rent agreement. Marketing is operated usually after start of cooperation by hotel as well as Infinit (Infinit, 2017).

Hotel with Infinit wellness center are currently in the two biggest cities of the

Czech Republic – Prague and Brno. Company wellness services in Prague are now provided in Vysočany, Krč and Holešovice. Infinit has two branches in Brno – Lesna and by Brno dam, where branch is called Maximus.

## **6.1 Service portfolio**

Company portfolio includes services, which are not available in the same degree in all company branches. It is appropriate for customer to look up services on company website, which are offered in certain company branch.

Water spa and wellness services includes for example adventure pool, whirlpool, water loungers, whirlpool under sky, herbal hut, various types of saunas and ponds including several sauna or pool bars, private whirlpool baths (Bali bath), private whirlpool, massage and spa rituals, wellness holidays and others. In service portfolio of company Infinit can be found also accommodation service and operation of fitness centers (Infinit, 2017).

Furthermore, company also operates restaurant in Vysočany in Prague as well as in Maximus in Brno, where customers can also enjoy bowling center (Infinit, 2017).

## **6.2 Analysis of competition**

This extensive network of Infinit wellness centers that are operated in several places at the same time, can not be found in the Czech Republic. Because Infinit Ltd. operates in two Czech cities, company competition will be split for each of these cities separately.

### **6.2.1 Prague – Aquapalace resort Prague**

Aquapalace resort in Prague was chosen as the most important competitor for the Infinit branches in Prague. This resort is wellness center, which has as neighbour four-star hotel Aquapalace and offer their services together is comparable to Infinit services.

Goal analysis: primary aims of Aquapalace resort is to maximizing profits, gaining higher market share and building loyal customer relationship. All these goals are similar with long-term goals of company Infinit, and because of it Aquapalace represents the

biggest competitive threat for Infnit.

The most important strategic approach, by which Aquapalace resort wants to achieve set up goals is to provide the highest possible quality of provided services. Company is trying to build relationship with its customers by already mentioned high service quality, but also using loyalty programs for customers. This company is trying to fight against its competitors by price policy. Aquapalace resort responds to competitive pricing in the form of variety promotions and discount events.

Strengths and weaknesses of Aquapalace resort Prague are summarized in table 3:

Table 3: Strengths and weaknesses of Aquapalace resort Prague.

| <b>Strenghts</b>     | <b>Weaknesses</b> |
|----------------------|-------------------|
| Size                 | Size              |
| Aquapark             | Location          |
| Luxury hotel         | Prices            |
| Loyalty program      |                   |
| Rehabilitation       |                   |
| Beauty services      |                   |
| Studio hours fitness |                   |
| Website              |                   |

Source: own adaptation

Strenghts of Aquapalace resort Prague can be perceived in size (this is at the same time also weakness, which will be discussed in next paragraph) and well-established brand name of the company. Infnit Ltd. and its branches are increasingly smaller. Infnit branche in Vysočany has 25 m swimming pool. On the other hand, Aquapalace can offer not only swimming pool, but also several water slides and other water attractions. Aquapalace as well as Infnit has as a part of the complex hotel, which is by its capacity bigger than Infnit and has almost 100 rooms more. Popular internet comparison tool Tripadvisor evaluates Aquapalace resort on higher ranking than Hotel Step, which is part of Infnit branch in Vysočany. Similar ranking on Tripadvisor as



Aquapalace resort has Chateau St. Havel, which is hotel connected with Infinit branch in Krč (Tripadvisor, 2017). Furthermore, Aquapalace has in service portfolio rehabilitation massage and treatment as well as beauty services such as manicure, pedicure and hairdressing. Fitness centrum in Infinit – Vysočany is smaller and does not offer popular group lessons. Aquapalace website are sophisticated to the last detail and very clear as well as company marketing.

Weaknesses of Aquapalace are size and location, because resort is located at the very edge of Prague. Size is beside strenght also weakness, because many customers can prefer smaller wellness center with a more pleasant atmosphere for them. Traffic availability is better for Infinit branches in Prague, which are located very close to metro stations.

### **6.2.2 Brno – 4Comfort**

Infinit for branches located in Brno indicates as the most important competitor company 4Comfort. This company offers its customer almost the same service portfolio as the Infinit.

Goal analysis: as well as in the analysis of Prague competition, analysis in Brno has goal of maximizing profit, maintaning market share and building loyal relationship with customers.

Strategies and goals are very similar to Aquapalace resort Prague. The most important is loyalty program with special system of remuneration, regular training of company employees in order to provide the highest quality as well as the most professional service. 4Comfort tries to induce almost family atmosphere.

Strengths and weaknesses of 4Comfort are summarized in table 4:

Table 4: Strengths and weaknesses of 4Comfort.

| <b>Strenghts</b> | <b>Weaknesses</b> |
|------------------|-------------------|
| Beauty services  | Accommodation     |
| Fitness service  | Wellness stays    |
| Loyalty program  |                   |
| Playground       |                   |
| Café, restaurant |                   |

Source: own adaptation

4Comfort offers its customers beside wellness services also beauty services and fitness center, which are certainly provolege of this relaxation center. Furthermore, company provides loyalty program with material rewards. The most important advantage of this company is children playground, which is used in summer months and its located next to restaurant.

Absence of accommodation is perceived as essential disadvantage. 4Comfort is only wellness center and company does not cooperate or is next as neighbour with any hotel. This absence of accommodation means that, unlike the Infnit and its wellness centers in Brno, it is not possible to include wellness stays in 4Comfort portfolio.

Among another competitors of company branches in Brno belong:

- Zone4you

This company located in Brno-Lesna presents itself mostly as fitness club. Company varied portfolio includes services as modern fitness, group lessons, squash and others. Company also offer small wellness center with two saunas, whirlpool and a swimming pool, but this facilities can use only member of the club and it is necessary to pay for membership first. In the field of fitness is this company one of the biggest competitor for Infnit branch in Lesna, but on the other hand offer of wellness services is not sufficient and does not have appropriate quality.

- Wellness Kuřim

Although Wellness Kuřim is mainly aquapark with large swimming pool and water slides, customers can find here also two saunas with resting room. In company service portfolio is also several experiences and wellness procedures. The most important disadvantage is location of this wellness. Target group of this company is family with children, that prefer swimming rather than sauna.

- **Big One Fitness Club**

Modern fitness center includes beside fitness also wellness zone. Company also started to offer connection of fitness and wellness due to increasing customer demand for relaxation after fitness. This company is located in the center of Brno, which is absolutely important advantage for company in contrast to Brno-Lesna as well as Maximus. However, the need for membership and the absence of water section may discourage some customers.

### **6.3 SLEPTE analysis**

- **Social factor**

People are living in hurry and actively seek for relaxation and recreation, which is relevant and extensive opportunity for wellness service. Society lately started to take care about body and soul, which in practice means that people think more about themselves, their lives and enough rest. This are the reasons, why people seek for wellness services. Top management of wellness center should try to secure this environment, where customers will feel comfortably, where clients will leave with pleasant feeling and where customers will like to return. People are willing to pay extra money for quality wellness services.

- **Legal factor**

Infinet is limited liability company and must therefore as legal person be governed by the Civil Code, the Consumer Protection Act, the Trade Licensing Act, the Act on accounting and last but not least the VAT act. Beside this legal standards must Infinet fulfill strict hygiene regulations. Non-compliance these hygiene standards are punished

by high fines and it is controlled by District Hygiene Office. Furthermore, company and its employees must adhere to rules of healthy and safety at work. These rules must be precisely explained and trained to company employees at least once per year by professional. In these rules should be involved also standards about fire protection.

- Economic factor

Company, which was established for profit through the offered services, in this area can benefit from several economic indicators, such as average wage and local unemployment rate. These indicators can affect purchasing power of population.

- Unemployment rate in the Czech Republic was set in 2015 as 5 %. South-Moravian region, where company has branches in Brno, was unemployment rate 4,2 %. In region Prague was this rate only 3 % in 2015 (Czech Statistical Office, 2016).
- Average wages reached in fourth quarter of 2016 in the Czech Republic 25 061 Kč (Czech Statistical Office, 2017). Furthermore, in South-Moravian region was average wage 26 629 Kč and in Prague region it was 35 187 Kč (Czech Statistical Office, 2017).

The operation of the wellness center is not a cheap business. There is a need for high rental costs, technology costs, overheads and wage costs. Company should try to constantly optimize these costs and ensure effective business operation.

- Political factor

Legal frame of company Infit is mostly based on the Act No.90/2012 Coll., about business corporations. Company can find support in this law for functioning in the form of limited liability company. The law defines the most important aspect in order to establish this type of company form as well as rights and obligations of individual partners and others. Another law, which must company respect within its activity, is Act No. 455/1991 Coll., about business enterprises. Limited liability company is not physical person and only physical person is allowed for example to train clients or compilation of training programs. Infit Ltd. is in relationship with several physical individuals, which have business license. Because company generates income, is obligated to pay income tax, which is regulated by Act No. 586/1992 Coll., about income tax. Company

must also follow in accordance with the Act No. 262/2006 Coll., Labor Code. Act No. 634/1992 Coll., about protection of consumer defines, among the other elements, the requirements for the sale of products and provided of services.

Another legislative measure important for the operation of wellness centers is Act No. 258/2000 Coll., about protection of public health. This act experienced several amendments, where the most important was in 2003 by Act No. 274/2003 Coll. This Act from 2003 is connected with several hygiene regulations. It involves especially regulation No. 252/2004 Coll, 137/2004 Coll., No. 238/2011 Coll and No. 369/2001 Coll. First mentioned regulation set up hygiene requirements on drinking and hot water. Because of energy savings, wellness centers often reduce temperature of hot water, which only leads to increase of microbes. This regulation determines frequency and extent of hygiene controls. Regulation No. 238/2011 Coll., also known as regulation about hygiene requirements on swimming pools, saunas and sanitary sand limits in playground sandboxes, control conditions of cleaning and water treatment in public swimming pools, but also, for example, defines the amounts of toilets, showers, changing rooms, building conditions for saunas, lighting and others. Because wellness centers are visited by pregnant women, mothers with children under three years or even individuals with disabilities, activities of the company is limited by regulation No. 369/2001 Coll., about technical requirements ensuring the use of building by individuals with reduced mobility and orientation.

- Technological factor

Technology in wellness sector is constantly evolving. Company should be focused on modern and design equipment and surroundings of the center. All equipments must function reliably and the technician together with cleaning lady should take care to ensure a hygienic environment according to all necessary standards. All these factors further improve company image in the minds of company customers. Company can take advantage in modern technology, which simplify operation and often save costs. In addition, besides more powerful stoves for saunas, mass pumps, self-cleaning pool filtration and modern information systems, company can derive from wide range of design options in order to improve surroundings of wellness center to perfection. This elements can be architecturally cleverly designed heated walkways in outdoor wellness,

built fireplaces in the middle of saunas, modern technology, which makes easier work of company stuff, such as tablet-based sauning systems or SOS buttons inside each sauna.

- Environmental factor

The most important environmental factor in sector of wellness and sauna is weather and climate. The Czech Republic is located in moderate climate zone and in this country is alternation of winter and summer seasons. Naturally, people is more visiting wellness centers in autumn and winter, mostly in freezing days. In summer months people like to go swimming and they are seeking for open spaces, such as aquaparks or swimming pools.

## **7 INFINIT BRNO-LESNA: CUSTOMER SATISFACTION ANALYSIS**

### **7.1 Evaluation of the questionnaire**

In order to achieve the main aim as well as several partial aims was used one method of quantitative research – questionnaire. Data collection was conducted on the basis of a questionnaire, which was created for the purposes of this thesis. The questionnaire was specifically focused on customer satisfaction of branch company Infnit in Brno-Lesna. Customers of Infnit Brno-Lesna were selected as group of respondents. The number of respondents was determined on 200, which represents approximately 25 % of weekly turnout in this Infnit branch.

Closed, semi-closed, open, likert, dichotomous and rating scale questions. At the beginning were questions of classification, which inquire sex, age, residence, income and economic status (categorization in labor market) of respondent. Respondents must also answer control questions and filtering questions. The questionnaire can be found in apendix 1. Survey was conducted from 15th April 2017 to 31st May 2017. The questionnaire was published online and also was available in the Infnit branch in Brno-Lesna in printed forma at the reception. Electronic form was created and published on internet website Survio.

