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**“Revamping the Supplementary Services of the Hospitality
Industry in Islamabad”**

A Case Based on Roomy’s Hotel



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EXECUTIVE SUMMARY

This project aims to revamp the supplementary services of Roomy's hotel Islamabad. Due to globalization, innovations, and changing customer tastes and market trends, it is essential to revamp the supplementary services from time to time. We examine the current supplementary services of a famous hotel in Islamabad, namely The Roomy's hotel. The supplementary services are analyzed on the basis of Flower of Service Framework proposed by Christopher Lovelock in 1996. Qualitative methods of data collection were used to collect information from the marketing team of Roomy's hotel, the current customers at Roomy's hotel, and the market leaders in the hospitality industry in Islamabad. Sampling was done on the basis of convenient sampling method and interviews were conducted. The patterns in data analysis showed customer feedback related to incorporating digitalization, innovation, hospitality and additional amenities. Hence, a revamped set of supplementary services is proposed to Roomy's hotel which includes digitalization in information sharing, order-taking, billing methods, introduction of a play-area within the hotel premises, sustainability practices in their services, and other additional amenities.

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CHAPTER 1

INTRODUCTION

The hospitality industry plays a major role in the development and economic growth of a country. According to the Pakistan Bureau of Statistics (PBS), the hospitality and tourism industry contributes to 7.1% of the GDP in 2021. Supplementary services have become an essential component for companies looking to differentiate themselves and attract customers in the dynamic and competitive hospitality market. Supplementary services include a range of additional amenities, benefits, and value-added solutions that complement the primary product or service and increase customer loyalty and satisfaction.

This project aims to analyse the current facilitating services in the hospitality industry and explore any improvements that will enhance the customer's experience. The main aim is to analyse the supplementary services of one of the leading hotels in Islamabad, namely Roomy's Hotel.

Supplementary services are the additional offerings that augment the core product. This project was conducted with the framework of “flower of service” proposed by Christopher Lovelock which includes facilitating and enhancing services. These can be offered to customers in various ways including Information, Order Taking, Billing, Payment, Consultation, Hospitality, Safekeeping, Exceptions and more. Due to the changing customer needs and expectations, it is vital to constantly adapt and improve the enhancing services of the hospitality industry.

Furthermore, this research explores the best practices of hospitality leaders in the country to adapt to their innovative trends of supplementary services. By setting a benchmark, the research will improve the competitive position of local hospitality providers in Islamabad by providing valuable recommendations. This research is primarily customer focused by bringing in customer feedback to incorporate it in the revamping of the supplementary services.

To achieve the objectives and collect data, a qualitative research method will be used which will include interviews. This study aims to further the expansion and improvement of Islamabad's hospitality sector by emphasizing on improving the customer's experiences and gaining a competitive positioning.

1.1 Project Rationale

Due to globalization, it is essential to distinguish the shifting customer expectations and tastes. Today, customers of the hospitality industry not only focus on comfortable accommodation but on having an outstanding and pleasing experience. Hence, supplementary services should be in focus in order to enhance the overall customer experience and to meet the changing customer expectations.

The factors due to which revamping the supplementary services is necessary are as follows:

1. Globalization

Due to the exchange of good and services across the globe, there has been a rise in the exchange and increase of information. This access of information to customers has increased awareness and their expectations and it has become a continuous process because of which there is a constant need to revamp the supplementary services.

2. Changing Customer Expectations

With changing trends, tastes and preferences, customers expectations have also been reformed. Customers in the hospitality industry not only focus on the core product which are the rooms being offered for stay but their focus has shifted towards enhancing services like amenities, personalized experiences, and other augmenting facilities which compliment the main product.

3. Competitiveness

In order to make it to the “top-of-mind” (which means the first brand to be recalled when a certain category is mentioned of customers, there is a need to constantly revamp and adapt to the innovations in the hospitality industry and stay competitive).

4. Innovation

New trends and altering services according to customers changing needs calls for revamping the supplementary services. Some of the examples of innovation include facial recognition to automate the accessibility of rooms and even the check-in process, voice recognized tools and voice-controlled rooms, using robots as waiters and butlers, and smart amenities such as those which will allow guests to customize their rooms fully. Such trends are increasing day by day and so the need to keep up with these innovations is necessary in order to stay competitive.

5. Digitalization

Digitalization is often only limited to processes, but in the hospitality industry it can be used in various ways. As there is an increasing trend in digital marketing, it should be incorporated in all the possible ways and platforms. In today's world, customers are more tech-savvy which is why it is necessary to incorporate digitalization in the supplementary services of the hospitality industry.

6. Customer Feedback

Customer reviews and feedback provide a better understanding of the strengths and weaknesses. It gives a deeper understanding of where improvements are needed and gives details on the gap that still exists. Since customers have a first-hand experience with the services provided, they are the best resources to gather feedback from and to incorporate it into their services.

1.2 Project Purpose

The main purpose of this project is to revamp the supplementary services of Roomy's Hotel which is located in Islamabad. This will be done by analyzing their current services and evaluating the gaps that still exist. The gaps will be identified with the help of their own feedback and their customers feedback. This research will make use of the flower of service framework by Christopher Lovelock to judge the breadth and the quality of enhancing and facilitating services. By comparing these current supplementary services to that of other market leaders, and on the basis of what the customers of Roomy's think, we will evaluate where the room for improvement lies. The benchmark in the industry will be the augmenting services of

the market leaders; namely Marriot and Serena hotel Islamabad. However, most of the focus will be on customer feedback from Roomy's hotel.

Roomy's hotel is the top most rated hotel on Trip Advisor for Islamabad. It is the choice for most of the foreigners visiting the capital city of Pakistan. It's location which is F-6, serves as a great hub for the tourists with all the cultural attractions in the whereabouts. Thereby, there is a constant need to revamp the supplementary services and to make sure they qualify for the international standards.

The primary objective is to look for the current gaps that still exist in providing and improving their supplementary services so that they can maintain a competitive edge in the market and establish their position as one of the most trusted and qualified hotels of Islamabad. Currently, they are rated as 4.5/5 on google ratings. So, to maintain their positive brand Image and reputation, there exists a need to analyze new ideas and innovations in the supplementary services that they can incorporate. This will help them maintain a positive image in the country and amongst the other market leaders and hence improve the customer satisfaction. Thereby, increasing the quantity of their loyal customers.

1.3 Project Goal

The project's intended outcome is to offer Roomy's hotel a new line-up of supplementary services. Improvements will be suggested following a detailed examination of the existing enhancing and facilitating services offered at Roomy's. These upgrades will be made to provide a differentiating feature, provide them with a competitive edge, and surpass client expectations.