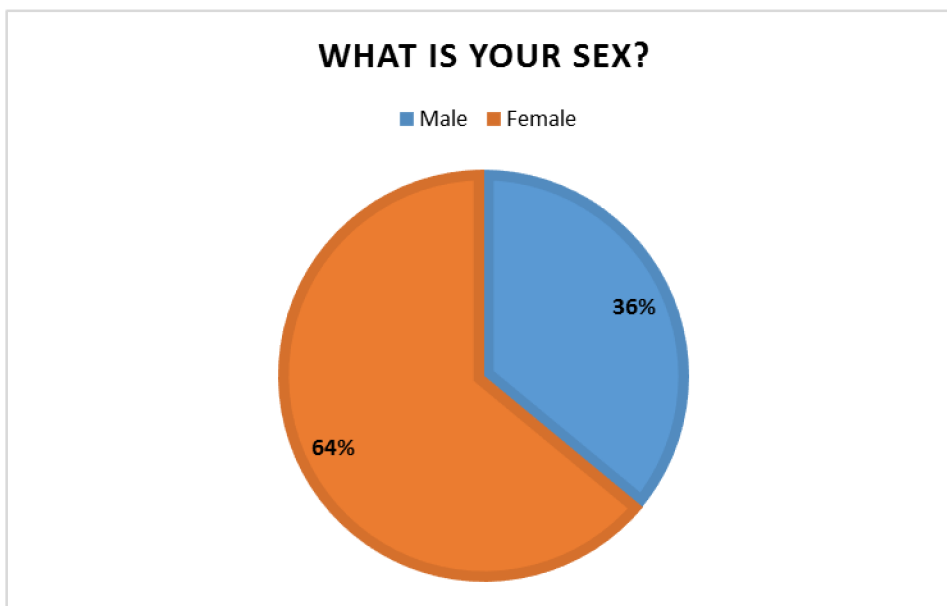
In this chapter, classification questions will be analyzed as first. Subsequently, next questions will be processed in questionnaire in order. The results will be displayed in charts or tables and appropriate comment and description will be given. Based on this questionnaire and company analysis will be carry out recommendations for the company.

## 7.2 Classification questions

### 1. What is your sex?

Respondents selected their sex within the first question. The analysis of required data about sex of respondents suggests, that women filled out the questionnaire more than men. Furthermore, the number of women as respondents is almost double than number of men respondents. Namely, the questionnaire filled out 64 % of women and 36 % of men.

Graph 1: Sex of respondents.



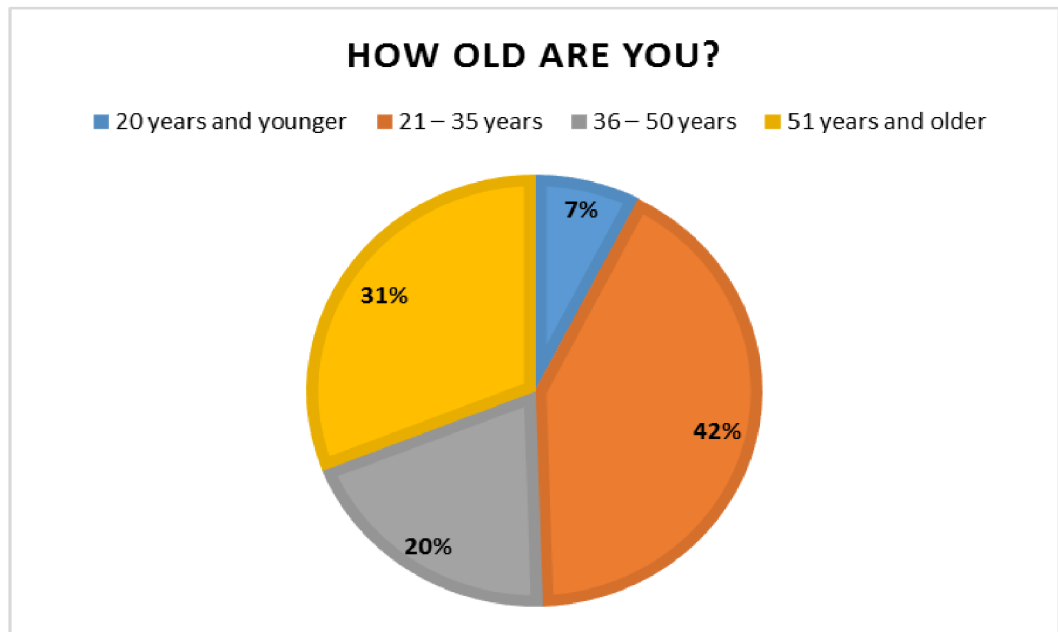
Source: own adaptation.

### 2. How old are you?

Next classification question was focused on age of respondents. Wellness center Infnit in Brno-Lesna visit mostly individuals between 21 and 35 years. Follow by age group 51 years and older and respondents from 36 to 50 years. The least represented age group was 20 years and younger.



Graph 2: Age of respondents

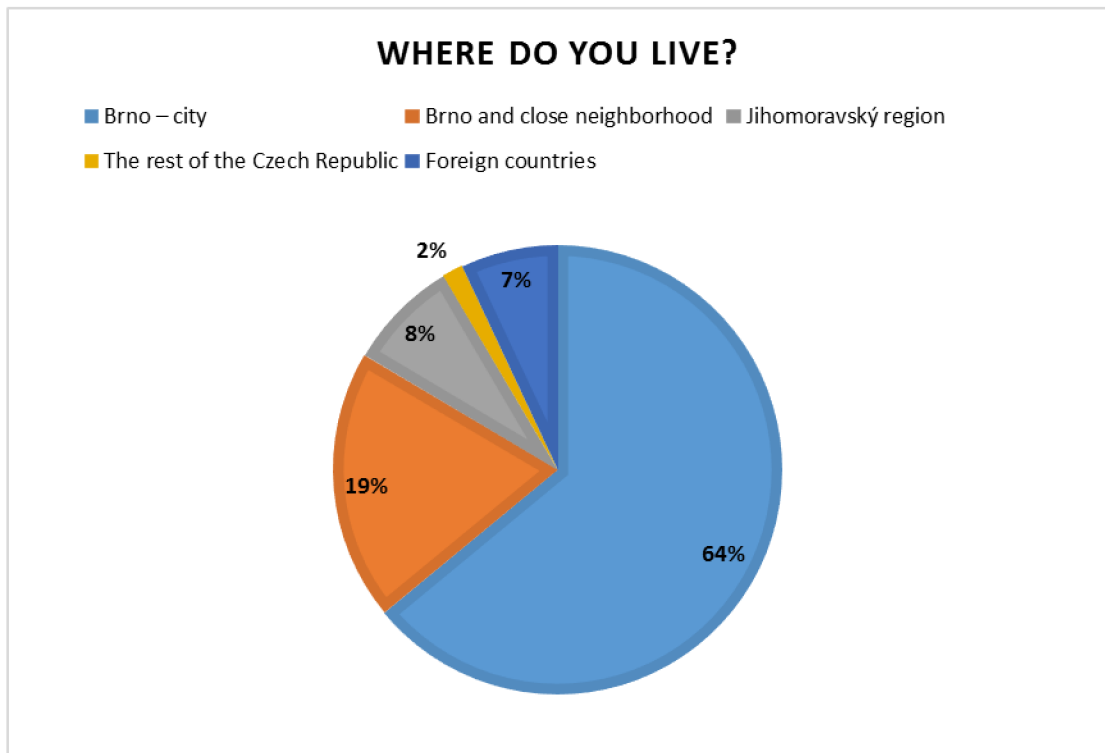


Source: own adaptation.

### 3. Where do you live?

It was assumed that most of the respondents will be living in Brno – city. This assumption was confirmed. Brno and close neighborhood with 19 % creates another important group of respondents, which visit Infnit and its branch Brno-Lesna. Wellness center has higher percentage of visitors from foreign countries, than from the other Czech Republic regions. This can be influenced by the fact, that Brno is also international city and foreign visitors can use accommodation in hotel, which cooperates with this Infnit branch.

Graph 3: Residence of respondents.

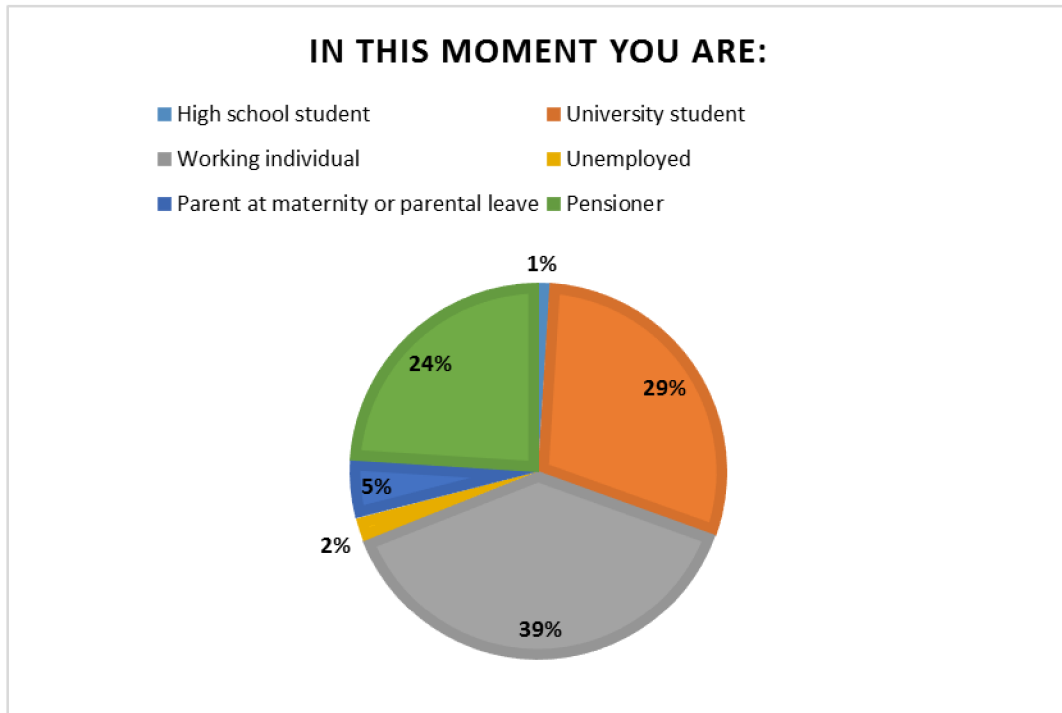


Source: own adaptation.

4. In this moment you are:

This question is focused on economic status of respondents and it can be connected with monthly income (question number 4). Overall 39 % of respondents are choose answer working individual. The second most represented economic group were university students. The third most important group of respondents were pensioners, which can use wellness center as rehabilitation and relaxation feature in their life. High school students with only 1 % were the smaller economic group represented in this survey.

Graph 4: Respondents differentiation by their economic status.

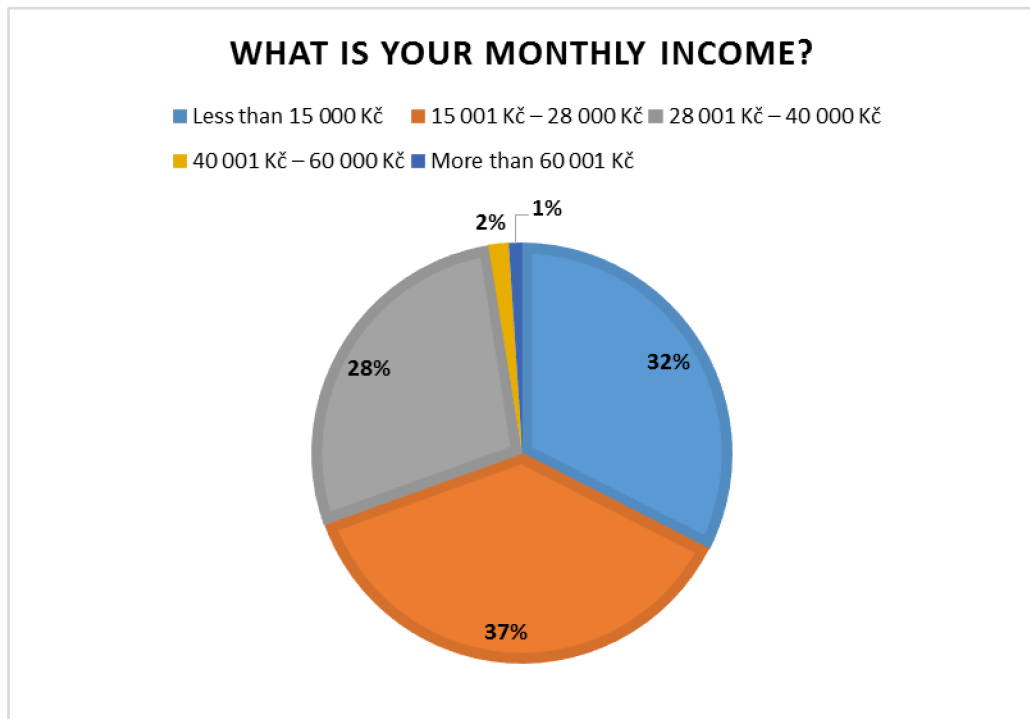


Source: own adaptation.