The project's objectives are listed below:

1. Incorporate technological advancements in Supplementary Services of Roomy's hotel.
2. Create superior guest experience and exceed customers' expectations in terms of supplementary services for Roomy's hotel.
3. Position Roomy's hotel as a leading and preferred choice among travelers in Islamabad.

1.4 Broad Statement of Scope

1. Analyze the current supplementary services using the Flower of Service framework.

2. Compare the facilitating and enhancing services of Roomy's hotel with the other players of the market to the benchmark supplementary services.
3. Suggest improvements based on customer feedback.

This project's scope involves doing a thorough review of the present supplementary services provided by Roomy's hotel in Islamabad and finding potential areas for improvement. Researching market trends, getting client input, and benchmarking against rivals are all part of the project's steps toward identifying gaps and areas for improvement.

The findings led to the conclusion that the scope now includes suggesting and advising brand-new ancillary services that are in line with client preferences, technological developments, and hotel goals at large. The project only focuses on updating the supplementary services to improve the guest experience and meet the project's stated objectives. It does not involve making changes to the mainstays of the hotel's operations, making significant structural alterations, or undertaking extensive restorations.

1.5 Objectives

1. Thoroughly evaluate the current supplementary offerings provided by Roomy's hotel in Islamabad and pinpoint areas that could be improved.
2. To find practical and realistic improvements that can be executed within the hotel's resources and capabilities, research industry trends and best practices.
3. Make recommendations for additional services that are in line with the shifting preferences and requirements of modern travellers, making sure they are pertinent and alluring to the target market.

1.6 Anticipated Benefits

1. **Enhanced Guest Experience:** After the project is successfully completed, visitors at Roomy's hotel in Islamabad will enjoy a more upscale and customized experience. They will have access to a range of new and improved supplementary services that will be able to exceed their expectations and current unmet needs. This will result in increased guest satisfaction, positive reviews and positive word of mouth, and a greater likelihood of repeat bookings.

2. **Increased Customer Loyalty:** By offering enhanced supplementary services, Roomy's hotel can gain competitive advantage in terms of increased customer loyalty. Recurring customers, referrals to others, and favorable word-of-mouth recommendations are more likely to occur when guests are happy. A devoted consumer base and higher customer retention will result from this.
3. **Competitive Advantage:** After the successful implementation of the new proposed supplementary services, Roomy's hotel will be one of the top options for visitors to Islamabad. The hotel's redesigned supplementary services will set it apart from its rivals and help it stand out in the market. This competitive advantage will bring in more visitors, increase occupancy rates, and support long-term company growth.
4. **Revenue Growth:** The addition of brand-new, high-end supplementary services will open up new revenue avenues for Roomy's hotel. The option for premium experiences or packages will be available to guests, increasing revenue per visitor. The performance and profitability of the hotel's finances will be aided by this increase in revenue.
5. **Positive Brand Image and Reputation:** This project after being implemented will help to improve Roomy's hotel's brand image and reputation. The hotel's guests will remember it for its great services, unique experiences, and dedication to their need's satisfaction. A larger audience will be drawn in, the hotel's status in the industry will be boosted, and brand recognition will increase because of this good reputation.
6. **Operational Efficiency:** The initiative will also improve Roomy's hotel's operational efficiency. The hotel's staff will be able to provide services more effectively thanks to the adoption of streamlined procedures and the integration of technological solutions. This will lead to quicker service delivery, more productive employees, and better resource management.

Overall, after the project is completed successfully, guests will receive a more individualized and enhanced experience, which will encourage customer loyalty, give Roomy's Hotel a competitive edge, boost revenue growth, improve the hotel's brand image and reputation, and increase operational effectiveness. These advantages will increase the country's GDP as well as the long-term viability and sustainability of Roomy's hotel in Islamabad.

1.7 Key Success Factors

1. **Improved Guest Satisfaction:** Based on post-revamp guest feedback and evaluations, the project's performance will be judged on the level of increased guest satisfaction. The success of the initiative will be determined by positive ratings and comments reflecting improved experiences and services.
2. **Increase in Revenue from Supplementary Services:** A verifiable increase in revenue from the redesigned supplemental services will serve as a barometer for the project's success. The success of the initiative will be largely determined by a specified percentage increase in income.
3. **Positive Guest Feedback and Reviews:** An increase in favourable guest feedback and reviews that particularly highlight the recently added supplemental services will be a sign that the project was successful. A large proportion of positive evaluations will show that the project has successfully satisfied visitors' expectations.
4. **Increase in Repeat Purchase:** An increase in the quantity of repeat reservations will be indicative of the project's success. Customers' loyalty and happiness with the updated supplemental services will be shown by a higher percentage of repeat reservations from happy customers.
5. **Competitive Positioning:** The improvement of Roomy's hotel's competitive stance in the market will determine the project's success. Success will be demonstrated by a strengthened position, as seen by a rise in market share, a higher volume of reservations, and satisfied customers.
6. **Efficient Service Delivery:** The project's success will be determined by gains in operational effectiveness and service provision. Process simplification, shorter service delivery times, and better resource management will show that the redesigned supplemental services have been successfully implemented.
7. **Positive Brand Perception:** Roomy's Hotel will have a positive brand perception because of the project's success. The success of the project will be determined by increased brand awareness, positive word-of-mouth recommendations, and a favorable reputation among customers and industry peers.

The degree to which the project has satisfied visitors and guests, generated income, improved brand perception, and increased operational efficiency may be assessed by looking at four key success metrics.

1.8 Quality Definition

The quality criteria against which this project will be measured will be the repeated purchase of customers. This means that returning and loyal customers will be the quality assurance criteria for this research. The more the number of customers come back for repeated purchases, the better the quality will be considered. Secondly, other criteria will be the positive feedback and response from the customers who have just availed the services at Roomy's hotel. After integrating the suggestions, if the feedback from customers is more positive than negative ones received by the hotel, it will be considered as a betterment in the quality of their services.

1.9 Major Deliverables

1. **Analysis of present supplemental Services:** This section will give an overview of the present supplemental services offered by Roomy's hotel. It will group the hotel's current strengths, shortcomings, and opportunities, which will help people realize the additional services they are now providing.
2. **Research insights and Best Practices:** This research will present insights on the supplemental services that the market leaders are offering that are now in style. This will act as a baseline for Roomy's hotel to find any openings for creative ideas.
3. **Recommendations for Additional Services Proposed:** A list of suggested supplementary services, which will be the updated supplemental services, will be provided by this research. The projected budget for the updated services that the hotel can include in their current service offering will be provided. This will cover any gaps between the current supplemental products and those of other market leaders as well as any issues noted by the current clientele.
4. **Implementation Plan and Timeline:** The research will include a plan of action that will estimate how long it will take Roomy's hotel to redesign its supplemental offerings. This will include the time needed to provide these services to the hotel, making it simpler for them to incorporate these changes into their offerings.