5. What is your monthly income?

Nowadays, visit of wellness center starts to be most common service and does not belong between luxury and unaffordable service for middle class. Income more than 60 001 Kč has only 1 % of respondents. Another three income groups have similar percentage around 30 %. The lowest income group is mostly represented by students, that have income from part-time jobs and they are more focused on their study.

Graph 5: Monthly income of respondents.



Source: own adaptation.

The most represented group with income between 15 001 Kč and 28 000 Kč created by working individuals and surprisingly by university students (almost 50 % from total number of university students). Income less than 15 000 Kč have parent at maternity of parental leave, two high school students and mostly pensioners.

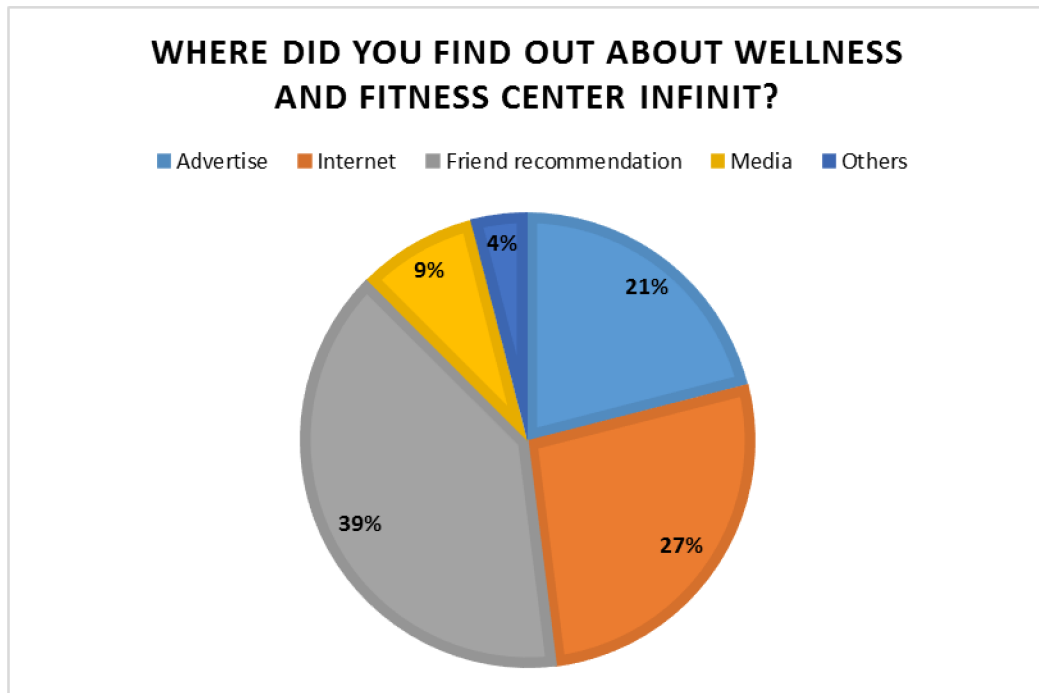
### 7.3 Analytical questions

#### 6. Where did you find out about wellness and fitness center Infinit?

Sixth question was focused on the most important sources of awareness spreading between company customers. The questionnaire reveals that company benefit the most from positive word of mouth. This type of marketing means, that customer is satisfied with company and its provided service and he passes on this positive experience to his friends and family. Furthermore, this friend based on this recommendation visit and try company services and in case he was satisfied as well, he tells his friend about it and so on. Possibility friend recommendation choose 39 % of respondents. The second most important source of customers was Internet, follows by advertise. Less important was

answer media. Several respondents choose option others, where respondents add for example possibilities: friend works here, I receive gift voucher or I drive around to my cottage.

Graph 6: Sources of awareness about Infinit in Brno-Lesna.



Source: own adaptation.

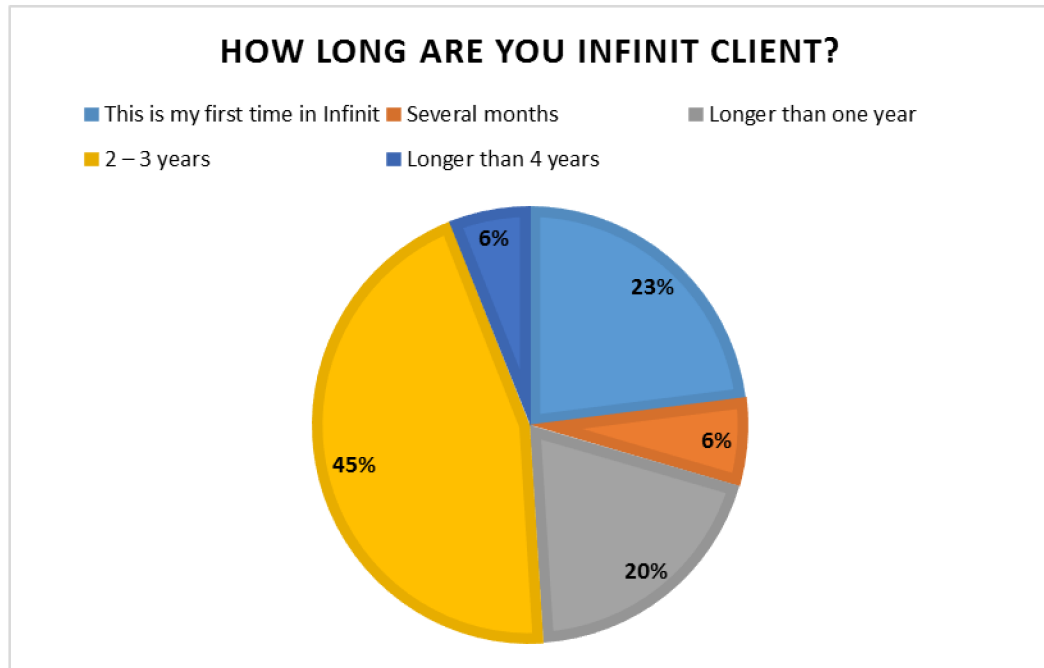
Option friend recommendation mostly chose economic category of pensioners, precisely 37 pensioners (almost 80 % of pensioners in this survey). Internet were selected mostly by working individuals (45 % from total number of working individuals) and university students (65 % from total number of university students). The third most selected possibility was advertise, which was chose again mostly working individuals (39 % from total number of working individuals), but also by parent at maternity or parental leave (80 % from total number of this group).

#### 7. How long are you Infinit client?

Next question asked respondents to answer about period, when their strated to use services in Infinit Brno-Lesna. The most respondents said, that they are client in this company for 2 or 3 years. This confirms the fact, that company operates in Lesna for several years and already creates loyal customers, that like to come back. However, as the second most choose answer was, that this is first visit for respondent. It can be said,

that company still appeals new and new customers. Long-term customer, which visit this branch for longer than four years, was only 6 % of respondents.

Graph 7: The length of time spent as Infinit client by respondents.

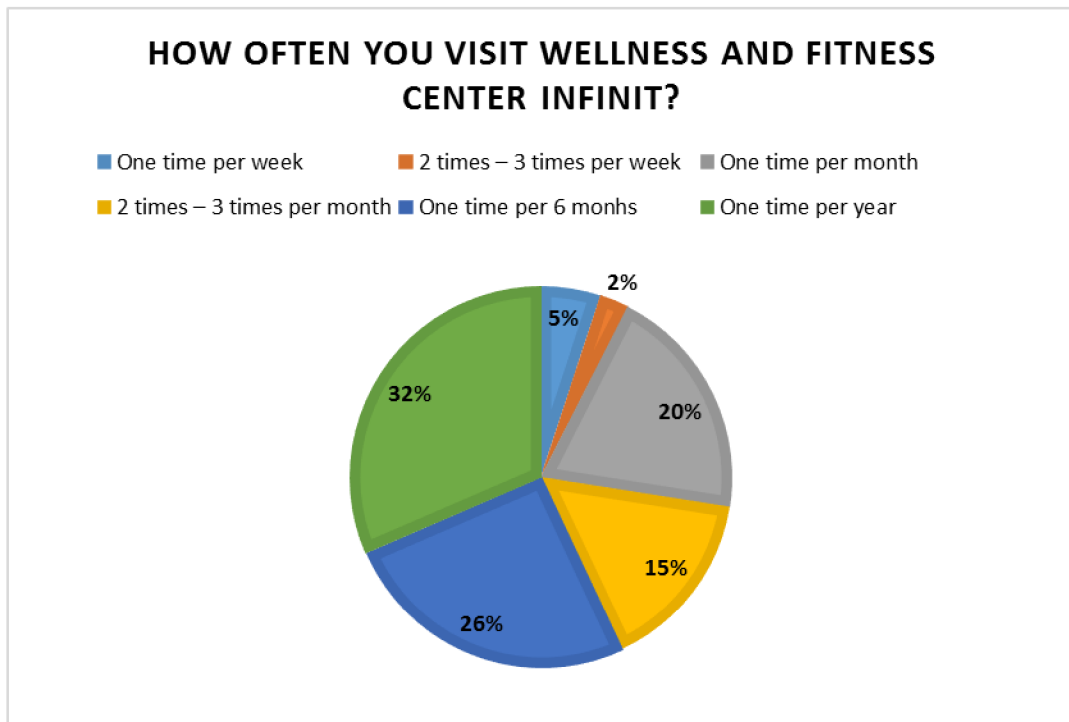


Source: own adaptation.

#### 8. How often you visit wellness and fitness center Infinit?

This eight question follows the previous question number seven, and furthermore developed the respondents frequency visit. Although company has a solid base of loyal clients, which visit this branch at least for two years, respondents most selected only one visit in a half a year. Frequency visit one time per year was the second most choosed answer. It can be said, that company should tried to improve and prompt more often visits of its customers. One time per month wellness center Infinit visit only 20 % of respondents.

Graph 8: Visit frequency of respondents in Infinit Brno-Lesna.

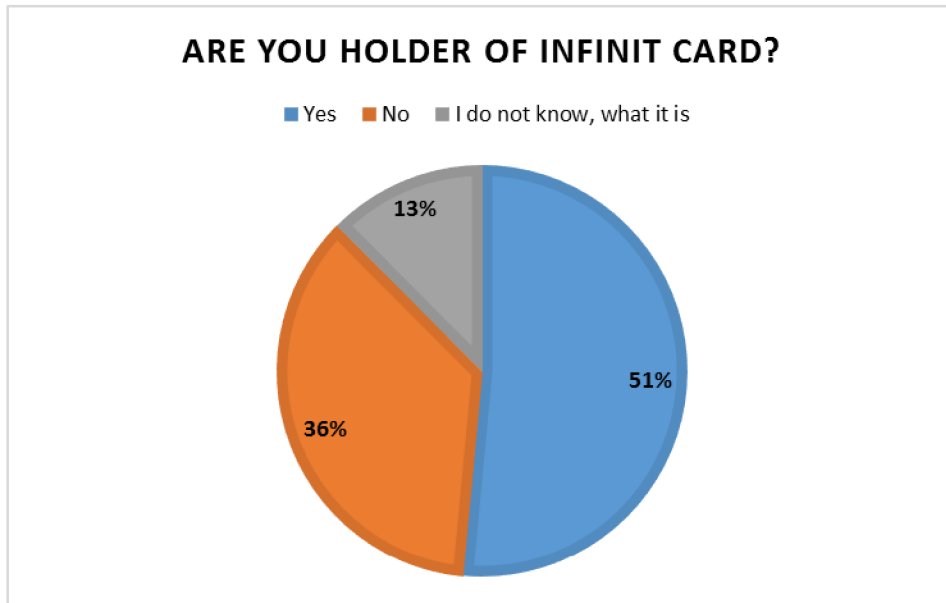


Source: own adaptation.

9. Are you holder of Infinit card?

This question assess the fact, if respondent are a holder of Infinit card. Only 36 % of respondents do not use Infinit card and 51 % of respondents use and they have Infinit card. This question is connected with the fact, that customers can gain some sale by using company loyalty card. It seems, that company is using this tool right, because the percentage of card holders is very high. However, still several respondents, namely 13 %, do not know this card and they do not know, why customer should use this card and what are the benefits from this card.

Graph 9: Percentage of respondents, that are holder of company card.



Source: own adaptation.

10. Can you please evaluate employees in wellness and fitness center Infnit?

This question as first started to evaluate employees of Infnit in Brno-Lesna. Satisfaction with employees is more developed in question 13, 14 and 15. This questions should help with getting a first image about customer satisfaction with company employees.

All 200 respondents have been in contact with receptionists, but not all of them use company service massage and fitness center. This is a reason, why they can not evaluate their satisfaction with masseurs or personal trainer in fitness center. In this situation, when respondent do not has experience with masseur or personal trainer, chose option I do not know. The total number of respondents, which experience company massage, was 164. Experience with fitness center from total 200 of respondents have 115 of respondents.

The best evaluation and full satisfaction represents mark five. The opposite, total dissatisfaction with employee and his performance, displays number one. For all three types of employeess is calculated arithmetic mean.

Receptionists, which were evaluated by all 200 respondents, achieved in calculation of arithmetic mean mark 3,9. Another group – masseurs – received in this

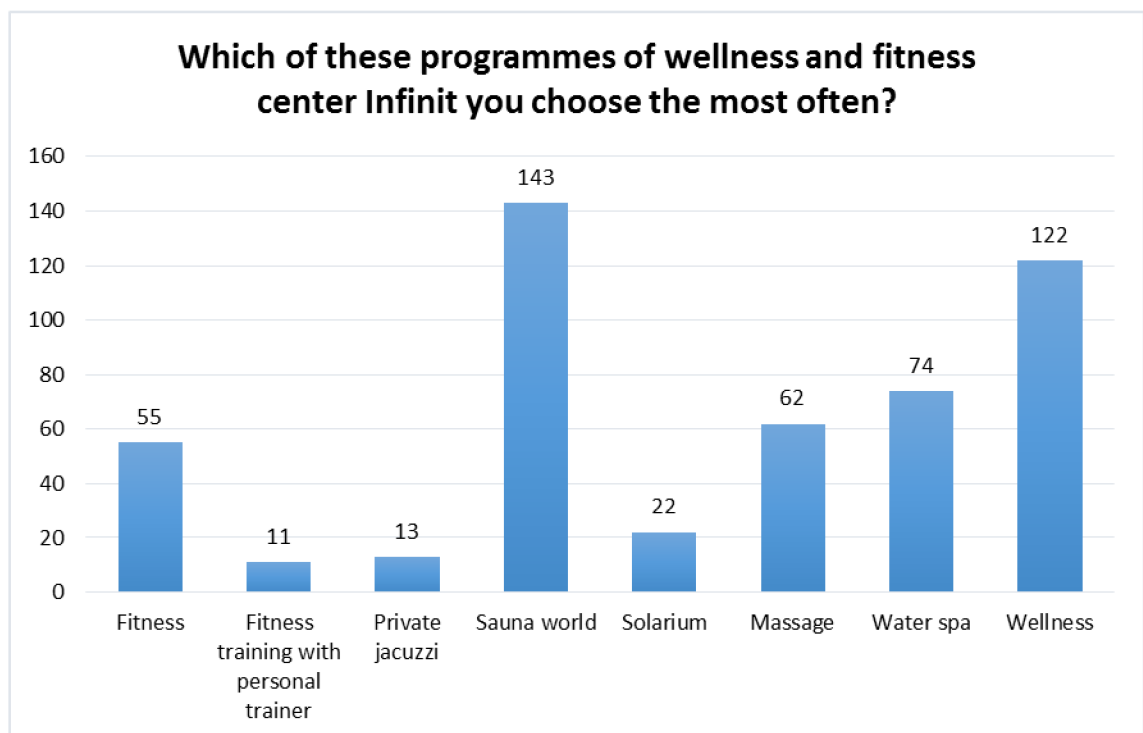


calculation higher mark than receptionists, namely 4,1. Last assessed part of employees were personal trainers, which obtained the best evaluation 4,3. This calculation of arithmetic mean indicate, that respondents were the most unsatisfied with performance of the receptionist. The receptionist is the most important group of employees in Infit, because every customer comes into contact with them regardless of service, which he wants to use. Mark only 3,9 out of 5 (best possible mark) is insufficient.

11. Which of these programmes of wellness and fitness center Infit you choose the most often?

This was the only question with possibility to choose more than just one option. Respondents should choose the possibilities, which they visit the most often. Surprisingly, sauna world was the most choose program by respondents. Another popular programmes were wellness, water spa, fitness and massages. Among the less important and popular options belong solarium, private jacuzzi and fitness training with personal trainer.

Graph 11: The most popular programmes of wellness Infit in Brno-Lesna.



Source: own adaptation.

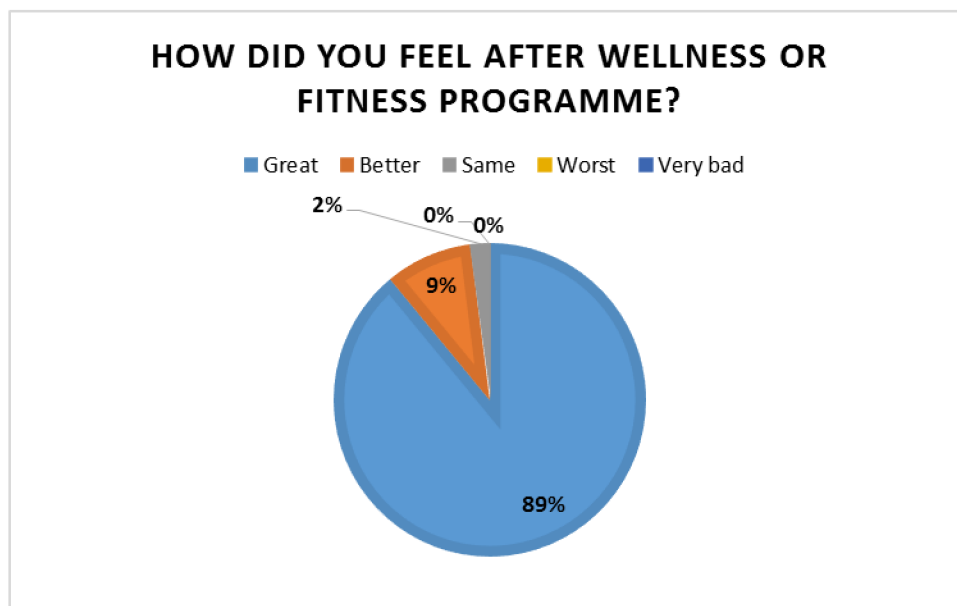
Sauna world is mostly chose by pensioners and working individuals. Fitness center

mostly visit university students. On the other hand, fitness training with personal trainer mostly use working individuals. This is connected with the fact, that working individuals have higher monthly income than university students and they can afford to pay extra money for personal trainer. Massage service was selected equally by all economic groups.

12. How did you feel after wellness or fitness programme?

This question was included as control question. The main aim was to supervise the state of respondents after using provided services of Infnit in Brno-Lesna. It should control that services are provided right and meet the generally desired relaxation effects. Almost 90 % of respondents choose, that they are feeling great after visiting wellness and fitness center Infnit. Option worst or very bad were not chosen by single respondent.

Graph 12: Respondents feeling after provided services by Infnit.



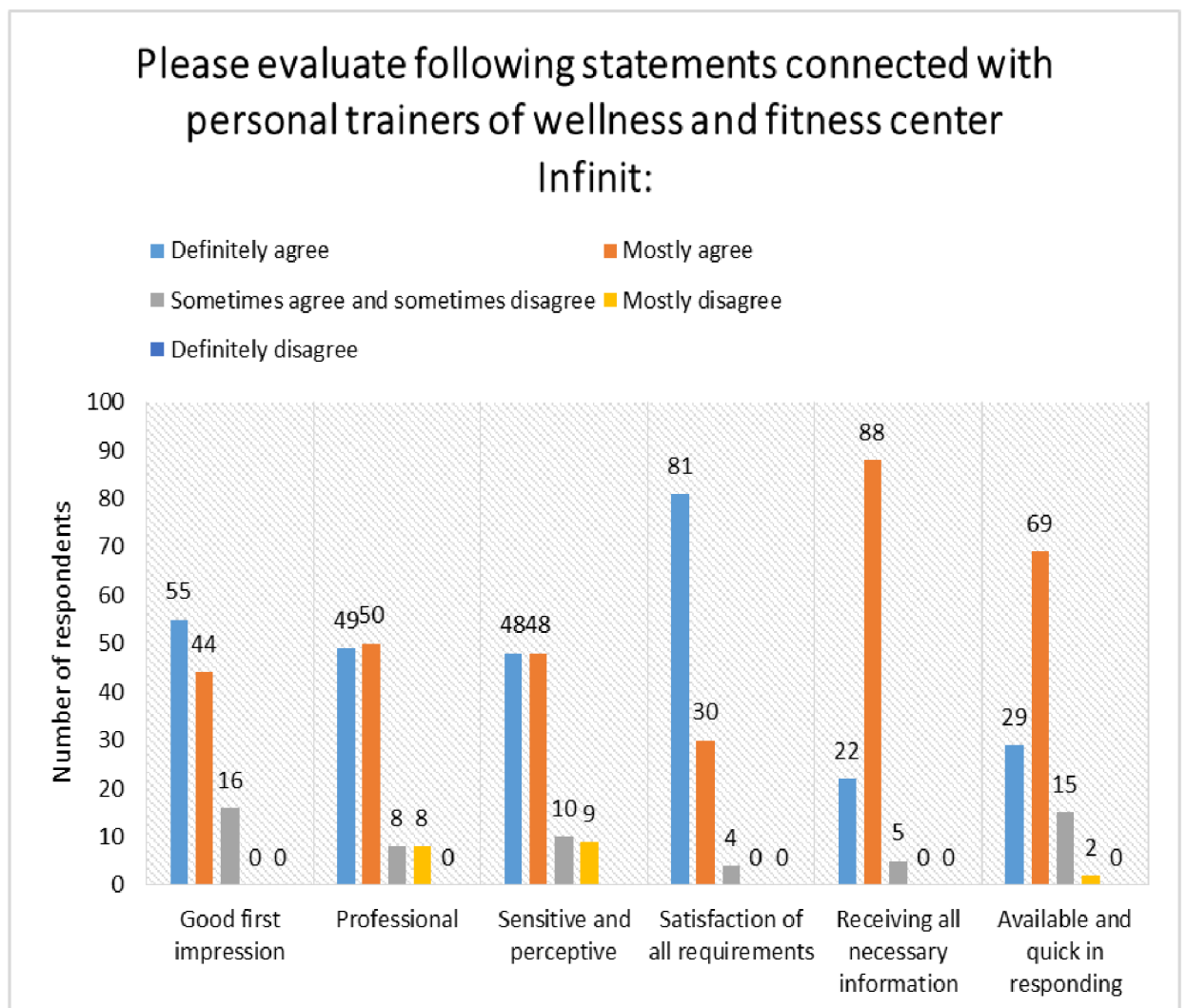
Source: own adaptation.

13. Please evaluate following statements connected with personal trainers of wellness and fitness center Infnit:

Following next three questions were focused on evaluation of several features in employees behavior with customer. Thirteen question was connected with customer evaluation of personal trainers. This question was filled only by 115 customers, which

in past used this company service. Based on results, the most important issues connected with personal trainers was providing all necessary information and their availability. Furthermore, customers found out, that personal trainers were mostly and definitely professional, but several customers do not feel the same. The same applies on the ability of perception and sensitivity. On the other hand, customers feel, that personal trainers satisfied all their requirements. Also personal trainers made good first impression, which is also very essential in this type of relationship with customer.

Graph 13: Evaluation of personal trainers.

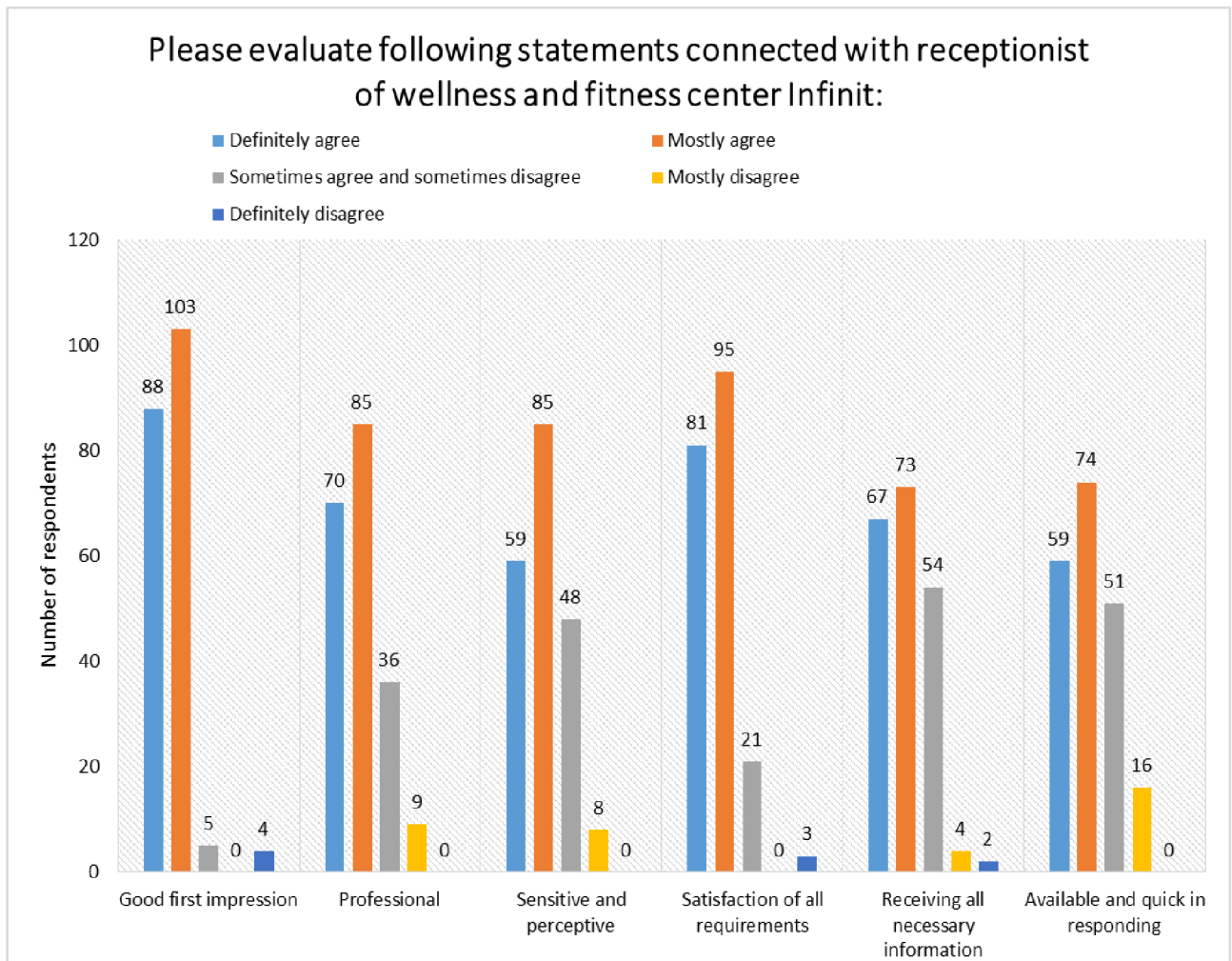


Source: own adaptation.