1.10 Estimated Budget

The budget estimates required for the project will be approximately 1,850,000 Pakistani Rupees (PKR). The costs include fixed and variable costs that the hotel will face in terms of revamping the services. However, this budget is an estimated budget and real costs may vary

according to the inflation rates within the country and other countries where equipment might be imported from. All the costs used below are estimated costs which means there are chances that they will vary. The budget division is mentioned below:

Play Area = 345,000

Consultancy Services = 45,000

Loyalty Cards = 200,000

Swimming Pool and Fitness Centre = 655,000

Digitalization = 600,000

1.11 Constraints

1. Time Restrictions:

To guarantee the prompt implementation of the suggested revised supplemental services, this research must be finished and executed within a certain time frame.

2. Cost Restraint:

There may be a discrepancy between the suggested budget and the hotel's actual budget for updating these services, which will provide a challenge and place restrictions on the business.

3. Customer knowledge Constraint:

It is possible that certain guests will not be familiar with the technology even after the hotel has implemented the digital upgrades. Customers' lack of knowledge about how to utilize or access the services will be a limitation for the hotel.

1.12 Assumptions

1. Enough assistance and cooperation from Roomy's hotel management and employees to put the suggested adjustments and enhancements into practice.

2. Having access to the pertinent guest comments and data required for the analysis and research phase.
3. The availability of outside sources, such as market trends and industry studies, to support the suggested ideas.

1.13 Potential Risks

1. **Implementation Challenges:** It may be difficult to make the suggested changes stick, whether it is due to personnel resistance, technical issues, or operational disruptions.
2. **Guest reservations:** Not all visitors may be pleased with the updated supplemental services, which could result in discontent or unfavourable comments.
3. **Budget Restraints:** The budgeted amount might not be enough to completely implement all suggested improvements, necessitating alternate approaches or prioritization.
4. **Competitive Response:** Market rivals might launch comparable or superior supplemental services, affecting Roomy's hotel's perceived uniqueness and competitive advantage.

It is crucial to keep in mind that these are merely broad estimates and hypotheses, and that the real budget, restrictions, and risks may change depending on the particular conditions and demands of the project.

SECTION 2

PROBLEM DEFINITION AND REQUIREMENT ANALYSIS

Roomy's hotel is currently facing low customer satisfaction and this is impacting their overall guest experience. The present supplementary services being offered by the hotel are not meeting the evolving customer needs hence resulting in negative customer feedback and decline in the positive word of mouth and customer loyalty. Thus, there exists a need to revamp the current supplementary services.

After conducting a detailed analysis of the current supplementary services being offered by the Roomy's hotel and their competitors and with the help of feedback from the existing customers of Roomy's, the gaps were identified. The data was collected and the gaps were recognized on the basis of the Flower of Service Framework.

In Pakistan, most of the focus is always on offering the core product to customers. This is because of lack of experiential knowledge due to which supplementary services which are surrounding the core product are not addressed comprehensively. Customers often return after availing hospitality services with negative word of mouth because of the lack of experience of enhancing and facilitating services. These services play a vital role in generating an enhanced customer experience and hence they should be given priority just as much as the core service. This will further help generate positive word of mouth and good feedbacks from the customers. They will not only remember the core service being offered but also the supplementary services that add to the experience.

Ahmad et al. (2022) explains the significance of the flower of service model in contributing to long term customer loyalty and satisfaction. He further added that this model helps in improving the augmenting services surrounding the core product especially in the hospitality sector. Buhring and Mahony (2019) in their recent research on "The Role of Service Design in Orchestrating Memorable Guest Experiences" mentioned the flower of service as a model that helps in delivering services that lead to positive word of mouth and helps in repeated purchases from customers end.

The flower of service has an element of information which means there is a need for sharing information with people in the most effective ways. One of the ways to provide information to

customers about the recent updates in services and in any innovations made by the service providers is through mobile applications and websites. This can have a positive impact on the customer experience and generate positive word of mouth as well. A study by Lee et al. (2023) supports this by stating "When mobile applications are used to facilitate and enhance service interactions, they significantly improve customer experience, generating positive word of mouth and strengthening customer advocacy."

There is a lot of literature which supports the incorporation of digitalization into the way's information is provided to customers. This is done by have a strong social media presence. If we look at it from the perspective of flower of service, we see that it covers the elements of information which is the primary facilitating service. Previous customers and new prospects can only be attracted and reminded of the services by providing information in numerous ways and it is especially effective when innovation is merged in those ways. Hence, digital and social media technologies and applications have been widely used for creating awareness of services (Grover at al., 2019; Kapoor and Dwiveidi, 2015; Shareef et el., 2016)

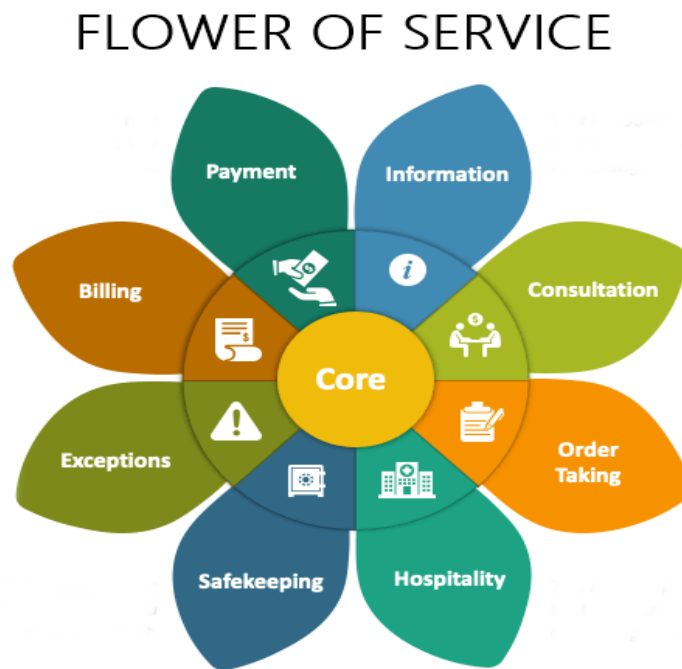
2.1 Framework

This research is based on the "Flower of Service" framework. It was proposed by Christopher Lovelock in 1996. It consists of two components. One is the core product which provides solution for the main problem that customers are looking for. Secondly, it consists of the supplementary services which add value to the core product.