14. Please evaluate following statements connected with receptionist of wellness and fitness center Infnit:

Next question assess relationship of customer with receptionists. Every customer is getting in touch with receptionists regardless which company service customer will enjoy. Because of it, all 200 respondents evaluated their own perception about receptionist. The most critical problem based on questionnaire was availability and quick reaction of receptionist. Several respondents also was not satisfied with lack of information and respondents perceived, that their requirements was not fullfild. However, majority of respondents mostly or definitely agreed about good first impression of receptionists as well as their professional skills in this type of work.

Graph 14: Evaluation of receptionists.

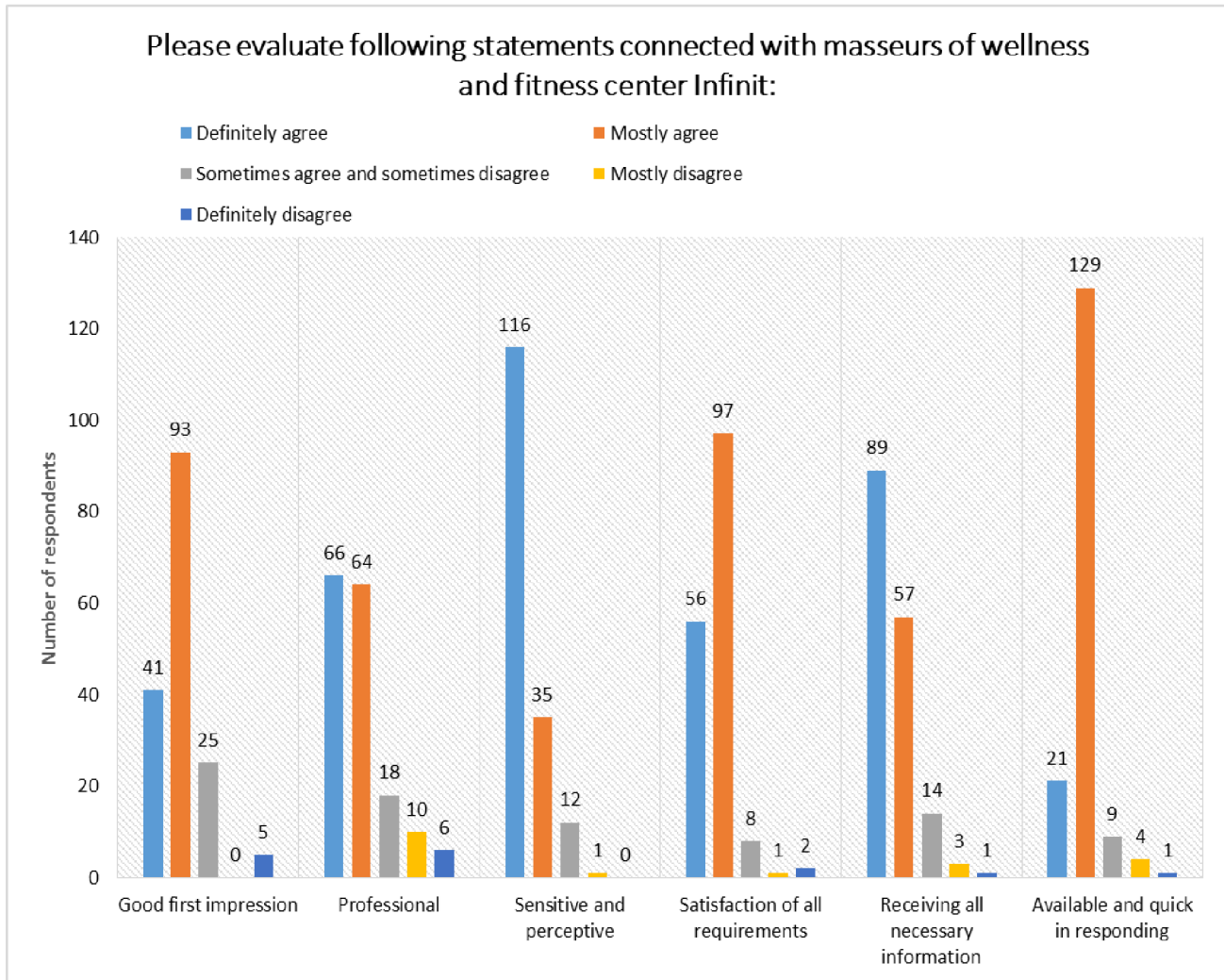


Source: own adaptation.

15. Please evaluate following statements connected with masseurs of wellness and fitness center Infnit:

Last of the question set concentrated on respondent perception of three of the most important employees in the company, were masseurs. The most important customer satisfaction were with sensitivity and perception of masseurs. In this feature majority respondents choose answer definitely agree. Furthermore, respondents mostly agreed with availability and quick reaction of masseurs. On the other hand, all the rest of the features were very balances and none of these aspect is totally dissapointing. It is worth mentioning at least that, good first impression and professionalism were the crucial problems of respondents and these features received the most definitely disagree.

Graph 15: Evaluation of masseurs.



Source: own adaptation.

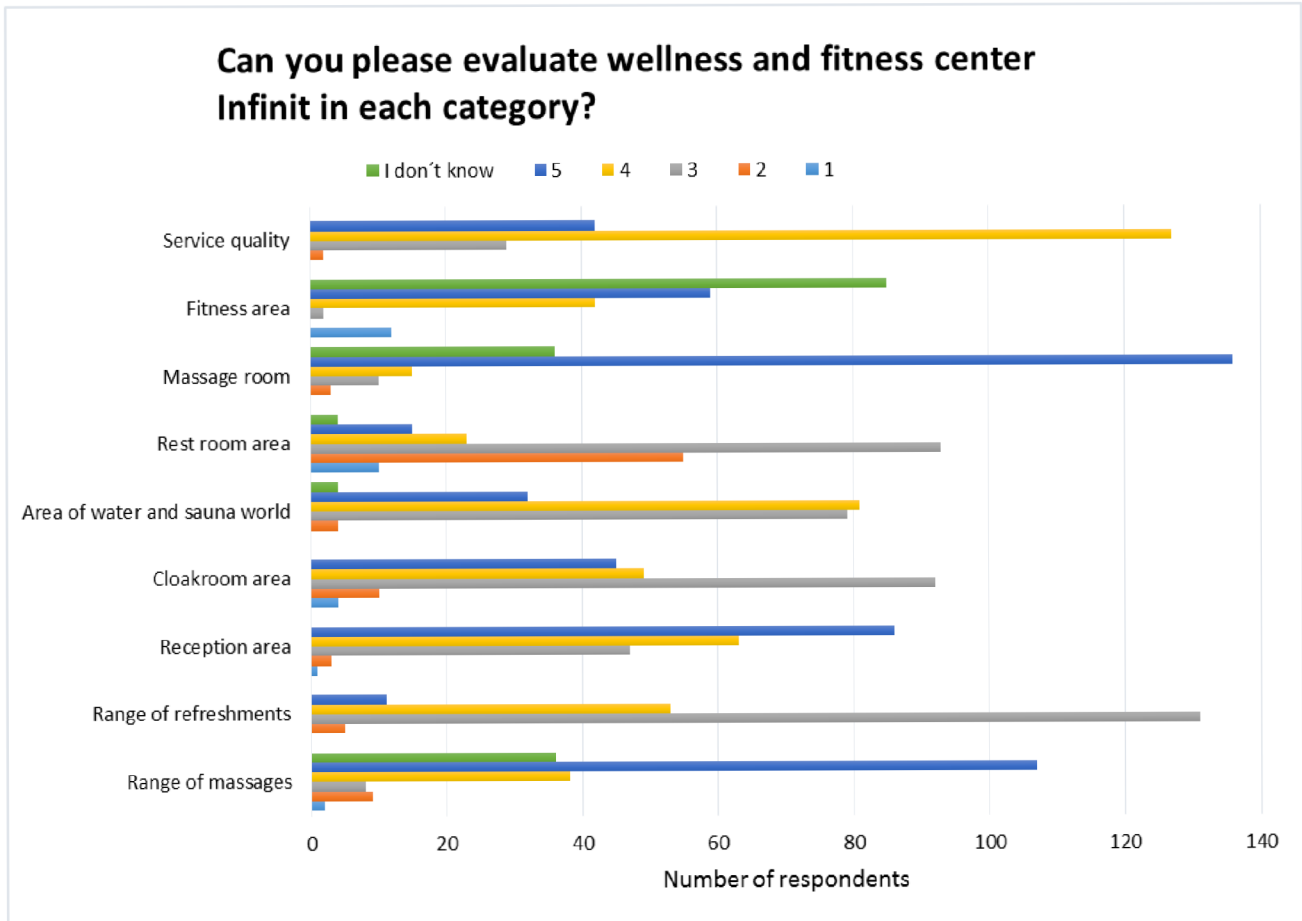
16. Can you please evaluate wellness and fitness center Infnit in each category?

Another question evaluates different type of important aspects of wellness and fitness center Infnit in Brno-Lesna by respondents. Marks are the same as in the question ten. Mark one means unsatisfaction and mark five means absolute customer satisfaction.

Total quality of all services was evaluated by mark four, which suggests some space for improvements. This question revealed, that massages are very popular service and customer satisfaction is very high. Massage room as well as range of massages was evaluated most by mark five. The most respondents are also satisfied with reception. The reception room meets customers requirements and make them feel welcome.

On the other hand, the biggest issue was with rest room area. This satisfaction aspect was mostly evaluated by only mark two. Company can by improvement in this aspect increase total customer satisfaction.

Graph 16: Evaluation company branch in different types of categories.



Source: own adaptation.

In table 5 were all data transferred on arithmetic mean in order to obtain better understanding of customer satisfaction with each category.



Table 5: Review of arithmetic mean in each evaluated category.

| <b>Category</b>               | <b>Arithmetic mean</b> |
|-------------------------------|------------------------|
| Range of massages             | 3,7                    |
| Range of refreshments         | 3,4                    |
| Reception area                | 4,2                    |
| Cloakroom area                | 3,6                    |
| Area of water and sauna world | 3,7                    |
| Rest room area                | 2,9                    |
| Massage room                  | 4,7                    |
| Fitness area                  | 4,2                    |
| Service quality               | 4,1                    |

Source: own adaptation.

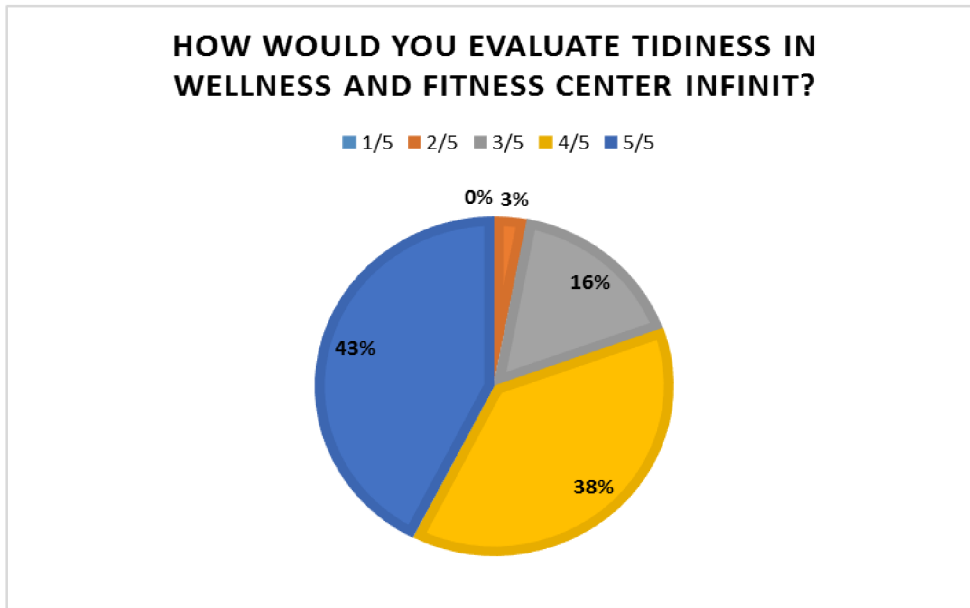
The best possible mark, which each category could receive, was 5 as was mentioned above. Massage room is evaluated by 4,7, which is almost excellent assessment. Another categories, which have arithmetic mean above four are: reception area, fitness area and total service quality. This is satisfactory for the company. The biggest problem connected with customer satisfaction is with rest room area. This category received only 2,9 out of possible 5 and company should improve this room. Range of refreshments also could obtain better mark than 3,4 with some adjustments and improvements in this area.

#### 17. How would you evaluate tidiness in wellness and fitness center Infit?

This question analyzed tidiness of wellnes center Infit, which creates important part of total customer satisfaction. Respondents should choose from stars – zero stars means, that cleanliness in Infit branch was very insufficient and poor. On the other hand, five stars represent total satisfaction with cleanliness of rooms. By using arithmetic mean was calculated that this branch from respondents in the field of tidiness receive 4,2 stars. None of the respondents do not give this company zero or one star. By five stars company evaluated 43 % of respondents.



Graph 17: Evaluation of tidiness in Infnit branch in Brno-Lesna.

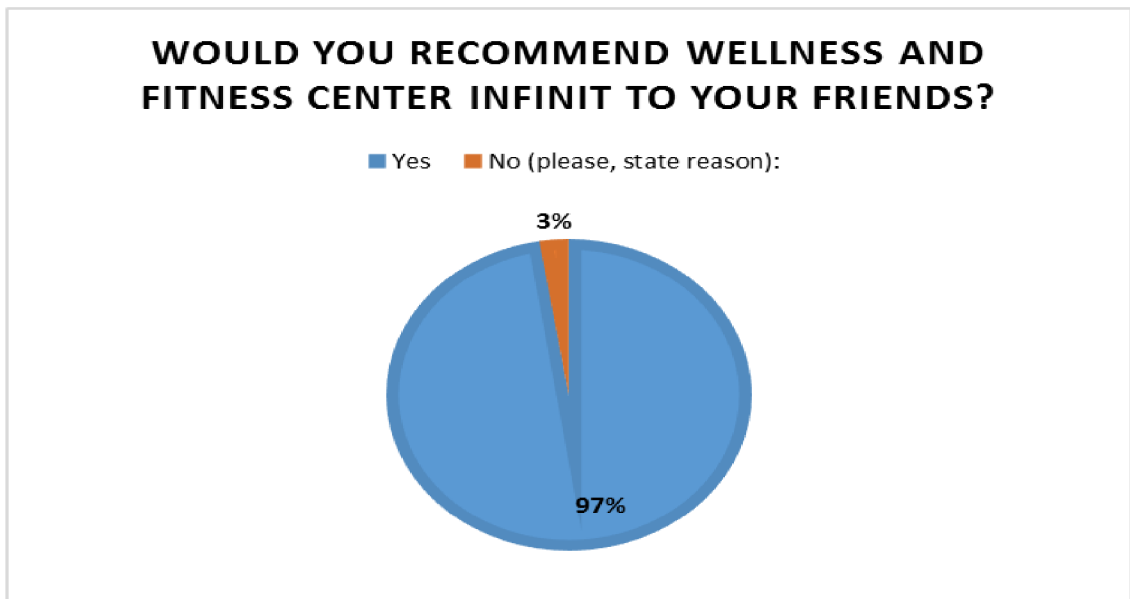


Source: own adaptation.

18. Would you recommend wellness and fitness center Infnit to your friends?

Total of 97 % of respondents, which are 195 respondents, will recommend company to friend and family. Only 5 respondents most probably do not recommend this branch to their friends.

Graph 18: Percentage of recommendation by respondents.

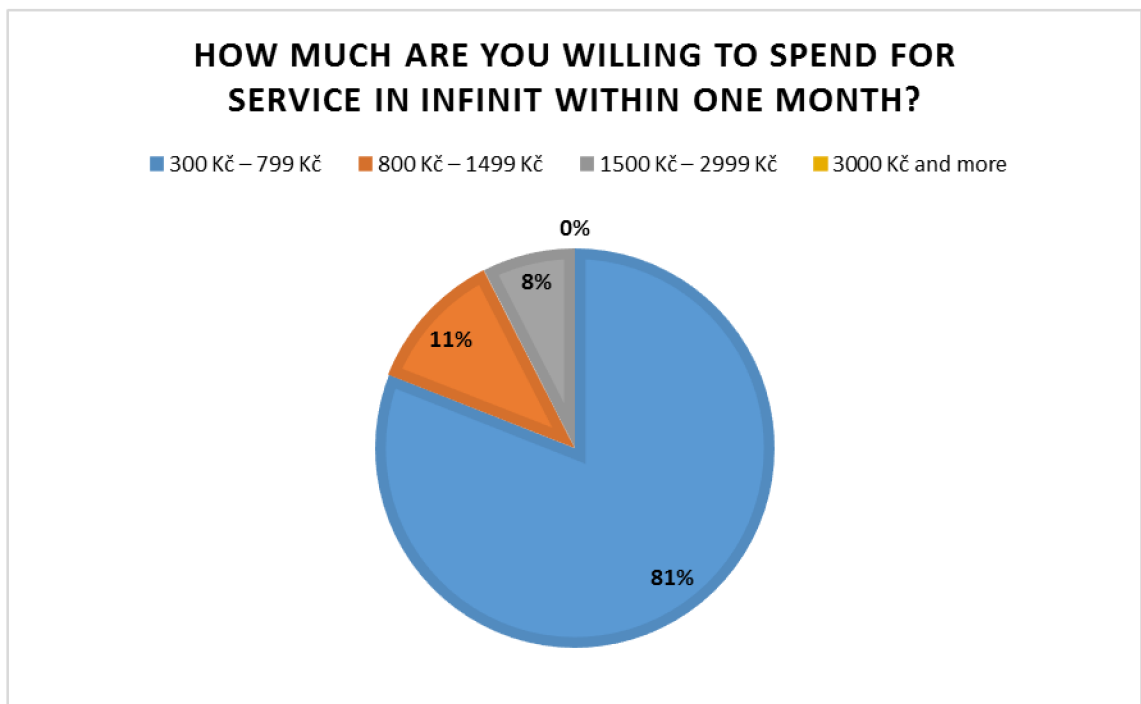


Source: own adaptation.

19. How much are you willing to spend for service in Infinit within one month?

Willingness to spend for company services is important factor for company. If customers will not be satisfied by provided services, they will be most probably willing to spend less money than in case of their positive experience and total satisfaction with provided services. 81 % of respondents are willing to spend up to 799 Kč in one month for company services.

Graph 19: Willingness to spend money for company services.



Source: own adaptation.

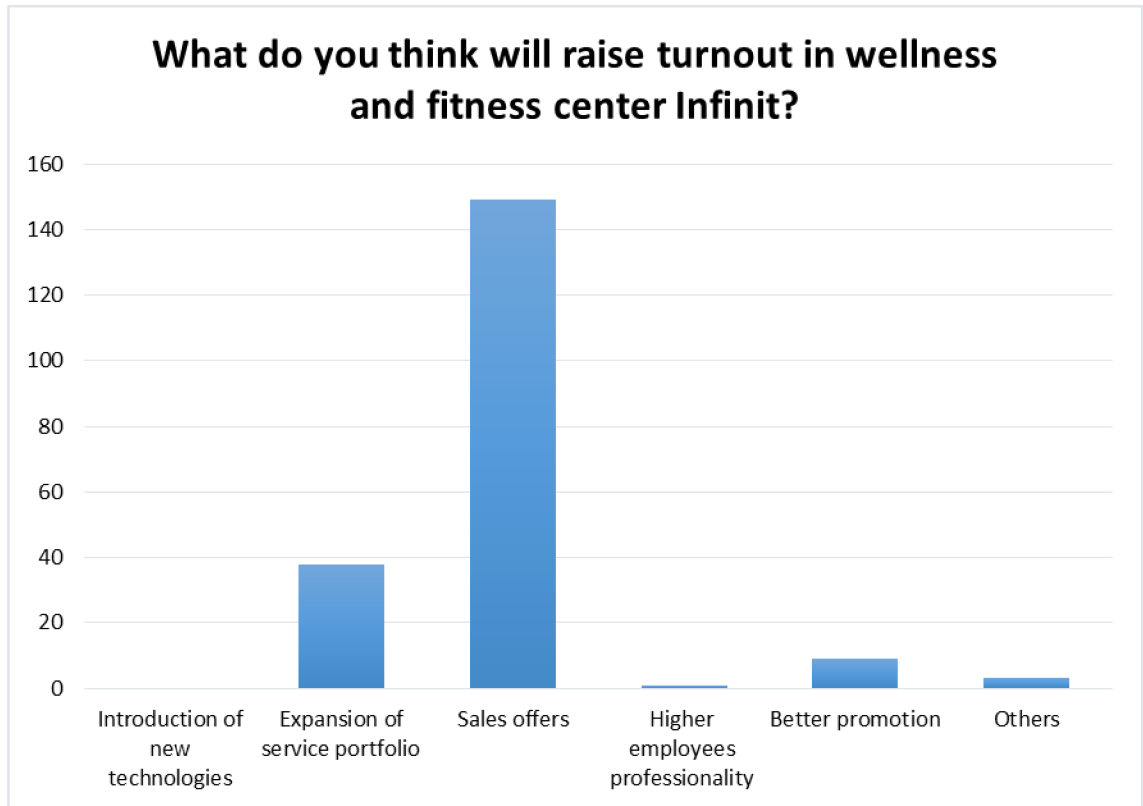
20. What do you think will raise turnout in wellness and fitness center Infinit?

One of the last question was focused on suggestions about increasing turnout in wellness and fitness center Infinit in Brno-Lesna. Respondents could write their own ideas.

However, one of the most chosen idea, was sales offer. Respondents perceived this choice as the most appropriate and possibly missing in company offer. Further expansion in service portfolio could be another possibility in this matter. Perhaps, even better promotion could be certain way, how to increase turnout of this branch. Into possibility others respondents write choices like: company mobile application,

babysitting for free or for some minor fee and others.

Graph 20: Possibilities in order to increase company turnout.



Source: own adaptation.