The flower includes eight petals which represent eight different supplementary services. They are further divided into facilitating and enhancing services. Each petal of the flower of service represents a type of supplementary service which is used to augment the core product or service offering to the customers. Hence, delivering extra value to customers and enhancing customer satisfaction.

The basic concept of the framework of Flower of Service is that value can be delivered not only through the core product or service offering but also through the augmenting services which can provide a competitive edge to their brand. This can be done in different forms to have a unique selling point even if you are providing the same service as your competitors to the market. These supplementary services can be used to enhance customer satisfaction and increase customer loyalty as well.

Figure 2.1 – The Flower of Service Framework By Christopher Lovelock



The eight petals of the Flower of Service are divided in two categories:

- 1. Facilitating Services**
- 2. Enhancing Services**

Figure 2.1 shows the flower of service framework in terms of a diagram. The facilitating services are considered as those which help in the use of the core product that is being offered or they can also be those services that aid in the delivery of the service. Namely, they are information, billing, payment, and order-taking.

The enhancing services are those which add value to the existing core service that is being offered. This category includes the following four services which are consultation, safekeeping, exceptions, and hospitality.

The information element includes every way that information is being provided to the customers and the prospects. This can include prices, menus, directions, reminders, messages, terms and conditions and any other form in which information is being provided.

The order-taking element includes how the order is entered which can be through various ways for example the website, telephone, digital order taking and other ways.

The billing element includes the way a bill is provided to the customers. This includes statements, digital display on machines, self-billing or invoices.

The payment function includes the payment gateways that are provided by the service provider to the customer. For example, cash, credit and debit card, coupons or cheques. This can include other local forms of payment as well according to every country.

The element of consultation includes personalized and customized services. This can include training and other forms of technical consulting as well. Meanwhile, the element of hospitality includes the ambience, transport, greetings, welcome drinks, waiting areas, and other amenities.

The safekeeping element includes taking care of the customers possessions for example child care, pet care, their baggage or any other forms of possessions. This can also include the safe and lockers being offered by service providers to keep their personal belongings and possessions.

Lastly, the element of exceptions includes managing any kinds of special requests from the customers for example related to their food and diet, because of disabilities, religious reasons, needs of children etc. This also includes managing feedback, problem solving and handling complaints from the customers.

2.2 SWOT Analysis

Strengths

1. **Accommodation:** Roomy's Hotel Islamabad provides guests with nice accommodation and rooms that are both comfortable and well-furnished.
2. **Food and beverages:** For visitors who would rather eat in their rooms, the hotel offers room service in addition to a restaurant featuring both regional and international cuisine.
3. **Recreation and leisure:** With a variety of recreational amenities like spa, and lounge spaces, Roomy's Hotel Islamabad gives visitors access to both leisure and amusement.
4. **Customer assistance:** The hotel's committed and knowledgeable staff are on hand around-the-clock to serve guests and immediately respond to any problems or questions they may have.

Weaknesses

1. **Limited supplementary services:** While Roomy's Hotel Islamabad offers some extra services like a spa and fitness centre, there might not be enough other amenities to improve the overall visitor experience for example, play-area for the visitors with kids.
2. **Inadequate event facilities:** The capacity and availability of event spaces may be constrained if the hotel plans to host conferences or events, which may affect its ability to draw business travellers.

Opportunities

1. **Expansion of supplementary services:** To meet a larger range of visitor demands, Roomy's Hotel Islamabad may look into incorporating extra amenities like concierge services, laundry facilities, or business centres which will help customers to have a better customer experience.
2. **Collaborations with local businesses:** To provide visitors personalized experiences and promote nearby attractions, the hotel can collaborate with neighbourhood tour companies, eateries, or cultural institutions. This will improve the entire guest experience.

Threats

1. **Competition:** The market in which Roomy's Hotel Islamabad competes is extremely cutthroat, with many competing hotels providing comparable services. Competition may provide distinctive add-on services or have more recognizable brands, endangering Roomy's market share.
2. **Changing Customer Preferences:** In order to fulfil changing client expectations, Roomy's Hotel Islamabad may need to modify its ancillary services in response to changes in consumer preferences, such as an increase in demand for eco-friendly practices or personalized experiences.

SECTION 3

METHODOLOGY AND DATA

We collected qualitative data in the form of interviews. The interviews were conducted for three different forms for three unique samples. Most of the interview questions were structured but there was a room for unstructured questions according to their response. Hence there were three different interviews designed, one for each set of the sample.

We interviewed the following people:

- 1. Roomy's Hotel's Management**
- 2. Customers of Roomy's Hotel**
- 3. Other Market Leaders in the hospitality industry – Serena and Marriot Islamabad**

The interview conducted with Roomy's Hotel Management was with the Chief Marketing Officer of Roomy's. Along with that, there was a marketing team as well that we interviewed which consisted of four people. We interviewed the whole marketing team at Roomy's Hotel Islamabad. So, the sample size was five people from the marketing department. This was an extensive interview where we asked them about their current supplementary services offering and how do they plan to implement innovative ideas into this. We used the flower of service framework as our outline for the interview we conducted with the Roomy's marketing team. This helped us stay on track and cover all the current facilitating and enhancing services they were offering. They were asked about the challenges they are facing and how they think they can improve their supplementary services in the coming years as compared to what other market leaders and their competitors are offering.

Secondly, we interviewed the customers of Roomy's hotel who were currently availing their services during our time of visit. This consisted of eight people who we got the chance to interview. Hence, the sample size was eight and it was done on the basis on convenient sampling as during the time we visited, it was convenient for us to interview them. We gave them a brief introduction about the flower of service framework and how it will be used to make their stay at the hotel worthwhile by including innovative ideas and trends to the current services offerings. We asked them for suggestions that would help Roomy's hotel to improve their customer experience as this would be first-hand knowledge as the customers get to

experience the gaps during their stay at the hotel. Two of the interviewees were foreigners from USA who were visiting for a meeting in Pakistan, the rest of them were from different cities of Pakistan.

Thirdly, we interviewed other market leaders in the hospitality industry which consisted of two other hotels – namely, Serena Hotel Islamabad and Marriot Hotel Islamabad. The market leaders were asked about their new innovations in their supplementary services and how they plan to stay ahead of the market in the coming years as well. They were also inquired about any challenges that they have faced while incorporating the innovations in their supplementary services so that while proposing new ideas to Roomy's hotel, we can provide them information on any kinds of constraints and challenges that they might be facing.

3.1 Methods

This research uses qualitative data gathering technique. All the data collected was primary data. Qualitative data collecting technique, especially interviews provide in depth knowledge about any scenarios or research purpose. It provides detailed us with experiences of people, and it has helped in this research to specifically know about which services need further enhancement and what the customers actually expect from the hotel. It further provided us contextual understanding of the phenomenon. It helped us understand the customers better as to why they were comparing the services to any other hotel service providers abroad. It gave us a clear understanding if there were any cultural, social or environmental influences behind the reasons that people want any service to be revamped.

Another reason as to why qualitative approach was better for this research was because it provided us rich and detailed data. This allowed us to have extensive knowledge and allowed us to explore the topic at an applied level. People's experiences and to why they felt there was improvement needed was important and vital for this project in order to propose a revamped set of supplementary services to Roomy's hotel. The marketing team interviews, and customer interviews were helpful as they gave us insights on what needs to be improved and why.

Qualitative research is of benefit to this project as it provided participant voice and information from the people who had first-hand experience about the services as they were availing them and the marketing team at Roomy's was the one proposing them. So, it further helped us

understand why they could not yet incorporate may such supplementary services and it allowed us to propose the new set of enhanced services keeping in mind their existing challenges.

Qualitative research also enables real-world application. This again relates to the rich data that is collected. This extensive knowledge gathered from the interviews in the form of qualitative research will further allow this research to advance towards practical implementations for the hotel, policy recommendations or towards program development. In this research, it will specifically help in practical implementation of the revamped supplementary services. Hence, this collected data will help in the advancement of this research in terms of practicality.

The methodology includes interviews which were structured with questions around the flower of service of what was being currently offered by the hotel and what they plan on improving. This was a form of primary data that we gathered by conducting interviews. This included structured questions for all three versions of interviews that we conducted. Seidman, I. (2013) in his research supported the idea of interviews, especially the open-ended ones by saying that they help to generate rich and in-depth data. Hence, after conducting the interviews we gathered extensive knowledge on the current supplementary services offerings of the hotel.

Secondly, we gathered data about the hotel's existing marketing practices, collaborations and partnerships online by viewing their website. The method of observation was used for gathering data through websites for Roomy's hotel and also their competitors. This was secondary data that we collected from the websites. It included other important and vital information that was used in the flower of service framework. It includes data of Roomy's and their competitor's payment, consultation and billing information. Further, google reviews was used to check the ratings for each of the hotel and their trip advisor collaboration as well.

In conclusion, we used qualitative methods which included both semi-structured interviews and observation on various websites to gather data for this project.

3.2 Interview Questions

1. Which of the services offered by the hotel do you value the most? Are there any services you believe that can be enhanced to better meet your expectations?

2. In what ways do you appreciate the consultation services the hotel offers, like expert advice on local attractions or personalized room recommendations? Are there any additional consultation services you would like us to introduce?
3. What aspects of hospitality services make you feel welcomed and comfortable during your stay? Is there anything that can be changed to improve your overall experience?
4. How do you find the order-taking process at the hotel, whether it's online or over the phone? Do you have any suggestions for making it more accurate and efficient?
5. What are your thoughts on the delivery services we provide, such as fast delivery notifications? Are there any changes we could implement to enhance the delivery experience for you?
6. Which payment options do you prefer when staying at the hotel, such as credit card processing or mobile payments? Are there any other payment methods you would like us to offer?
7. How do you feel about the feedback collection process in place? Do you think they effectively address any concerns or issues you may have raised?
8. Are there any new or innovative services you would like the hotel to consider offering to enhance your overall experience?
9. How would you rate your satisfaction with each of the services provided? Are there any specific services you feel particularly satisfied with or ones that you believe need improvement?
10. What do you think about the quality of the staff's services across all eight service categories? Do you believe there are any areas where additional training or development programs could enhance their skills?
11. How do you find our use of technology, such as online booking systems or mobile apps, to enhance your experience with our hotel services? Is there any other way technology could improve your stay?
12. Have you encountered any challenges or limitations while using the services? If so, how did the hotel address these issues for you?
13. What sets Roomy's hotel apart from others in terms of the services we provide? Are there any unique features or services you have found elsewhere?
14. How do you feel about the responsiveness to your needs and preferences as a customer, especially concerning the eight services we provide? Is there anything more the hotel can do to be more attentive to your changing needs?

3.3 Sampling Technique

The sampling technique used in this project is non-probability sampling. The type of non-probability sampling we used was convenience sampling. It is also known as availability sampling. This type of sampling is about the ease and convenience of the researcher. It is one of the most convenient, quick and easy ways to gather data. Rothman, K. J., Greenland, S., & Lash, T. L. (2008) mentioned that convenience sampling allows researchers to conveniently gather data when their resources and time is limited.

There are several ways that convenient sampling was beneficial to this research. Firstly, it has enabled us to quickly gather data from the primary source and also secondary sources which were the customers of the hotel. Due to certain time constraints, it was quite challenging to gather data from the Roomy's hotel, their competitors and the current customers at Roomy's hotel. It was easy to approach these individuals for us while conducting the research and hence it came as a convenient and time efficient way to gather data for this project.

Another advantage was the practicality in the situations as random selection was not feasible for the research. Convenience sampling was useful for this research as the easily access to individuals provided insightful and rich data to us. For example, all the customers that were currently availing the service, regardless of their age or any other category were the best possible fit to ask for insights on the hotel's services and how they can be improved. This was because they had first-hand experience of all the services.

Flexibility and convince was another reason to choose convenience sampling for this project as it was not only about the researchers convince but also of the participants as well. This was because it was on the basis of the availability and the willingness of the participants.

As we were targeting a specialized population, convenience sampling was a better approach for us. As our target population was the hospitality industry and mainly Roomy's hotel Islamabad, it was only important for us to target those people who are currently working at the hotel. For the other interviews conducted with the market leaders, we targeted the marketing team but within the team, we used the technique of convenience sampling so that it would be feasible for the team as well. For the customers that we interviewed at Roomy's hotel, they were currently present there and had already availed the services of that hotel which made it convenient for us to interview them on our ease and on their availability as well.

Convenience sampling is also the best method for exploratory studies to gather insights which were research related. So, before conducting any larger scale study which would be the further enhancement of this research which can be on the whole hospitality industry, it was better to research using this technique as it was initial exploratory research. The further advancement in this research is to explore the whole hospitality industry and propose solutions on that basis within Pakistan.

3.4 Target Audience

The main audience for the collection of data was the customers of Roomy's hotel. There are various reasons why we targeted the customers to ask about the improvements in the supplementary services of the hotel. As the customers are the ones actually experiencing the services closely as compared any other party, it was much more workable to ask the customers about it. There are a few other reasons why customers were our target audience for the interviews.

Firstly, it will help the hotel in the long run to focus on a more customer centric approach. This approach has been helpful to us for gathering feedback to give suggestions on the basis of what customers like and dislike. On the other hand, it is beneficial for the hotel as they can tailor their services around their customers' expectations and enhance their satisfaction.

Secondly, it has helped to identify pain points of the customers and provided valuable insights. All the problems and pain points faced by the customers while availing the current services were brought into notice with the help of targeting the customers as the audience for our interviews. The main areas where improvement was needed was brought to our notice and also to the hotel's notice due to the extensive research methods, we used to gather data from the customers.

Interviewing the customers also helped to find out how the customers evaluate the services of the competitors. By understanding the experience of the customers of Roomy's at other hotels as well, it helped us evaluate the benchmark and identify any gaps that they were missing out on in comparison to the competitors and market leaders in the hospitality industry in Islamabad.

Customer interviews helped to identify emerging trends, ideas and innovations that are currently trending in the market to gain a competitive edge. The customers at Roomy's helped to identify the key trends in the market which have aided in providing such solutions to the

hotel that will provide them a competitive edge in the market. As many customers at their hotel are foreigners and have travelled to abroad, they were the best target audience to gather data from due to their exposure to the current market trends in the hospitality industry.

This approach of targeting customers as the audience to gather data from will also benefit the hotel in the long run. This is because the customers feel that they are special and valued as they are being asked for suggestions for the hotel's improvement and hence, they become committed towards the hotel. The feeling of being involved in the continuous improvement of the hotel adds to the customer loyalty as their opinions are being valued.

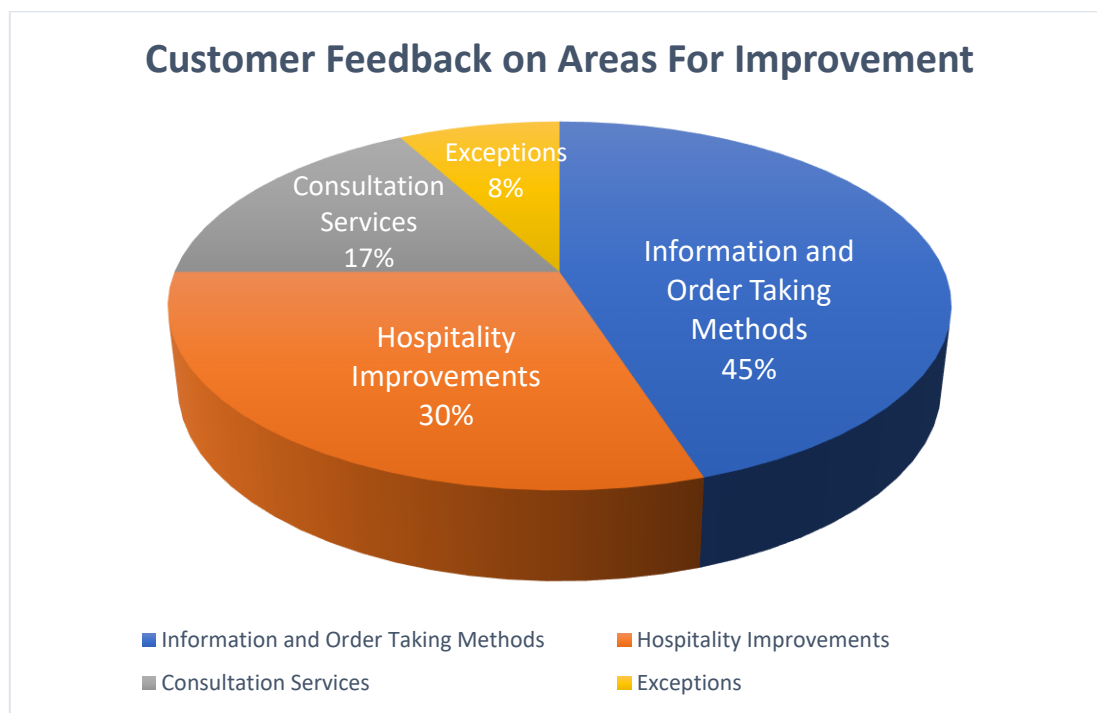
Lastly, the knowledge of customer's experience will end in enhanced guest experience for them. The interviews, data and the revamped set of supplementary services proposed to the hotel will allow the customers to feel like they are a part of the process, and it will overall add to the customer experience. Once the supplementary services are revamped, the hotel will provide a more comfortable and memorable stay for the guests which they will remember for a lifetime. This will further generate positive word of mouth to other potential customers and add to the market share of the hotel as well.

3.5 Data Analysis

After conducting interviews, the data was visualized. We identified certain trends and themes which were the possible solutions that could be proposed to Roomy's hotel. The information from the customers interview was used to identify these themes in the data. As mentioned above, they were the best possible target audience to ask for possible improvements in the supplementary services.

The graph below (**Fig 3.5**) shows the most recommended areas of improvements by the customers. It is further explained in **Section 4.2** how they fall under these categories. The categories are divided according to the flower of service framework. The information and order-taking methods improvement is mostly related to digitalization. The hospitality improvements include kids play area, loyalty cards and swimming pool and fitness center. The Consultation services include personalized assistance for tourist and shopping guides. Exceptions includes the sustainability practices suggested by the customers to the hotel.

Figure 3.5 – Customer Feedback on Areas for Improvement at Roomy’s Hotel



One of the most quoted suggestion to the hotel by the customers was about adding a play area to the hotel. Out of the eight customers we interviewed, five of them mentioned the need for a play area for children. One of the customers quoted “Adding a play area to the hotel will lead to a more enjoyable experience for both the kids and the parents.” So, this explains that to improve the customer experience at the hotel, a play area needs to be added to the hotel.

Secondly, three of the customers insisted that there should be personalized services which come under the category of consultation. This was proposed in a sense that the hotel should collaborate with tourist guides, tourist companies and shopping guides who can provide personalized services to the foreigners mostly but even the people who are not much aware of the city can avail these services as well. One of the foreign customers had difficulty finding places to visit for the cultural shopping and hence he quoted that “adding services like personal shopping guides for tourists will be a great service enhancement, I will definitely be more happier choosing this hotel for their services next time.”

There were two major themes which mostly all the customers insisted to bring a change about. They were digitalization and sustainable business practices. Both of these were mentioned

together by most of the customers. Currently, the hotel only uses printed menus and brochures for their services and any events that they have. They do provide information on their website as well but mostly the customers were talking about menus. All the eateries of Roomy's hotel and Roomy's hotel service itself has printed menus only. So, all the customers mentioned that there is a need to incorporate digitalization into the menus and bring digital menus to the hotel. There already exists some forms of digitalization in the hotel for example the voice-controlled lights which they have just recently installed.

Another theme that was identified after gathering information was customers wanting Roomy's to be a part of more sustainable practices and eco-friendly practices. Most of the foreign customers mentioned that there needs to be eco-friendly transport that should be provided by the hotel as sustainability is one of the top priorities for everyone. It is also one of the sustainable development goals which is why the hotel needs to add sustainable and eco-friendly practices to their offerings. A few other customers mentioned that it will add to their customer experience and they will be happy to avail services from a hotel that offers paper bags for takeaways, so there exists a need to add these to the hotel's supplementary services practices as well.

SECTION 4

TESTING AND DEPLOYMENT

The problems which currently exist within Roomy's hotel need to be addressed in order to provide a superior guest experience and stay ahead of the competitors. This will help Roomy's hotel gain a competitive edge and have a value proposition not only in their core product but also in their supplementary services that they are offering. The problems were identified with the help of customer feedback and interviews. Interviews were conducted with the market leaders – Serena and Marriot hotel to see what services they are offering so that anything that the customers miss out on, we can improve it with the help of competitors analysis.

Currently, the problems that exist in the supplementary services of the hotel that need to be revamped are as follows: absence of kids play area, lack of personalized assistance, additional amenities need to be included, the need for incorporating faster check-in procedures, lack of digitalization in their hotel and restaurants, and the absence of sustainability practices.

4.1 Current Supplementary Services of Roomy's Hotel

Currently, the information about prices, menus, directions, reminders, and messages are present on Roomy's website and other website like trip advisor and travel and booking platforms. On all these platforms you can get information related to Roomy's hotel. They have an active Instagram page as well where they update religiously about their offers and services. However, their menus are currently in printed form and in a hard copy. They give our brochures to the customers about events in printed forms. For example, recently they hosted a cultural event for which they were giving out print outs.

The order-taking is currently done in various ways. For the bookings, you can book the hotel services through Roomy's application which is present on both App store and Play store. You can book them via telephone as well and on their website too. However, for the order that is being taken at the hotels, it's mostly written down on paper following a traditional method. The orders are then entered into their system and invoice is generated.

The billing at Roomy's hotel is mostly via paper. They currently only offer printed bills to the customers even if they are at the restaurant or even at the time of check out. All the statements

are provided to them. There are no digital displays and self-billing or self-invoicing services provided to the customers yet.

The payment function of Roomy's currently offers all types of payment gateways. It is easily accessible and convenient for anyone even if they are not presently in the country. They offer all types of payment gateways including cash, credit cards, debit card, coupons and cheques. It also includes traditional and local methods which are available within Pakistan which include JazzCash and EasyPaisa.

Consultation services are Roomy's include the transport that they provide to the guests, and even pick and drop services from and to the airport as well. They have a very well maintained and customer friendly waiting area which includes newspapers and magazines for the customers that are in the waiting area so that they can spend their time in an enjoyable manner. They have very well mannered, trained and friendly staff that is always welcoming towards the customers and are good at greetings. Their hotel waiting areas are very comfortable and well maintained with luxury carpets and sofas which add to the ambiance and atmosphere of the hotel. However, they are missing out on the services like those of a full-service hotel which include swimming pools and fitness centers.

For the safekeeping element, the hotel offers the complete range of supplementary services in this area. This includes lockers inside the hotel rooms if anyone is availing the service of a night stay, they can enjoy the benefits of the safekeepings. Other than that, they also have baggage care service which includes taking care of the baggage of the customers and providing service of moving their baggage during and after check-in and checking out procedures.

The exceptions elements are being taken well care of by Roomy's hotel as they already do take care of the special needs of customers when it comes to their food and diet. For the people with disabilities, they have lifts in the hotel for them to move comfortably around the hotel floors. They also offer wheelchairs for any disabled people who might need it within the hotel or parking areas. They already have a well-established feedback system where they ask customers for feedback and in case of any negative remarks or feedback, they always ask the customers how they want the hotel to improve their services. The feedback of the customers is always heard and they come back for repeated purchases as they know their words are of value and the hotel will continuously work towards providing the best services for them with continuous improvement. Other forms of exceptions for example the sustainability practices are being

taken care of in minor ways. For example, the only sustainable practice that the hotel follows for now is of saving water as they ask the customers to tell them when the sheets should be washed. If they don't ask the sheets to be washed, then they are asked to dissolve a special kind of paper which they put next to the bed side of the rooms. This paper can be dissolved into water if the sheets don't need any washing and it adds to their saving water and electricity initiative.

4.2 Gaps Identified for Roomy's Hotel

All the problems mentioned below will be incorporated keeping in mind the flower of service as they fall under the category of each of the petal in the framework which mentions the facilitating and enhancing services.

1) Absence of Kids Play Area

This falls under the category of hospitality services. Most of their customers have complained about the absence of kids play area. A lot of families that travel to Roomy's for a pleasant stay complain that their kids are not much amused and they experience quite a lot of disturbances while enjoying their stay and dining in at their restaurants.

2) Lack of Personalized Assistance

Most of the international visitors that visit Roomy's hotel for a stay often find it difficult to find tourist destinations in Islamabad. For this reason, they should offer personalized assistance for example partnerships with local tour guides. They should also affiliate with shopping guides for tourists as they often want to shop for local and cultural things but are unable to do so because they are not aware of the places. This would come under the category of consultations in the flower of service.

3) Additional Amenities

Roomy's hotel has not yet established any loyalty cards for customers who would want to come for a repeated purchase of their services. Customers have complained that they should have additional perks and benefits for being a loyal customer at Roomy's so there exists a need to add additional amenities to their existing supplementary services offering.

As compared to the rest of the hotels and market leaders – which were Serena and Marriot, Roomy’s hotel does not have a swimming pool and fitness center. The customers often complain about the absence of these services. So, this is a major gap that the hotel needs to fill to add to their supplementary services. This is an inspiration that is taken from the market leaders in Islamabad for Roomy’s hotel. All these things come under the category of hospitality.

4) **Check-in procedures**

In the post COVID era, most of the hotels have adapted to the changes and innovations brought along with the virus. However, at Roomy’s there is still a need to have contact-less check-ins or mobile check-ins to make the process smoother and adaptable according to the new changes.

5) **Lack of Digitalization**

The current menu at the hotel is still in paper form and many customers have provided feedback that they need to incorporate digitalization in their menus so that they can simply scan it through a QR code and make it contactless as well. They can further incorporate digitalization in their billing procedure to make it paper free. Their billing systems need to be updated by providing self-billing and self-invoicing services. This will also help them create a paper free environment and move towards more sustainable practices. This will also include the introduction of contactless check-ins for the hotel that is mentioned above but it falls under the category of digitalization as well. This will fall under the category of order taking, billing and information.

The inspiration from the market leaders also falls under this category as Serena and Marriot, both have digitalized their menus and all sources of providing information. So, there exists a need to incorporate digitalization. Recently, the interview we conducted at Hashoo’s group for Marriot, they informed that they are bringing in QR codes for better and efficient ways of billing and sharing information on their new events, promotional campaigns and menus as well. Other inspirational measures are mentioned in the additional amenities section that is mentioned above in terms of having a swimming pool and fitness centers.

6) **Absence of Sustainability Practices**

Most of the international customers have suggested to keep sustainable mobility options for example bicycles and ecofriendly public transport facility for transporting within the city. Another sustainability option they can incorporate is that of providing eco-friendly amenities such as reusable shampoo and soap bottles in the toilets. It is also suggested that Roomy's hotel's eateries should have paper bags instead of the plastic ones to add to the sustainability practices at the hotel. This will come under the category of exceptions in the flower of service framework.

Incorporating all these innovations into Roomy's hotel's supplementary services will help them gain a competitive advantage against other competitors in the market. It will make customers come back to Roomy's for a repeated purchase as their satisfaction levels will increase. Thereby, creating more loyal customers for the hotel.

4.3 Plan of Action

Firstly, the *absence of kids play area* will be accommodated next to their lunch area which will be visible to the family as they enjoy their stay and meals at the hotel. As they already have an extra space on the side, it will be utilized for the play area and no extra space needs to be allotted for this idea to be executed. The proposed estimated budget for this is 300,000 PKR for the equipment needed to fill in the play area. Other costs like hiring a staff member for the overlook and control of the play area would come in fixed costs for the hotel in terms of salary which will be a market competitive salary for 45,000 PKR each month.

Secondly, for *personalized assistance*, the hotel management will have to allocate a separate office to the personnel who will be in charge of the personalized assistance for example services like collaborating with tourist guides. This would come under the category of consultancy services and information in the flower of service framework. However, we propose that these services should be outsourced for the hotel to save costs. The current problem that the marketing team and management highlighted about why they do not have these personalized services yet was due to cost constraints. So, there is a need to outsource these services by collaborating with tourist guides. This will involve a lot of research and development to hire the best tourist guides. This will be an outsourced service and will cost them 45,000 PKR.

The *additional amenities* that need to be included in the hotel's supplementary services include loyalty cards, swimming pool and a fitness center. For the loyalty cards, they need to establish

a proper system of maintaining the records of the customers. Other than that, they will have to work together with a printing vendor to print out the cards of customers. A separate team will have to be hired to design the cards. A lot of research will have to go into this procedure. Loyalty cards would have an estimated budget of about 200,000 PKR. A separate swimming pool and fitness center with new equipment would cost them 600,000 PKR. The fitness equipment will be provided in collaboration with the famous gym AimFit in Islamabad, this will help in collaborations and cost saving, both.

For the swimming pool, the hotel has very limited space so their rooftop can be used to create a swimming pool for the guests. The fitness center can be accommodated on the 2nd floor where they already have a separate space on the side. The fitness center would require extra trainers and training equipment will have to be bought by the hotel as well as currently they do not have any equipment with them. Hiring professional trainers would cost them 55,000 PKR as of what the market competitive salary for a fitness trainer suggests.

Digitalization will have to be incorporated into the hotel by having updated systems and machines to have contact less check-ins. The menus will have to be shifted to tablets, and QR codes will have to be created for the customers to access the menu with a click of a button. The billing systems will also have to be updated by better and updated machines so that billing can be paper less and there can be self-generated billing procedures at the hotel. Digitalizing the whole system in the hotel would cost about 600,000 PKR as they have to do it for all the restaurants within the hotel as well.

For *exceptions*, the *sustainability practices* need to be incorporated into the hotel as it comes with a lot of demand from the customers. These practices will need a lot of research on what kinds of paper bags are better and which are most cost effective for the hotel. They will also have to research on eco-friendly bikes and cars and find the most cost-effective ones for their hotel. They will have to train their drivers separately so that they are well aware and know well how to drive the new cars which will be eco-friendly.

SECTION 5

FUTURE IMPLICATIONS

Currently, this study only focuses on one hotel which is namely, Roomy's hotel but it can be further expanded to other hotels in Islamabad. The supplementary services of other industries which play a major role in the GDP of the country can also be analyzed and findings on the basis of the Flower of Service framework can be applied to them. This research can act as a basis for further research work to improve supplementary services in the services sector of Pakistan.

Due to limitations like the time limit, this research was based on sampling techniques of convenient sampling but however it comes with its own cons as well such as generalizability. To overcome such problems, for future implications, we suggest to conduct this study with a random sampling technique.

SECTION 6

CONCLUSION

The supplementary services of a hotel an important role in shaping the customers experience. They are also known as the augmenting services. Islamabad, as being the capital city of Pakistan and a popular tourist spot, it is now more than ever important to revamp these services from time to time to add to the customers rich experience. Another major reason why revamping the supplementary services is the need of the hour is because of the changing customers trends and tastes. Due to globalization, digitalization, more awareness to customers, innovations, and competitiveness, it has become necessary to re-evaluate the supplementary services of Roomy's hotel to maintain a competitive edge in the market.

Today, customers of the hospitality industry not only focus on comfortable accommodation but on having a pleasing experience overall in the hotel as well. Hence, supplementary services should be in focus in order to enhance the complete customer experience and to meet the changing customer expectations. This will further add to the loyalty of customers and it will generate positive word of mouth which will bring more customers to the hotel. All the ideas to revamp the services are proposed on the basis of customer and competitor analysis and what is currently trending in the hospitality industry on the basis of Flower of Service Framework.

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