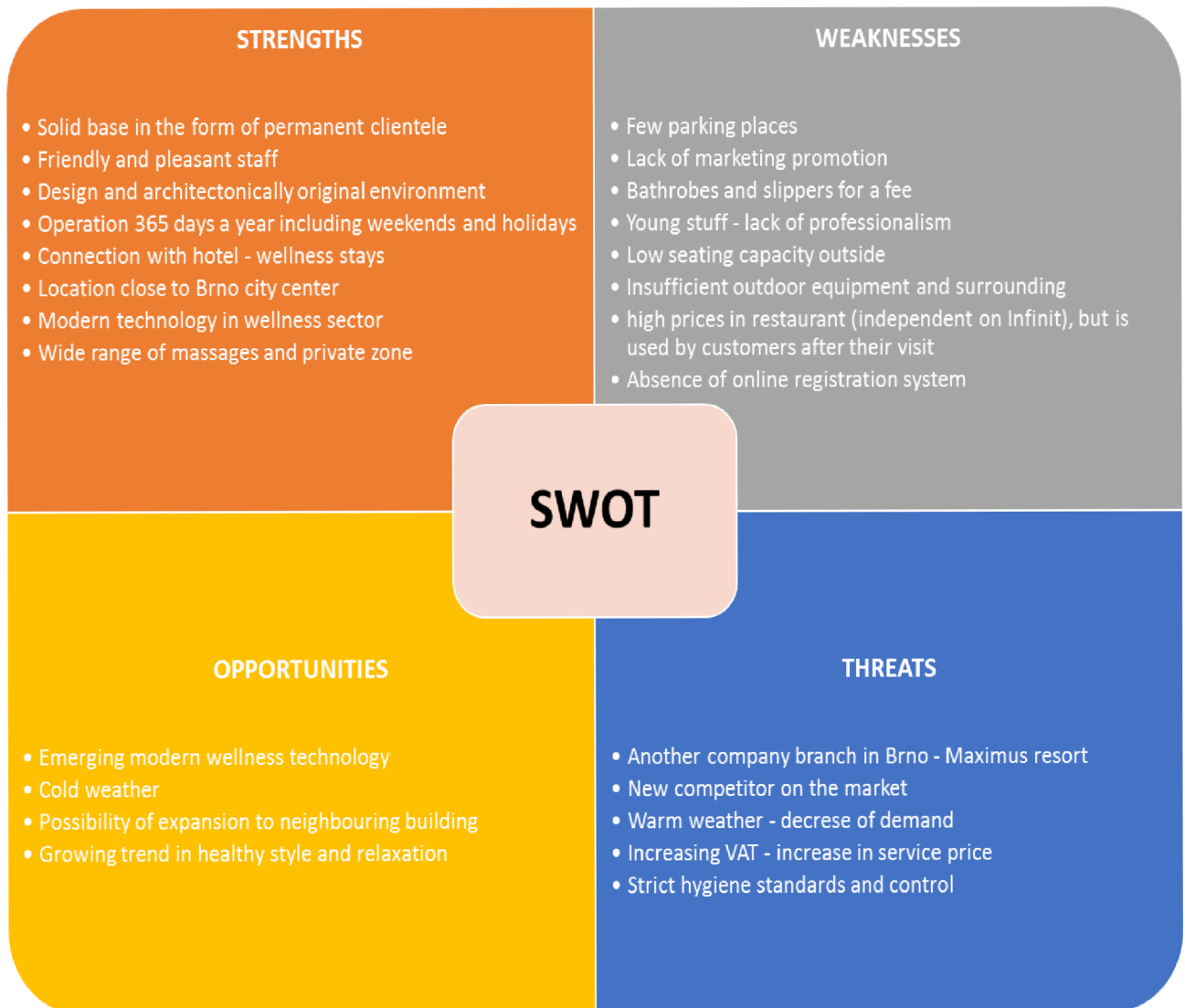
21. What other services you are missing in offer of wellness and fitness center Infiit?

Write your answer:

Only few (just ten) respondents express their feelings in this question. One of the problem mentioned here, was better organisation during special events like sauna night. Customers feel that employees were very confused and unorganized. Another respondent was asking for time to time changing the tea offer. Maybe little refreshment of company drinks and foods offer will be welcomed. The most of the respondents were missing exercise room for group activities.

## 7.4 SWOT analysis

Table 6: SWOT analysis of Infnit Brno-Lesna.



Source: own adaptation

## 8 RECOMMENDATIONS

- Website and online registration system

All Infinit branches are top equipped and all the facilities are regularly maintained and modernized. Company has extensive website, which are well-organized, but for inexperienced user of the Internet is not intuitive enough. Based on SWOT analysis is the most relevant absence of online calendar, when the customer himself chooses the date of his visit. Survey revealed in question six in the questionnaire, that Internet is the second best source of awareness about company Infinit. During registration customer would immediately see, what is the occupancy in chosen date. This website improvement will decrease work requirements on employees, which now must spend several minutes to process phone and email orders.

Recommendation for the company is implementation of online registration system of company SuperSaas, which is specialized on creation of internet application. Online registration system can company try for free and customer can choose tariff according to the number of expected reservations. SuperSaas offers six different packages and for the company is suitable possibility D, where can be created maximum of 900 reservations. Infinit has mostly reservation on massages and on packages in private zone. Price for this SuperSaas package is 600 Kč per month. Important advantage of this package is its automatical synchronization into Google calendar or Outlook. This investment brings the biggest benefit for receptionists. Infinit receptionists will have more time for customers on reception and their requirements or problems. The questionnaire in question number 14 asked respondents in last statement about availability of receptionists and their responding speed. Respondents mostly chose option mostly agree and by this measure company should move into option definitely agree.

Infinit can push technologic improvements even further and in cooperation with specialized company develop mobile application with online registration system, information about company branches as well as company service portfolio with detail description of the procedures and price list. This investment will cost company around

60 000 Kč and for this application can use company Pixelspace. Pixelspace offer also possibility to create application based on your requirements. Infnit can even just asked for non-binding price estimation from Pixelspace. This one-time investment adds value for customers and Infnit will be more approachable for its customers. Furthermore, company can test online registration system and mobile application in one branch and in case of success can extent this service into all company branches.

- Advertising

Advertise about company branch in Brno-Lesna is not the most important source of customers as was revealed in questionnaire in question number six, but with special focus, this could be changed. Company should more advertise about company services beside company website and facebook page. Wellness center often has variety of special events, such as Valentine's day or different types of family events with children, company should use this for better promotion in local newspaper, such as Severník in Brno-Lesna. Prize for banner located at the bottom of the page is for 500 Kč per month. This way is better possibility of increasing awareness about this special events of Infnit between individuals in Brno-Lesna.

Furthermore, this events with focus on children should be promote in kindergardens or schools (for example: Elementary school Milénova or Blažkova, both located in Brno-Lesna). For one special event company should print at least 50 leaflets, which will be distributed into kindergardens and schools. Price from company ePrinting for 50 leaflets is 588 Kč including VAT. This new step in advertising should in long-term point of view increase number of children in wellness center as well as increase in company profit.

Leaflets (approximately 20 leaflets from above ordered 50 leaflets) about this special events should be also located in buses within public transport, which end their lines in front of the wellness center branch in Brno-Lesna, such as bus line 57, bus line 46 and night bus N92. This type of promotion has another cost in renting of place in bus, where the advertise will be located. Therefore, it is more financially demanding, than just delivering of leaflets to the appropriate instiution. Price for 20 leaflets in buses for one month (before the special event.) is 80 Kč for one piece, which means total price

for this renting costs are 1600 Kč. Company should try this new way of advertising in buses once before some special event and in case of success company can repeat this before every special event in branch Brno-Lesna.

- Staff training

Based on the survey results, customers often do not receive all necessary information, which they require. Company should be more focused on training of its employees. Branch should start to take more attention to the training of new employees. Perhaps longer initial training, where dedicated boss monitors their training, will be the best way how to improve knowledge of new employees.

Furthermore, company can create booklet, where all principles and values of the company will be given to the new employees. This should help them to remind all information at the beginning of their workship. Infit should use special service of company Expressprint. Printing for start just twenty of this booklets in special binding will cost company 1340 Kč including VAT. This step allows every employee regardless his length of work in Infit to take a look and verify some information, what he does not precisely know or employee is shy to ask his supervisor.

In order to improve employees awareness about company new product or service, company should arrange every 14 days staff meeting or at least to provide all new information in some organized form, such as leaflet or newsletter by email. Branch should test employees awareness by hiring a mystery shopper, who is well trained for this special evaluation of employees behaviour. Infit can start working with Market Vision, which is company specialized on mystery shopping and operates in sectors such as banking, automotive, utility, insurance, gastronomy, wellness or luxury products. Market Vision is able to evaluate company employees, comparison of branches or with Infit competition as well as mystery shopping project and its settings. Price for this service is on request and it depends on extent of services within mystery shopping.

- Nutritional counseling

This company branch has popular fitness center between clients, which was proved by question eleven in the questionnaire, where fitness belong in the most chosen option from company offered services. In order to furthermore improve fitness services in

Infinet in Brno-Lesna, company should hire special nutritional advisor. This new advisor should complete a certified course for nutrition, which includes knowledge of anatomy and special skills focused on proper nutrition. Advisor should be able to create menu for customer directly tailored to the client and should provide advice on a professional level. Company can hire this new employee from staff or outsource this advisor from specialized company. Company can start offer this new service just for trial for three months. Based on customers demand will company more developed this service or dropped this service.

If company starts to provide this new service, one of the employee can complete special course, where the price is 13 400 Kč. In order to persuade some employee to start this on new position, company could offer to pay half of this course, which is 6 700 Kč. Benefit for this employee is, that certification will be his own and employee can use this in the future. Pricing proposal of different types of new nutritional services can be found in the table 7 below. Prices are based on MiaVita nutritional counseling in Brno.

Table 7: Price list of possible activities focused on nutrition.

| Description                        | Length      | Price incl. VAT |
|------------------------------------|-------------|-----------------|
| One-time consultation              | 60 min      | 500 Kč          |
| Evaluation of current alimentation | 60 min      | 1 200 Kč        |
| Compiling a nutritional plan       | For 14 days | 2 000 Kč        |
| Compiling a nutritional plan       | For 30 days | 3 500 Kč        |

Source: own adaptation

This new service could also use customers, which do not visit fitness center directly and are interested just in consultation or any other services in this sector. Customers can make reservation, which will be part of online registration system. This way it will be easier for employee with this special course to plan the meetings and customer will be able to choose date, which is the most appropriate for him.

- Fitness snacks and overall improvements of company food offer

Connected with previous recommendation of nutritional counseling is new offer of



fitness and healthy snacks. Range of refreshments received in question 16 in the questionnaire mark only 3,4 out of 5, which was the best possible mark. Evaluation of refreshments range was the second worst evaluation after poor rest room area. Fitness is associated with healthy and rational nutrition. Company offer should be improve by new light salads, where will be stated nutritional values. As salad supplier company Infit should use services of company Sklizeno. The quantity of the offered types of salads would depend on the real demand of the clients.

Salads pricing in table 8 is based on Sklizeno price list.

Table 8: Salads offer from Sklizeno company.

| <b>Description</b>                                    | <b>Weight (grams)</b> | <b>Purchase price incl. VAT for 1 piece</b> | <b>Sales price incl. VAT for 1 piece</b> |
|---|-----------------------|---|--|
| Big salad - lentil with chia seed and root vegetables | 220                   | 75 Kč                                       | 90 Kč                                    |
| Red beet salad with goat cheese and walnuts           | 275                   | 99 Kč                                       | 110 Kč                                   |
| Pasta salad with radish and cottage                   | 270                   | 55 Kč                                       | 70 Kč                                    |
| Pasta salad with olives and balkan                    | 220                   | 55 Kč                                       | 70 Kč                                    |
| Salad with beef confit and radish                     | 280                   | 99 Kč                                       | 110 Kč                                   |
| Cesar salad with chicken meat                         | 230                   | 99 Kč                                       | 110 Kč                                   |

Source: own adaptation

This implementation of new salads provided by company Sklizeno, Infit will

improve customer satisfaction with refreshments option, which is in today's offer missing. If this new salad offer will be successful, company should extent this salad offer also into branch Maximus in Brno.

- Price list in multiple language versions

Hotel visit many customers from abroad and it will be for company advantageous to create price lists and leaflets with information about hotel as well as wellness and fitness center Infnit in Brno-Lesna in English, German and Russian languages. The number of foreign visitors was also surprisingly high as revealed question number three in the questionnaire (it was 7 % of foreign customers). Graphic processing would be the same as for the Czech price list and there will be no need for additional graphic processing costs. The best way how to translate price list into new languages is to use service of company Překlady.cz. Company Překlady.cz differs prices based on languages and type of translation. This translation of company price list can be perceived as medium-skilled and it is active translation (from Czech to foreign language). Price for each language is for one page (1 800 characters per page). English and German active translation is 314 Kč for page. Russian active translation is 302 Kč. Prices of these translation are including VAT.

Printing works would be carried out by ePrinting, whose website provides calculation for exact price including VAT (table 9).

Table 9: Price for printing services.

| Description       | Quantity  | Price incl. VAT |
|-------------------|---|-----------------|
| Printing services | 300 ks in English<br>200 ks in German<br>100 ks in Russian<br><br>• One-time cost | 1 268 Kč        |

Source: own adaptation

This creation of new price lists in English, German and Russian will increase satisfaction of customers and mostly will attract new potential customers from hotel

customers. Leaflets will be located at the reception, which is unite for customers of Infnit as well as hotel Orion.

- New types of massages

Based on conducted survey massages belongs between favourite services provided by Infnit, which was revealed in question number 11 in the survey. Customer satisfaction with masseurs is very high and satisfactory based on results from question 15. Company should think about implementation of new types of massages and this way increase its offer for customer. Range of massages was evaluated in the questionnaire in question number 16 and the mark for this sector was only 3,7 from possible 5. This result indicate room for improvement. Also company by this step will be even more able to compete with its competition and probably more customers will go for massages in this branch. Positive was customer satisfaction with massage room, which means that, there is no essential requirements for improvement.

Lately very popular is couple massage. This branch should start to provide this service and maybe create more space for massages in whole wellness center in the future. This improvement in massage into the form of couple massage, does not require from the company any additional costs, because masseurs can provide massages, which they already provides, but it will be for couples.

As new type of massage Infnit should start to offer lately popular peat wraps, which are one of the form of thermotherapy. The immediate effect of the peat wrap is analgesic and mobility-enhancing effect. Peat wrap is before massage itself, which furthermore improve its effect. Not only the efficiency of the whole massage is increased, but trace elements from peat are also better absorbed into the massaged area. The length of the procedure is 20 minutes. Training for peat wraps would take place at the Maximus branch under supervision of a training instructor from a massage school. All costs for providing this new type of massage is summarized in table 10 below.

Table 10: Cost for peat wraps

| Description                                 | Amount              | Price including VAT                       |
|---|---------------------|---|
| Special course for application of peat wrap | 2 x – one-time cost | 1 500 Kč x 2, company pay 50 % = 1 500 Kč |

|  |   |                        |
|--|---|------------------------|
| Purchase of one-time peat wraps            | Packages of 20 pieces (it will be based on real demand) | 968 Kč                 |
| Purchase of several-time use heat carriers | 10x – one-time cost                                     | 650 Kč/piece = 6500 Kč |

Source: own adaptation

Table 11 provide price suggestion of peat wrap.

Table 11: Offer of peat wraps in Infnit in Brno-Lesna.

| Description                   | Duration    | Price    |
|-------------------------------|-------------|----------|
| Infnit massage with peat wrap | 55 minutes  | 980 Kč   |
|                               | 85 minutes  | 1 290 Kč |
|                               | 110 minutes | 1 590 Kč |

Source: own adaptation

This implementation of peat wraps will increase customer satisfaction with the range of massages and company will add special value for range of massages in this branch.

Masseurs should not forget to furthermore improve their skills and company can also use mystery shopper from recommendation of staff training for even better evaluation of masseurs skills.

- Group activities

Company can improve their fitness area by introduction of group lessons, such as body building, pilates, fitness yoga and others. This group activities should be organized in upper floor perhaps and it will be important opportunity in order to compete even better with close fitness centers. New group lessons could be a part of online registration system and company should based lessons on skills of each personal trainers. The lessons will be in charge of the personal trainer and for start it should be not so demanding lessons for special equipment like aerobic. This group activities were mentioned as missing service by several customers in the last question in the questionnaire. Additional renting costs depends on agreement with hotel Orbion.

- Improvement of rest room

The question 16 in the questionnaire revealed important dissatisfaction of company customers. Rest room area received only 2,9 from possible 5 points. Rest room area has excessive potential for improvements. Nowadays, rest room offer only simple chairs and beds. Infinit should tried to make rest room more comfortable for customer.

Infinit should buy hammocks, which immediately increase cosiness of this room. One of the best offer of this hammocks and other products offer company Lenošíme. Infinit should buy three hammocks for total price 2 547 Kč. Furthermore, Lenošíme offers also hanging chairs, which will also improve and increase customer comfort in this room. Infinit can choose from Lenošíme wide offer. The best will be buy at least three hanging chairs for one person for total price 5 997 Kč. Lenošíme also is able to provide hanging chairs for two, which Infinit should buy also. One hanging chair for two is for 3 099 Kč.

This investment will definitely increase customer satisfaction with this room and customer will feel more comfortable in this rest room.

## **8.1 Time frame, organization and monitoring**

Company should give the biggest priority into improvements of rest room. This one time investment will pay off to the company in way of increase customer satisfaction. However, now must Infinit invest into hammocks and hanging chairs in order to make rest room more comfortable and cosy. Implementation of new massages such as couple massage and peat wrap will make massages in Infinit in Brno-Lesna even more competitive due to other competitors, which provide massages as well. This two recommendations should Infinit implement right away. Another important improvement is creation of online registration system, which will simplified and reduce requirements on the receptionists. Employees on reception will by this improvement more focused on requirements of customers presented at the branch. All these three recommendations are key factors for better customer satisfaction.

As long-term recommendations depending on financial resources of this branch are providing group activites, change in refreshments and providing nutritional counseling service. These new services must company start providing after accumulation need

resources.

Organizational changes in management is not necessary. One important change between employees will be in connection with providing nutritional counseling service. The best possible option is to choose from employees one designated employee, who will take part in special course with focused on nutrition and after this, he will be within Infinit branch taking care of customers in way a proper nutrition.

Company should start to use Net Promoter Score, which is one of the easiest way monitoring of customer satisfaction. Asking one simple question company can control success in satisfaction within this branch. This questioning should be asked via email or mobile application, which will be the easiest way. Another tool for monitoring of development in customer satisfaction is (already mentioned) mystery shopping. If Infinit starts to use this service, company Market Vision will provide Infinit detail information about employees and their behaviour with customers.

## 9 CONCLUSIONS

The main aim of this thesis was to assess customer satisfaction in wellness company Infit Ltd., namely in branch in Brno-Lesna. Furthermore, based on results recommend appropriate recommendations in order to increase customer satisfaction.

The thesis is divided into two parts – theoretical and practical. First, theoretical part is focused on specification of several definition such as service, aspects of service, definition of quality and satisfaction as well as models of satisfaction. In practical part was firstly introduced company and briefly its history. Next was carried out company analysis by using PESTLE. Also in this second part was realized survey in the form of questionnaire, which was placed in the online platform Survio and the questionnaire can customers filled in at the branch reception. Answers were evaluated and processed from 200 respondents, which create 25 % of average weekly turnout. Based on company analysis and the questionnaire was conducted SWOT analysis.

Based on company analysis and results of the questionnaire were developed several recommendations for the company in order to increase customer satisfaction in Brno-Lesna branch. The first recommendation, which can significantly increase customer satisfaction and overall company position in the market, is development of online registration system. This could also help employees at the reception, where now employees must solve customer reservation via phone or email. In case of online registration system receptionists can be more focused on requirements of current customers present in the branch. Another proposal for improvement is better advertising of company special events. Infit can advertise this events in local news such as Severnik. Also in order to increase turnout of this branch company can start to provide leaflets in local schools and kindergarden. Critical problem connected with arrangements of customer requirements was discovered via the questionnaire. Company should start annual staff meeting, where new services or products will be reminded as well the most often problems of customer with proper solution. Furthermore, this branch should be more focused on training of new employees and should create special booklet with all information, which new employee can use during his training and his first

days in this company. Company can emphasize the fitness center by hiring new nutritional consultant, who start to work with customer and this way company can add value to their fitness center. Connected with new service of nutritional consultant is another recommendation in the form of refreshment of drinks and foods. Company can improve their food offer by cooperation with company Sklizeno. One of the recommendations was also focused on improvements of rest room, which was evaluated very poorly in the questionnaire. The last recommendation with focused on company fitness center is offering group lessons, which were mentioned by several respondents as missing service. Next recommendation for company is based on surprisingly high percentage of foreign customers. Company should be able to provide price list in different language mutation, such as English, German and Russian. Last recommendation was focused on successful and favourite company service – massages. Company can start to offer different types of massages and this way increase company portfolio. Each recommendation provides information about costs and benefits resulting from new approaches. In the last part are mentioned way of monitoring of customer satisfaction, time frame and possible organizational changes within company branch in Brno-Lesna.



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# **LIST OF APENDICES**

**A Questionnaire**

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# A QUESTIONNAIRE

Dear sir/madam,

I would like to ask you to fill in an anonymous questionnaire for my thesis with focus on customer satisfaction of wellness and fitness center Infnit in Brno-Lesna. The questionnaire has 21 questions and to answer all questions takes approximately 5 minutes. Please, always choose only one answer, unless is stated otherwise. Thank you for your cooperation and your time.

1. What is your sex?
  - a) Male
  - b) Female
  
2. How old are you?
  - a) 20 years and younger
  - b) 21 – 35 years
  - c) 36 – 50 years
  - d) 51 years and older
  
3. Where do you live?
  - a) Brno – city
  - b) Brno and close neighbourhood
  - c) Jihomoravský region
  - d) The rest of the Czech Republic
  - e) Foreign countries

4. In this moment you are:
- a) High school student
  - b) University student
  - c) Working individual
  - d) Unemployed
  - e) Parent at maternity or parental leave
  - f) Pensioner
5. What is your monthly income?
- a) Less than 15 000 Kč
  - b) 15 001 Kč – 28 000 Kč
  - c) 28 001 Kč – 40 000 Kč
  - d) 40 001 Kč – 60 000 Kč
  - e) More like 60 001 Kč
6. Where did you find out about wellness and fitness center Infnit?
- a) Advertise
  - b) Internet
  - c) Friend recommendation
  - d) Media
  - e) Others (please, state where):
7. How long are you Infnit client?
- a) This is my first time in Infnit
  - b) Several months

- c) Longer than one year
  - d) 2 – 3 years
  - e) Longer than 4 years
8. How often you visit wellness and fitness center Infnit?
- a) One time per week
  - b) 2 times – 3 times per week
  - c) One time per month
  - d) 2 times – 3 times per month
  - e) One per 6 monhs
  - f) One per year
9. Are you holder of Infnit card?
- a) Yes
  - b) No
  - c) I do not know, what it is
10. Can you please evaluate employees in wellness and fitness center Infnit?
- (Evaluation: 5 – the best, 1 – the worst)

|                  | 1 | 2 | 3 | 4 | 5 |
|------------------|---|---|---|---|---|
| Receptionist     |   |   |   |   |   |
| Masseur          |   |   |   |   |   |
| Personal trainer |   |   |   |   |   |

11. Which of these programmes of wellness and fitness center Infnit you choose the most often? (You can choose more option).

- a) Fitness
- b) Fitness training with personal trainer
- c) Private jacuzzi
- d) Sauna world
- e) Solarium
- f) Massage
- g) Water spa
- h) Wellness

12. How did you feel after wellness or fitness programme?

- a) Great
- b) Better
- c) Same
- d) Worst
- e) Very bad

13. Please evaluate following statements connected with personal trainers of wellness and fitness center Infnit:

|  | Definitely agree | Mostly agree | Sometimes agree and sometimes disagree | Mostly disagree | Definitely disagree |
|--|------------------|--------------|--|-----------------|---------------------|
| Employee made very good first impression       |                  |              |  |                 |                     |
| Employee was professional                      |                  |              |  |                 |                     |
| Employee was very sensitive and perceptive     |                  |              |  |                 |                     |
| Employee satisfied all my requirements         |                  |              |  |                 |                     |
| Employee gave me all necessary information     |                  |              |  |                 |                     |
| Employee was available and quick in responding |                  |              |  |                 |                     |

14. Please evaluate following statements connected with receptionist of wellness and fitness center Infnit:

|  | Definitely agree | Mostly agree | Sometimes agree and sometimes disagree | Mostly disagree | Definitely disagree |
|--|------------------|--------------|--|-----------------|---------------------|
| Employee made very good first impression       |                  |              |  |                 |                     |
| Employee was professional                      |                  |              |  |                 |                     |
| Employee was very sensitive and perceptive     |                  |              |  |                 |                     |
| Employee satisfied all my requirements         |                  |              |  |                 |                     |
| Employee gave me all necessary information     |                  |              |  |                 |                     |
| Employee was available and quick in responding |                  |              |  |                 |                     |

15. Please evaluate following statements connected with masseurs of wellness and fitness center Infnit:

|  | Definitely agree | Mostly agree | Sometimes agree and sometimes disagree | Mostly disagree | Definitely disagree |
|--|------------------|--------------|--|-----------------|---------------------|
| Employee made very good first impression       |                  |              |  |                 |                     |
| Employee was professional                      |                  |              |  |                 |                     |
| Employee was very sensitive and perceptive     |                  |              |  |                 |                     |
| Employee satisfied all my requirements         |                  |              |  |                 |                     |
| Employee gave me all necessary information     |                  |              |  |                 |                     |
| Employee was available and quick in responding |                  |              |  |                 |                     |



16. Can you please evaluate wellness and fitness center Infnit in each category?

(Evaluation: 5 – the best, 1 – the worst)

|                                     | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------|---|---|---|---|---|
| Rozsah nabídky masáží               |   |   |   |   |   |
| Rozsah nabídky občerstvení          |   |   |   |   |   |
| Prostředí recepce                   |   |   |   |   |   |
| Prostředí šaten                     |   |   |   |   |   |
| Prostředí vodního a saunového světa |   |   |   |   |   |
| Prostředí odpočinkové místnosti     |   |   |   |   |   |
| Prostředí masérny                   |   |   |   |   |   |
| Prostředí fitness                   |   |   |   |   |   |
| Kvalita poskytovaných služeb        |   |   |   |   |   |

17. How would you evaluate tidiness in wellness and fitness center Infnit?



18. Would you recommend wellness and fitness center Infnit to your friends?

a) Yes

b) No (please, state reason):

19. How much are you willing to spend for service in Infit within one month?

- a) 300 Kč – 799 Kč
- b) 800 Kč – 1499 Kč
- c) 1500 Kč – 2999 Kč
- d) 3000 Kč and more

20. What do you think will raise turnout in wellness and fitness center Infit?

- a) Introduction of new technologies
- b) Expansion of service portfolio
- c) Sales offers
- d) Higher employees professionalism
- e) Better propagation
- f) Other:

21. What other services you are missing in offer of wellness and fitness center Infit?

Write your answer: