# Thesis C report– Navigare NSBhotel

Improvement of guest satisfaction through an internal communication structure during the guest's stay

By Katharina Behm

Declaration of own work statement

I hereby declare that:

- I am fully informed about the Thesis C assessment criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

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Thesis C report

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Summary

Based on the management problem about how Navigare NSBhotel can improve guest satisfaction by means of establishing an internal communication structure during the guests' stay, the thesis project includes objectives and related central research questions and other components in order to answer this problem. These components are summarized in the preface.

The thesis is based on information provided by the client company concerning the management problem and organizational objectives, mission and vision. On this basis, a set of relevant research questions is going to be formulated. With the help of this, strategies for desk and field research can be developed and implemented. The end objective is to advise the client on the basis of advice objectives and questions on how to solve the management problem and therefore to contribute to a better performance. Finally, it will be possible to conduct a literature research, to set up a theoretical framework and to execute a field research. Based on this structure and outcome, advice can be given to the client.

Preface

Dear reader,

In connection with my studies at Saxion University of Applied Sciences in the field of Tourism Management, this paper contains a research project on behalf of my final bachelor thesis in June 2018. In cooperation with my client Raimund Schied, manager of Navigare NSBhotel, in Buxtehude, Germany, the project will be undertaken. The following report comprises the thesis proposal with an overview of the project's research, its objectives, and a theoretical framework together with a core concept, a literature review and the field research. Besides, advice regarding the thesis project's objectives and outcome and time planning can be found as separate parts as well.

In addition to this, I would like to thank my client Mr. Raimund Schied for offering me the possibility to work together with him and the hotel on my research project as well as for his time and support during the process. Moreover, I also thank my first examiner, Mrs. Kim Meijer- van Wijk, for her assistance and time, my second examiner Mr. Erik Pakkert and my research tutor Mr. Rienk van Marle.

Katharina Behm

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1. Introduction

1.1 The client Navigare NSBhotel

The client for the thesis is the 4- star Navigare NSBhotel. It currently employs 30 employees, 22 of them as full-time employees. The hotel has an occupancy rate of 75.4% (R. Schied, manager of Navigare NSBhotel, personal communication, September 29, 2017). The profit of the hotel amounts to € 1.5 million and in 2017 it was awarded with a "Sehr gut", "Very good" ranking (93%) by Customer Alliance (Customer Alliance, 2017). Navigare NSBhotel's headquarters is in Buxtehude near Hamburg in Germany and is owned by the shipping company NSB. In 2008, the private hotel was established for business people and leisure guests related to NSB within its former headquarters which later moved into a new building in town, and carries the name of the owner NSB (R. Schied, personal communication, September 29, 2017, Navigare NSBhotel, 2017). The mission of the hotel is to achieve overall satisfaction of employees and guests with the help of sufficient hard- and software of the hotel. The term hardware includes communication systems or programs such as an email and reservation system as well as a handover record containing information about daily operations. The term software, on the other hand, considers staff and their ability to communicate with each other as well as to satisfy guests. The hotel's vision is an overall achievement of guest satisfaction by offering high quality, regional food and beverages (R. Schied, personal communication, September 29, 2017). Another part of the vision is to increase guest expenditure. The organization's internal and external performance ambition includes establishing a sufficient structure of communication between management and employees as well as aiming at an increase in guest satisfaction (R. Schied, personal communication, September 29, 2017). Therefore, an introduction of an internal communication structure would improve the employee's communication. It would also increase guest satisfaction by raising the level of quality when it comes to dealing with guests' wishes and complaints and communicating them. In the long-term, profit will also increase.

1.2 Reason and relevance thesis project

In order to give reasons for this thesis project and answer what the current situation is, it can be said that the hotel faces problems with regards to guest satisfaction during the stay (R. Schied, personal communication, September 29, 2017). The term guest satisfaction means fulfilling guests' expectations and needs (Dominici & Guzzo, 2010) as well as anticipating guests' perceptions of quality (Crotts, Mason & Davis, 2009) and emotions connected to guests' expectations from a service or product (Gupta & Sharma, 2016). The customer journey during the stay is part of the term, too. This model is relevant because the focus of this project lies on the phase during the stay as the problem occurs here. Besides, the problem related to communication between staff and guests can immediately be addressed and improved. This phase consists of points of employee contact such as arrival, registration, breakfast, dinner, cleaning rooms and guests' requests (R. Schied, personal

communication, January 17, 2018). In addition, the 7S- model is relevant and needed for this research because its managerial and organizational aspects describe how they influence and improve internal communication between staff and guests (McKinsey & Company, 2008). Detailed definitions can be found within section 2.2 Literature review. Insufficient guest satisfaction during the guests' stay is due to a lack of a clear internal communication structure (R. Schied, personal communication, September 29, 2017). Examples of this hypothesis are mentioned within the next paragraph. The term internal communication structure, in short, means information grouping, role and responsibility description and using different tools and communication channels (Forbes, 2016, Involve, 2017, Kotler, Bowen & Makens, 2010). Detailed definitions and explanations can be found within section 2.2, Literature review.

Examples where insufficient guest satisfaction during the stay is due to the lack of an internal communication structure can be found within different online guest reviews on hotel booking websites and within practical examples. Aspects such as F&B service and individual requests are mainly mentioned here and are related to guest wishes and complaints, which is subjective. The term individual requests means personal consideration and reaction of staff to individual guest requests or demands (HRS, HolidayCheck & Booking, 2017, s. appendices I & VIII). When considering the latest weekly report by Customer Alliance for the period 2016- 2017 (Booking.com, 2017, HRS, 2017, HolidayCheck, 2017 & Customer Alliance, 2017), it can first of all be said that the hotel booking and customer review websites used for data and proof Booking.com, HRS, HolidayCheck have one of the highest positive comments in general (92- 94%). Within the report, there was an increase of service in general percentage of about 3%, whereas this percentage decreased by about -0.3% in 2017. In addition, the amount of guest comments about service increased within the years 2016/ 2017 from 109 to 377. Besides, different negative examples can be found (Customer Alliance, 2017, s. appendix I), which prove the origin of the problem stated at the beginning of this paragraph. When considering the data, guests find a solution to this problem relevant, which can be seen in their testimonies and by the fact that the number of comments is raising (Customer Alliance, 2017). Based on this report, Mr Schied's assumptions and appendix I, it can be said that the biggest internal communication problem is due to miscommunication between staff and guests during the phases of a guest's stay. This communication problem needs to be removed.

The stated problem at the beginning of this section affects management, staff and guests and leads to a decreasing occupancy rate (s. appendix III) due to unsatisfied guests (R. Schied, personal communication, September 29, 2017). For the management, the issue described above is a problem as adaptation and improvement of the current internal communication structure is needed as well as a solution to guest dissatisfaction and negative guest reviews online. With regards to negative effects on staff, it is assumed that personal tension among employees due to miscommunication about guest information plays a role (R. Schied, personal communication, September 29, 2017). Considering guests, the problem leads to dissatisfaction and their decision not to frequent the hotel again (s. appendix III). In the worst case, the hotel even faces guests deciding not to come back (R. Schied, personal communication, September 29, 2017). Business and financial figures emphasize the urgency of the problem as well and can be found within appendix III. During the years 2014- 2016 a decrease in arrivals from 11,900 in 2015 compared to 11,716 arrivals in 2016 along with an increase in revenue per room became evident (s. appendix III).

Currently, the hotel is using three different logbooks at the reception in which wishes, complaints, personal information of guests (e.g. guest is coming with a dog) as well as internal information are registered in paper and digital logbooks or folders. Then, this information is spread amongst staff of all departments in an oral and written way via telephone, emails or face- to- face conversation depending on whether or not employees have access to a computer (R. Schied, personal communication, September 29, 2017). However, this internal communication structure does not assemble information and lacks a responsibility description (s. section 2.2) in order to clearly indicate which type of information needs to be directed at whom. Nevertheless, according to literature this is an essential part of a sufficient internal communication structure. It is often not clear who reacted to a certain information. A sense of commitment is missing as wishes or complaints are often forgotten and/ or miscommunicated. In addition to this, there is no person in charge of analyzing guest wishes and complaints regularly. Besides, there is the wish not only for behavioral improvement within an internal communication structure but also for technological support (R. Schied, personal communication, September 29, 2017). All these examples derive from literature within section 2, where this information is specified.

1.3 Management problem

As mentioned in details within section 1.2, the management problem in short is a low guest satisfaction due to an ineffective internal communication structure (R. Schied, personal communication, September 29, 2017, s. appendix I, (HRS, 2017 & HolidayCheck, 2017). The research questions mentioned in section 1.6.1 contribute to solving the management problem by indicating the current level of dealing with and reacting to guest wishes and complaints. On the other hand, they focus on what the current internal communication structure consists of and what kind of (technological) possibilities exist to set up such a structure. Another research question contributes to finding a solution by getting ideas and inspiration by comparing similar hotels. In addition, other questions focus on what kind of specific guest wishes and complaints with regards to the biggest communication problem mentioned in section 1.2 exist. All of the last two research questions contribute to solving the problem by choosing the best alternative implementation of a structure and gaining an overview of specific causes of the internal communication problem. Based on the models used, aspects such as what kind of wishes and complaints occur and when and how they contribute to a more effective internal communication structure are going to be covered.

1.4. Objective of the advice

The objective of the advice is to establish an internal communication structure in order to improve guest satisfaction during the guests' stay in a behavioral and technological way. The aim is also to connect hotel departments and to innovate the access to guest data such as guest wishes and complaints that occur during all phases of a guest's stay. It will also be important to analyze the data.

This will lead to a better knowledge of the hotel's guests as well as the staff being better informed about and prepared for guests during their stay.

1.5 Objective of research

First of all, the client does not have sufficient knowledge about the level of guest satisfaction with regards to an internal communication structure about guest wishes and complaints at this moment and how to improve this (R. Schied, personal communication, September 29, 2017).

Therefore, the objective is to give advice with regards to an internal communication structure during the guests' stay in order to reach sufficient guest satisfaction.

The client also requires more knowledge about an internal communication structure on how to implement an internal communication plan (R. Schied, personal communication, September 29, 2017).

In summary, the objective is to gain insight into the hotel's level of guest satisfaction as well as the contribution of an internal communication structure. Advice will therefore be given on ways of improvement of guest satisfaction by means of establishing an internal communication structure during the guests' stay.

1.6 Management question

How can Navigare NSBhotel adapt to wishes and complaints of guests in order to improve guest satisfaction by means of establishing an internal communication structure during the guests' stay?

Based on this question, certain information for the advice is needed from the three respondent groups, guests, staff and management (s. appendix IX).

1.6.1 Research questions

The following research questions aim at closing the gap between the current and preferred internal communication structure with regards to guests' wishes and complaints occurring during the phases of the stay in a behavioral and technological way. Behavioral here means the extent of knowing, being aware of guests' needs, wishes and complaints as well as using information more effectively (s. core concept internal communication structure). The term technological means support like IT- systems, online media or publications (s. core concept internal communication structure). Part of this aim is also considering practical examples of implementing an internal communication structure of comparable hotels within the industry. Besides, another sub-question aims at clarifying what elements such a structure includes. In order to limit the amount and length of research questions, a link to the

theoretical framework about those elements can be found within all research questions related to an internal communication structure.

IST- situation:

1) What is the current internal communication structure on the basis of its elements (s. core concept internal communication structure) with regard to guests' wishes and complaints during the phases of a guest's stay at hotel Navigare NSB?

2) What kind of possibilities does the hotel Navigare NSB have to set up an internal communication structure on the basis of its elements (s. core concept internal communication structure) during the guests' stay?

3) What is the best possible IT- system for Navigare NSBhotel to support the internal communication structure on the basis of its elements (s. core concept internal communication structure) during the guests' stay?

SOLL- situation:

1) To what extent do internal communication structures exist and how are they implemented in comparable hotels?

2) What are implementation preferences with regards to an internal communication structure on the basis of its elements (s. core concept internal communication structure) of guests at Navigare NSBhotel during the guests' stay?

3) What are implementation preferences with regards to an internal communication structure based on the elements (s. core concept internal communication structure) of management at Navigare NSBhotel during the guests' stay?

4) What are implementation preferences with regards to an internal communication structure based on the elements (s. core concept internal communication structure) of staff at Navigare NSBhotel during the guests' stay?

1.6.2 Sub-questions

1) What kind of guest wishes and complaints occur during the phases of a guest's stay at Navigare NSBhotel?

2) How does the guest journey model contribute to analyze guest wishes and complaints occurring during the phases of a guest's stay at Navigare NSBhotel?

3) How do elements of the 7S-model such as systems, style, skills and strategies contribute to a more effective internal communication structure based on its elements (s. core concept internal communication structure) at Navigare NSBhotel during the guests' stay?

4) What are elements of an internal communication structure based on the theoretical framework of this core concept?

1.6.3 Knowledge questions

1) What is guest satisfaction?

2) What is an internal communication structure?

1.7 Reading guide

The entire thesis proposal report is composed of different parts of the project. First of all, section 2 and 3 include the theoretical framework and the literature research based on the management question and its core concepts as well as the search methods and search terms. Here, important definitions that are relevant for the thesis topic will be explained. Besides, search engines and the relationship between the core concepts will be described in these sections as well. Moreover, the approach to field research on the basis of operationalization as well as data collection methods and data analysis methods can be found here as well. The advisory part can be found within section 5, which is linked to section 1 due to the advice objective and includes sub- topics such as the evaluation of alternative solutions, the advice implementation and the description of financial consequences and a conclusion. This section is based on section 4 containing quantitative and qualitative analysis of data as well as the field research results, discussion and conclusion.

2. Theoretical Framework

2.1 Description of search methods

First of all, data sources such as original data and documents like financial statements or findings about the hotel's arrivals, turnover and occupancy rate are used. But also publications, books and articles are used for literature research. Apart from that, the 7-S Model by McKinsey is used and necessary as it covers topics such as impacts on performance within guest satisfaction and communication, which is relevant in this case (McKinsey & Company, 2008). Also, the model guest journey (Pijls, Schreiber & van Marle, 2011) is used as the problem occurs during the guests' stay. The model is also relevant because it indicates how a problem's cause is communicated as well as what kind of wishes and complaints appear per contact moment. For more details consider section 2.2 Literature review. With the help of these techniques, the research questions will be answered.

With regards to search engines, Google, Google Scholar and Saxion Online Library will be used for the research as well as tourism industry experts (Forbes). Additionally, the database Hospitality & Tourism Complete provided by EBSCO and Sage Premier are useful sources for retrieving information.

As part of this section, search terms derived from the two core concepts ('Guest satisfaction' and 'Internal communication structure') will be applied. In order to gain sufficient and diversified results, sub-terms belonging to these search terms are necessary and mentioned below.

Examples of search terms:

- **Guest satisfaction**

    - Marketing (more results, satisfaction plays a role in marketing)
    - Definition
    - Monitoring
    - Customer information

- **Internal communication structure**

    - Definition
    - Internal communication (between management, staff, guests and back to guests again)
    - Guest satisfaction
    - Hotels
    - Hotel industry

Search results, based on the search terms above, can be found within appendix IV.

In order to ensure the validity and reliability of different types of literature articles, the AAOCC method (Kapoun, 1998) will be applied. The method's criteria check the two aspects by categories such as accuracy, authority, objectivity, coverage and currency of a source. Literature sources that were found were analyzed on the basis of these criteria and can be found within appendix VII.

2.2 Literature review

Within the policy or management question mentioned, two core concepts can be found.

Guest satisfaction is the first core concept also illustrated within appendix II. When looking at the main question, knowledge is needed about guest satisfaction, the current situation and the guest journey in order to answer the question. Managerial and employee knowledge about this core concept and its actual situation is needed as well. One aspect of guest satisfaction is fulfilling guest expectations as well as satisfying needs (Dominici & Guzzo, 2010). Besides, the term is defined as guest's response to evaluation, judgement after the consumption of a service or product and perception of quality after purchase (Crotts et al., 2009). Another part of this core concept is the customer journey during the stay. This part of the customer journey includes and describes the experience with a focus on

"participation and internal response" (Pijls et al., 2011, p. 3). "Participating" here means perceiving and acting within an environment while experiencing a service with all senses. Next to experiencing a service, the guest also gets into contact with employees (Pijls et al., 2011). A part of "internal response" in more details is "perceived value" which means feelings, consumer habits as well as sacrifices and benefits when buying a touristic product or service (Sanchez, Callarisa, Rodriguez & Moliner, 2004). The term "consumer habits" includes preferences and taste for example, whereas "sacrifices" can be found in time and efforts when buying a tourist product or service (Sanchez et al., 2004). Another more detailed part of "internal response" is the term "symbolic meaning", which refers to aspects such as place satisfaction, setting and identity (Stedman, 2002). This includes getting impressions of what a place looks like and how satisfied one is with a particular setting as well as to what extent a guest can attach to a certain place or identify with it (Stedman, 2002). When comparing these definitions, a difference is their focus on needs, expectations, perceptions, emotions and experience of service during the stay. A similarity can be found in the focus of two definitions on fulfilling guest expectations being an important definition of guest satisfaction. Resulting from this, guest satisfaction can be defined as fulfilling guest expectations and needs as well as considering guest perceptions, achieving positive emotions and experiences with a product or service during the guest's stay. Therefore, as regards Navigare NSBhotel guest satisfaction can be understood as satisfying guests' needs and anticipating positive experience with a service or product during the guest's stay.

Secondly, internal communication structure is the second core concept illustrated within appendix II. Considering the main question above, knowledge is needed in order to answer the question what an internal communication structure is and how to improve such a structure. Technological or managerial information about the current communication structure is needed, too. First of all, internal communication structure can be defined as prioritizing and grouping information to the most relevant receiver. This means filtering through personal feedback and direct reassurance and categorizing most important information into guest wishes and complaints (Forbes, 2016). It also includes aspects such as determining clear role and responsibility description and using electronic communication tools. Linked to directing information to the most relevant receiver, prioritizing and grouping aims at finding out who actually has to deal with and is responsible for certain information and in what way (Forbes, 2016). The term relevant receiver and its selection is based on aspects such as message and context (Baker, 2002). An effective transmission to a certain receiver means sending a message in a clear, adequate way and with the right meaning. In addition to this, the receiver is selected by context, which means by the relation of the sender and receiver as well as the context within an organization (Baker, 2002). Besides, tools can for example be online media (intranet software, social networks), online newsletters or brochures (Involve, 2017). Additionally, the term also refers to using communication channels (Yildiz, 2015) such as personal and non- personal ones (Kotler et al., 2010). Personal ones include face-to-face, telephone, mail and word-of-mouth communication, whereas non- personal communication channels include print, broadcast and display media, atmospheres and event channels (Kotler et al., 2010). When comparing these three sources, it can be said that the differences include focuses on human activities and strategies dealing with information, communication tools and channels. Similarities are to be found within tools and channels which both can include electronic means. Based on this, internal communication structure can be defined as a structured way of finding out who deals with and is responsible for information and through which communication tool or channel this happens. Internal communication structure for Navigare NSBhotel can be defined as

establishing a structured way of dealing with and internally communicating information paying attention to responsibility and suitable communication tools and channels.

The 7S- model by McKinsey will be applied and used in order to explain the problem during field research and for the advice. This theory is necessary as it covers topics such as managerial and organizational impacts on performance within guest satisfaction and staff- guest communication (McKinsey & Company, 2008). Apart from that, the 7S- model focuses on the aspects systems, style, skills and strategies (Marcus, van Dam, Medhurst & Perdeck, 2012). First of all, communication systems need to be analyzed in order to find out in what way information is delivered best. A focus on style is important as it gives insight into how the management style affects communication. Examples are meeting regularly in order to communicate the current analysis of wishes and complaints or ensuring clear roles and responsibilities. Skills especially of staff concerning communication and dealing with customers are other aspects that play a role here. Strategies concerning implementing and improving an internal communication structure and guest satisfaction should be in line with the hotel's vision and shared value (Marcus et al., 2012). These aspects are used for questionnaire items, for comparison and later on for the formulation of the advice.

As part of the core concept "guest satisfaction", the model "guest journey" (Pijls, Schreiber & van Marle, 2011) with a focus on the phase during the stay will be needed in order to explain the problem (s. section 1.3). It is important for field research and the advice. It is about the different phases that guests experience, evaluate and get into contact with staff and the environment they are confronted with. The other two phases are pre- and after- arrival that on the one hand deal with gathering information, getting inspired, word-of-mouth and making a decision. On the other hand, they are about reviewing the stay, giving feedback, sharing experiences (Pijls, Schreiber & van Marle, 2011). The model's phase during the stay serves to find out what kind of specific guest wishes and complaints occur per phase of a guest's stay. It can also be used to find out if and how communication between staff and guests takes place. It helps to improve internal communication as regards these aspects and how improvement leads to an effective internal communication structure. This is used for questionnaire items, for comparison and later on for the formulation of the advice.

Based on this literature review, certain information for the advice is needed from the three respondent groups: guests, staff and management (s. appendix IX).

2.3 Operationalization

In the following section, the conceptual model on the basis of the literature review is explained and visualized in appendix II and used for research.

| Internal communi-cation structure | → | Guest satisfaction | → | Increase in number of arrivals | → | Increase in profit |
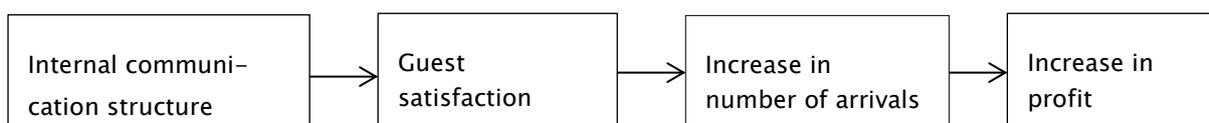
The relationship between the core concepts can be explained as a bivariate relationship (Verhoeven, 2011). The core concept "internal communication structure" can be seen as the independent variable, whereas "guest satisfaction" can be defined as dependent variable. According to Verhoeven, 2011, the term "dependent" in relation to variables within research means those which are most influenced by other factors and/ or variables. In this case, the dependent variable mentioned is dependent on "internal communication structure" as the type and way of knowing and communicating guest information in a prioritized, connecting and innovative way (s. section 2.2) has an impact on "guest satisfaction". Besides, a method of improving the way of communicating and reacting on guests' needs, wishes and complaints occurring in all phases of a stay has an impact on the core concept "guest satisfaction", too. By improving this and the relationship described above between the first two variables, the number of arrivals will increase in the long– term, which will lead to an increase in profit.

3. Research

3.1 Research strategy

The information or knowledge which was researched is of quantitative and qualitative nature (s. appendix IX) due to their formulation aiming at indicating scores (quantitative) or opinions, and experiences (qualitative) as well as requiring a limited or non– limited amount of answer options and fixed or open questions (Verhoeven, 2011). More detailed arguments are presented within the following sections. Besides, the information as input for research also requires managerial, staff and technological knowledge as mentioned within section 2.2. Resulting from this, an applied holistic research approach as well as a combination of a quantitative and qualitative research method was needed in order to answer the management question. The approach mentioned is suitable as the elements were studied within the hotel being part of the organization and the fact that the research includes practical research questions (Verhoeven, 2011) about implementation possibilities of an internal communication structure, preferences, a current structure as well as current guests' wishes and complaints.

In order to develop guest and staff surveys, not every branch of the tree diagrams "guest satisfaction" and "internal communication structure" was used as this would have exceeded the maximum amount of questionnaire questions per survey. Prioritized topics in line with the research objective and questions and within the core concept "guest satisfaction" were perception of service as part of the core concept's branch guest expectations and perception of employee interaction within all phases of a guest's stay as part of the core concept's branch experience. Within the core concept "internal communication structure", prioritized topics as input for questionnaires were personal channels of communication, prioritization and description of information as well as electronic tools of communication. With regards to the first prioritized topic within "guest satisfaction", it can be said that it was necessary to find out if and when service exists and how wishes and complaints are communicated. Beside this, it was also important to find out to what extent wishes and complaints are known per phase, when they occur and what those guest wishes and complaints consist of as well as whether or not staff feels capable and prepared to deal with them. When looking at the prioritized

topics of the core concept "internal communication structure", it can be said that they are all about how an internal communication should be set up in line with the guests', staff's and the management's points of view. In addition to this, they gave an indication as to through what kinds of communication channels and tools guest information is obtained. In addition to this, the third topic chosen was important as it indicates to what extent guest wishes and complaints are gathered or not and by which means. So all in all, these topics answered the research objective and questions in the most suitable way for the hotel as they focus on detecting specific guest wishes and complaints as well as diverse ways of introducing an internal communication structure and an answer to how to improve guest satisfaction through the most preferred structure on the basis of the three stakeholders' perspectives.

There are several arguments for choosing a partly quantitative research method. A quantitative research approach meaning a focus on numbers and figures and quantitative information representing a company and people was used (Verhoeven, 2011). An argument for also partly opting for a quantitative research approach is the fact that the respondent groups of guests and staff were fairly big and that only a limited amount of time was available to retrieve information from all staff members and a sufficient amount of guests. Besides, the type of information stated above required quantitative research due to their quantitative formulation. So quantitative research in the form of numerical surveys for staff (kitchen, reception, and housekeeping) and guests was applied due to these populations' sizes and the time available.

However, there also are arguments for a partly qualitative research method approach. One argument for opting for a partly qualitative research strategy was the fact that the information needed includes qualitative aspects such as retrieving information from reality or a situation (Verhoeven, 2011). Besides, the subjects of research were studied within their environment and it was important to get to know different opinions and experiences by listening to those subjects (Verhoeven, 2011). The purpose of opting for a partly qualitative approach was that the assignment focuses on employees and management dealing with guests, wishes and complaints as well as their way of communication. Together with guests, both respondent groups were important in order to find out about their opinions and experiences (management) when it comes to an internal communication structure and guest satisfaction. It was also relevant to find out what is being done by the different respondent groups and the stakeholders to ensure improvement within these core concepts. Besides, also questions about the core concepts were addressed at the management. So with this focus, qualitatively formulated survey and interview questionnaire items were mainly used for management and heads of department interviews and were kept to a minimum within surveys for staff and guests.

3.2 Methods of data collection

There are several arguments why to use measurement instruments for quantitative research. First of all, all 30 employees and a sufficient amount of more than 50 guests were approached. Anonymous "self-completion" surveys (Verhoeven, 2011, p. 114– 115) for data gathering being part of "semi-structured" surveys were used for both respondent groups. The reason why a "semi- structured" method was chosen is to focus on mainly fixed questions (Brotherton, 2008) in order to be able to analyze the information of respondents within both groups more easily. This means that the amount of

possible answer options was limited and fixed and open questions were rather avoided (Verhoeven, 2011). Self- completion surveys which were based on the size of these respondent groups and the available amount of time were chosen. Therefore, the respondent groups filled in the questionnaires by themselves, which required the "semi- structured" method mentioned including fixed and clear questions and a limited amount of answers. This method was also feasible in the light of reliability and time (one month) and low effort (R. van Marle, personal communication, December 21, 2017). So the difference between the terms "semi- structured" surveys and "self- completion" surveys is on the one hand the way of gathering data and on the other hand the method of creating questionnaires.

However, there are also arguments why measurement instruments were necessary for qualitative research. With regards to the respondent group management and heads of departments of housekeeping, F&B and reception, information was gathered in form of "face-to-face surveys" (Verhoeven, 2011, p. 114) and personal interviews. As this respondent group is quite small, this type was feasible and surveys were realized by making appointments (Verhoeven, 2011). This procedure made detailed answers possible and was also more flexible due to loose subjects and questions (Verhoeven, 2011). Depending on the time available of management/ heads of departments, these appointments were even made on the same day. As they were part of semi- structured surveys as well, fixed and open questions were used (Brotherton, 2008). This method requires high efforts due to high intensity, but was feasible due to a low sample size and a required limited amount of four interviews (R. van Marle, personal communication, December 21, 2017).

3.3 Research sample

For the research project, the sample should be random and make it possible to apply valid characteristics to the entire population (Verhoeven, 2011). If similar characteristics are found, the sample is considered to be generalizable and representative (Verhoeven, 2011). A suitable sampling method for this project was "purposive sampling" (Verhoeven, 2011). Within this research, a sample was drawn on the basis of certain characteristics (Verhoeven, 2011) of the three different populations (s. appendix V.). The project was also about a critical case (Verhoeven, 2011), namely about how guest satisfaction can be improved by establishing an internal communication structure during the guest's stay. Besides, "non-probability sampling" (Verhoeven, 2011, p. 181) was used which means that different stakeholders such as clients, management and employees were involved who anonymously filled in surveys (guests and staff) or took part in interviews (management). Participation of all staff was mandatory. For a summarized overview, consider appendix V.

With regards to the respondent group guests, more than 50 guests were needed to take part in the survey, as explained below. This was due to the fact that the focus of this research does not lie on separated groups of guests. The guests' international background and their frequent stays at the hotel ensured diverse responses and offered a large variety of experiences with regards to satisfaction and an internal communication structure. Considering staff, all thirty employees were requested to take part in the survey, as explained below. With regards to the four managers/ heads of department, they should have knowledge about the hotel and guests and be frequently in contact with their employees. However, as it was mentioned above, no differentiation was made here between the types of guests.

These requirements enabled the researcher to get insight into guest satisfaction, diverse responses and experiences with guest satisfaction and internal communication structure. An overview with characteristics per respondent groups can be found in appendix V.

The sample sizes of the three populations were determined as follows: The 11,716 arrivals of 2016 (s. appendix III) represent the statistical population of guests of which a sample was randomly drawn. When applying statistical methods, the size of this population must be at least 100 times larger than the sample out of it (Bortz, p. 86, 2004). If the statistical population is assumed to be normally distributed, the sample size must contain at least 30 data (Bortz, 2004). Due to the fact that the respondent group guest is a consumer population, a larger sample was needed in order to draw reliable conclusions as there may be more variation (R. van Marle, personal communication, December 21, 2017). With regards to the population staff, it was envisioned to get surveys back from all of them as they are one of the keys to changes within guest satisfaction and internal communication structure. With regards to management and heads of department, all of them were interviewed through face- to-face interviews as this population is small and requires less effort and time (R. van Marle, personal communication, December 21, 2017). Resulting sample sizes on the basis of this approach can be found within appendix V.

3.4 Methods of data analysis

First of all, measurement instruments for quantitative research had to be applied. In order to process the combination of quantitative and qualitative data mentioned, techniques such as the SPSS program (Verhoeven, 2011) for entering and analyzing quantitative data were used. In that way, graphic and systematic overviews of answers were given and the research questions were answered. So SPSS was used for a univariate and bivariate analysis. A univariate analysis is about assessing the different variables of survey questionnaire questions (frequency distribution and descriptive statistics). It also makes it possible to establish hypotheses about effects of variables on the dependent or independent variable. Besides, within a bivariate analysis, the relationships among variables can be assessed, correlations can be analyzed and cross tabulations can be created (Verhoeven, 2011).

Apart from that, also measurement instruments for qualitative research had to be applied. With regards to the analysis of qualitative data retrieved from the interviews, audio recordings, then transcripts and summaries were established. After this, the most important aspects were filtered and values of those terms were analyzed (Verhoeven, 2011). Afterwards, a coding of the summaries was created in order to retrieve the most relevant information from the interviews. More specifically, "open coding" (Verhoeven, 2011, p. 292) was used in order to describe the terms and use them for a later definition of concepts (axial coding). When defining concepts, terms were grouped and relationships between them were established. As regards the analysis of data from desk research, the AAOCC method was applied, as mentioned in section 2.1.

4. Results

4.1 Univariate analysis staff survey

Within the univariate analysis, the methods "frequency distribution" and "descriptive statistics" were used. On the basis of the research questions, research objective and the staff survey, the following twelve variables were chosen and analyzed. Depending on the type of variable, the variables 'information guests', 'information colleagues', 'information manager', 'information online testimonies', 'information other channels', 'ambiguities', 'distribution wishes', 'distribution complaints', 'contact', 'communication' and 'influence' were chosen. The reason for this selection was due to the amount of variables as well as the fact that it was important to know whether or not ambiguities with regards to roles and responsibilities exist, how much information is spread internally, to what extent guest contact takes place, how well communication is between guests and staff as well as to what extent employees' communication skills affect communication in general.

The following summarized results are discussed in section 4.7 and can be found within appendix XXIV. The survey questionnaires can be found in appendix XXV.

'How do you know about guests' wishes and complaints during the phases of a guest's stay?'

The majority of staff retrieve this information via guests (70%) or 21 and colleagues (~77%) or 23. Only a few do so via management (30%) or 9, online testimonies (20%) or 6 and other channels (~7%) or 2 (s. appendix X).

Besides, the standard deviation values are ~0.25 until ~0.5. The opinions disperse about how to retrieve information about guests' wishes and complaints.

'My current role and responsibility when dealing with guests' wishes and complaints during the phases of a guest's stay is clear to me.' 'With regards to me personally, I see ambiguities or uncertainties related to my role and responsibilities within the phases of a guest's stay.'

The majority does not have any ambiguities and roles and responsibilities are clear ((80%) or 24). A minority has ambiguities and thinks that roles and responsibilities are not clear ((20%) or 6) (s. appendix X).

'Guests' wishes and complaints are shared amongst staff during any phase (arrival, check-in, breakfast, dinner, cleaning rooms and personal requests) of the guest's stay.'

The mean values are ~3.89 and ~3.96 of which the scale ranges from 1 (insufficient) up to 5 (sufficient) (s. appendix XI).

'How often do you get into contact with guests to ask them about their satisfaction during the phases of a guest's stay?' 'How would you rate the current communication between you and the guest during all phases within the stay of a guest?' 'Do you think your skills (communication, guest contact, guest service etc.) affect communication negatively?'

The first mean value is ~3.25 meaning that the level of contact is at a level of some and regular guest contact. Concerning the quality of communication, the mean value is ~3.59, which means that the quality is between moderate and good. There hardly exists a negative effect of communicative skills on

communication (~1.33) on a scale from 1 until 5. So the majority is confident supported by the standard deviation value of ~0.78 (~1.33 + ~0.78 =2.11) (s. appendix XI).

4.2 Bivariate analysis staff survey

Within the bivariate analysis for the staff survey, eight variables and their relationships were analyzed with the help of either cross tabulations or correlations. The chosen variables were 'contact', 'distribution guest wishes', 'distribution guest complaints', 'ambiguities', 'roles', 'responsibilities', 'influence' and 'communication'. The selection was based on the high amount of possible relationships between variables and the fact that the focus of this research does not lie on gender differences. It was important to know about possible ambiguities when dealing with and communicating guest wishes and complaints in general.

'Distribution of guests' wishes'→ 'contact': H_0 means no correlation whereas H_1 foresees a correlation. The Pearson value of ~0.09 indicates that hardly any correlation exists and is supported by the associated p-value of ~0.67, which is bigger than the chosen p-limit of 0.05. No significant relationship exists and the alternative hypothesis is rejected (s. appendix XII).

'Distribution of guests' complaints'→ 'contact': H_0 means no correlation of this relationship, whereas H_1 does see a correlation between the two variables. The Pearson value of ~0.16 shows a very weak correlation and is supported by the associated p-value of ~0.43 being higher than the p-limit. Therefore, no significance is to be found and the null hypothesis applies (s. appendix XII).

The additional mean values are level of contact, which is rather regular (~3.3), the distribution of wishes which is regular or very regular (~4.0) and spreading complaints being marginally less regular (~3.9) (s. appendix XII).

'Communicative skills'→ 'communication': H_0 means no correlation, whereas H_1 correlation describes a relationship between the mentioned variables. The Pearson value is ~ -0.20 which signifies a negative and very weak correlation. So the null hypothesis is applied (s. appendix XII).

Looking at the mean values, the quality of communication is fair or good (~3.6) and communicative skills of staff hardly have a negative effect on communication (~1.33) (s. appendix XII).

'Communication'→ 'Distribution of guests' wishes' and '~'→ 'distribution of guests' complaints': H_0 describes no correlation, whereas H_1 foresees a correlation. The Pearson values are ~0.57 and ~0.53 indicating strong correlations. Consequently, the null hypotheses are rejected (s. appendix XII).

'Ambiguities'→ 'Role' and '~'→ 'Responsibility comprehension': H_0 formulates no relationships. In contrast, H_1 does see relationships between the mentioned variables. The Cramer's V values are ~0.67 and ~0.54 signifying strong correlations. The null hypotheses are rejected because the majority of staff understand their role (24) and responsibility (22) and have no insecurities (s. appendix XIII).

4.3 Univariate analysis guest survey

Within the univariate analysis, the methods "frequency distribution" and "descriptive statistics" were used. On the basis of the research questions, research objective and the guest survey, the following thirteen variables were chosen and analyzed: 'interaction check-in', 'interaction breakfast', 'interaction dinner', 'interaction personal requests', 'wishes/ complaints check-in', 'wishes/ complaints breakfast', 'wishes/ complaints dinner', 'wishes/ complaints personal requests', 'reaction staff 2', 'reaction staff 3', 'reaction staff 4', 'reaction staff 6', 'distribution wishes/ complaints'. The reason for this selection was due to the amount of variables as well as the fact that it was important to select those phases where wishes and complaints were mainly mentioned or occurred, where staff reacted to them in one way or another as well as the fact that in those phases the highest potential of interaction is to be found in general. Due to the focus of this research, no gender differences are considered.

The variables 'reaction staff 2 up to 6' stand for the reaction of staff during selected phases of a guest's stay. These phases are check-in (reaction staff 2), breakfast (reaction staff 3), dinner (reaction staff 4) and personal requests (reaction staff 6).

The following summarized results are discussed in section 4.7 and can be found within appendix XXIV. The survey questionnaires can be found in appendix XXV.

'During which specific phase(s) (s. underneath) of your stay does employee interaction (personal service etc.) with regards to your wishes and complaints occur?'

Personal interaction mainly takes place during check-in (77.7% or 80) and breakfast (78.6% or 81). Also during dinner (48.5% or 50) and personal requests (43.7% or 45) interaction takes place (s. appendix XIV).

'Did you specify any special wishes and complaints with regards to each phase during your stay? And if so, how did the staff respond to these questions?'

Some guests specify wishes and complaints during check-in (25.3% or 23) and dinner (19.4% or 18). Many do so during breakfast (36.6% or 34) and personal requests (36.7% or 36) (s. appendix XIV).

'If Yes: the staff responded well – adequately – insufficiently'

Most of all guests think that the reaction of staff is insufficient. During check-in ('reaction staff 2') there are 76.9% or 70 and during dinner ('reaction staff 4') 83.9% or 78 that are of this opinion. Also during breakfast ('reaction staff 3'), the majority agrees to that (68.8% or 64) as well as during the phase personal requests ('reaction staff 6') (65.3% or 64) (s. appendix XIV).

'My wishes and/ or complaints during any phase (arrival, check-in, breakfast, dinner, cleaning rooms, and personal requests) of my stay are shared amongst staff.'

The mean value is ~4.1. So the distribution of wishes and complaints is good (s. appendix XV).

4.4 Bivariate analysis guest survey

Within the bivariate analysis for the staff survey, six pairs of variables and their relationships were analyzed with the help of either cross tabulations or correlations. The considered variables were 'interaction' per phase and 'wishes and complaints' per phase. The selection was based on the high amount of possible relationships between variables and the fact that within the univariate analysis, the variable 'reaction of staff' per phase was analyzed. In this case it was more interesting to see how good interaction per phase of a guest's stay as a whole is with regards to wishes and complaints per phase.

'Interaction arrival→ 'Wishes and complaints arrival': H_0 formulates no relationship, whereas H_1 foresees a relationship. The Cramer's V value is ~0.15, which means a very weak relationship. Therefore, the null hypothesis is rejected (s. appendix XVI). Looking at whole figures, during arrival 36 respondents say that interaction does take place, but they do not have any wishes or complaints.

'Interaction check-in→ 'Wishes and complaints check-in': H_0 describes no relationship, whereas H_1 foresees a relationship between interaction and wishes and complaints during check-in. The Cramer's V value is ~0.25 which shows a weak relationship. So the null hypothesis is rejected (s. appendix XVI). Additionally, 47 respondents interact with staff without mentioning any wish or complaint.

'Interaction breakfast'→ 'Wishes and complaints breakfast': H_0 sees no relationship between the mentioned variables. In contrast to this, H_1 describes a relationship. The Cramer's V value of ~0.18 shows a very weak relationship and consequently the null hypothesis is rejected (s. appendix XVI). Considering whole figures, 29 respondents interact with staff and address wishes and complaints during this phase.

'Interaction dinner'→ 'Wishes and complaints dinner': H_0 does not foresee a relationship, but H_1 describes a relationship. As the Cramer's V value is ~0.39, a weak relationship exists. The null hypothesis is rejected (s. appendix XVI). What is important is that 43 respondents do not have any wish or complaint related to dinner and feel that there also is no interaction within this phase.

'Interaction housekeeping'→ 'Wishes and complaints housekeeping': H_0 does not formulate a relationship, whereas H_1 foresees a relationship. The Cramer's V value of ~0.20 indicates a very weak relationship. Ultimately, the null hypothesis is rejected (s. appendix XVI). In addition, 79 respondents do not interact and also do not have any wish or complaint here.

'Interaction personal requests'→ 'Wishes and complaints personal requests': H_0 formulates no relationship, but H_1 foresees a relationship amongst the variables related to the phase personal requests. The Cramer's V value of ~0.23 shows a very weak relationship and therefore the null hypothesis is rejected (s. appendix XVI). Besides, 38 respondents neither perceive interaction nor the need for mentioning wishes or complaints during this phase.

4.5 Descriptive analysis interviews and surveys

The within case analyses of the four management interviews and the qualitative data of the two surveys can be found in appendix XXVII and are part of the descriptive analyses. The abbreviations IE1– IE4 stand for the four managers Mr Schied (IE1), Mrs Braun (IE2), Mr Rittmeyer (IE3) and Mr Mertz (IE4). Besides, the between case analyses and explanatory analyses are based on them and they are referred to within sections 4.7 and 4.8. The management interviews' within case analyses are based on the transcripts which can be found on the CD attached to this paper. The survey questionnaires and interview guide for the management interviews can be found in appendices XXV and XXVI.

Description of between case analyses of interviews:

When starting with the "between case analysis" of all interviews, it can be said that a first similarity is the fragment of viewing personal, direct communication as important whether this may be face-to-face or through hardcopy prints with comments (s. appendix XVII). Besides, a common opinion is that the current communication with guests must be friendly, clear and proactive (s. appendix XVII). Apart from that, using a balance with regards to tools and channels of communication is a shared opinion, may that be different Intranet software or an email program (s. appendix XVII). All interviewees also think that roles and responsibilities are clear in general and everyone is aware of the fact that he or she is responsible for spreading guest complaints or feedback (s. appendix XVII).

Significant differences are the approaches of what the current guest communication looks like. Some take a more emotional approach in this respect, while other interviews express the importance of having a directing center in order to spread guests' wishes and complaints in the resulting fragments (s. appendix XVII). Another aspect that is different is the understanding of roles and responsibilities. Some mention mutual responsibilities for staff and management, whereas others emphasize certain managerial responsibilities when it comes to guiding, instructing and determining individual roles and responsibilities (s. appendix XVII). Again others even see challenges and daily business as an important factor in order to describe those aspects (s. appendix XX). Finally, points of improvement with regards to communication differ, too. Some interviewees do not see any at all (s. XXVII IE 4), whereas others see points of action in anticipation of guest wishes, while others emphasize strategic aspects such as the use of electronic tools or platforms and a strategy (s. XXVII IE 2 & IE 3).

Description of between case analyses of qualitative data guest surveys:

When looking at the codes of the guest surveys, main similarities with regards to wishes are service and staff behavior. Within all phases there are codes to be found which emphasize welcoming and efficient, fast and problem- solving staff behavior as well as service related to information and equipment of rooms (s. appendix XVIII). The similar, main complaints mentioned within the codes of the guest survey are about information and staff behavior. This means that often information and advice is missing when it comes to hotel relevant information and payments. With regards to staff behavior, the main negative aspects concern giving information and reaction to specific wishes or orders of guests (s. appendix XVIII). In addition to this, the main tips for communication improvement focus on technological and staff- related aspects such as technological tools and behavior (s. appendix XVIII).

The main differences with regards to the analysis of the guest survey's codes linked to wishes are about some phases where a lot of codes are about information and advice given by staff as well as internal procedures, whereas others are about the quality and offer of food and beverages (s. appendix XVIII). When it comes to the main differences to be found within codes linked to complaints, it can be said that these mainly concern topics such as information and advice during the arrival and dinner, the quality and offer of food and beverages as well as technological aspects and staff reaction to special wishes or orders (s. appendix XVIII).

Description of between case analyses of qualitative data staff surveys:

The main similarities within the staff survey's open codes are to be found within the axial codes offer of food and beverages, facilities, information, management and staff (s. appendix XIX). The most common aspects mentioned here are related to more diversity or difference within food and beverages, the ability to request special wishes as well as a bigger offer (s. appendix XIX). There also exists a common wish for information and a diverse disposal of and access to information material. When it comes to communication between management and staff, a lack of announcements, consultations, and explanations as well as a feeling of insecurity are weak points (s. appendix XIX).

Concerning the open and axial codes of the staff survey, it can be said that the main differences are categories such as regulations, procedure, innovation and behavior (s. appendix XIX), which are mentioned with regards to different open questions. The aspects mentioned within the axial code regulations differ from those mentioned within procedure. It is on the one hand about times and prices and on the other hand about improvements between and amongst staff and assistance (s. appendix XIX). What is interesting is that only behavior, but not innovation is mentioned within negative influence of skills on communication and tips for improved communication and vice versa (s. appendix XIX). Besides, with regards to the axial code innovation, the focus lies on technological improvements rather than on improvement based on humans and change in general (s. appendix XIX).

4.6 Explanatory analysis interviews and qualitative data surveys

Description of within case analyses interviews:

Starting with the "within case analysis", several relationships amongst the core concepts are to be found when considering the interviews. First of all, many internal circumstances were mentioned which influence communication with guests and amongst staff. With regards to guests, those circumstances influence guest satisfaction in a way that certain behavioral aspects are requested as well as requirements for systems with a focus on guests' wishes and complaints and guest evaluation (s. XXVII IE 1, IE2 & IE3). In contrast to that, there also are internal circumstances which influence staff communication and ultimately guest satisfaction. First of all, the understanding of roles and responsibilities differs per situation or people involved in communication (s. XXVII IE 4). It depends on whether or not it concerns a serious complaint or conflict and if it is communicated amongst colleagues (s. XXVII IE 1 & IE4). Besides, external aspects also have an influence on guest satisfaction and communication. With regards to the influence on communication with guests, it can first of all be said that sufficient guest knowledge, investigation as well as the right use of certain tools and a

strategy are mentioned (s. XXVII IE 2 & IE3). Aspects like environmental, business challenges are named to have an effect on the core concepts, both on the communication with guests but also amongst staff themselves. As a last point which explains the influence of behavioral or psychological methods on the relationship between the two core concepts, it can be said that the first impression, complaint management and reacting to guests play a role as well (s. XXVII IE4). Considering external influencing factors on communication amongst staff and therefore having an effect on the core concepts, the relationship between guest knowledge and anticipation and staff communication is emphasized. It depends on what and how much about guests is communicated and in what way (s. XXVII IE2).

Description of between case analyses of interviews:

Apart from that, looking at between cases of the above-mentioned relationships, similarities are mentioned first. When it comes to handling guests, they all are similar in the way of using behavioral and strategic means. There also exists another similarity with regards to dealing with and registering guests' wishes and complaints in a technological way. A separate system is preferred which records those wishes and complaints and which saves and evaluates guest feedback. A first difference, however, is the fact that reacting to guests is often viewed differently and based on individual positions. Another difference with regards to the relationships stated above is the awareness of the effect that daily business and other external and environmental challenges have on roles and responsibilities and communication with guests.

Description of within case analyses of qualitative data surveys:

Concerning relationships related to the core concepts of the research, a first relationship is between ambiguities and role and responsibility comprehension. On the basis of section 4.2, ambiguities have an influence to what extent staff understands and views his or her individual position and task. In this case, it is a positive influence (s. section 4.2). Similarly to the level of communicating or spreading guests' wishes and complaints, the quality of communication is also related to this. It influences the extent to which those are distributed amongst staff and management and has a positive influence in this case, too (s. section 4.2). Consequently, communicative skills and communication form a relationship in the light of the core concept "internal communication", too. It is clear that those skills have an influence on the quality of communication with guests (s. section 4.2), which in this case is positive and which are skills that are sufficient enough. Besides, another relationship being part of the core concepts can be found between the quality of communication and the extent to which guests' wishes and complaints are distributed within the hotel (s. XXIV). Thanks to the positive communication, those are communicated well (s. section 4.2). Another important relationship to be found is the one between staff and guests during the time, when they mention their wishes and complaints (s. XXIV). This aspect is highly insufficient and is partly due to the lack of flexibility and customized service (s. XVIII). The last important relationship linked to the core concepts "internal communication" and "guest satisfaction" can be concluded from the correlation between interaction and wishes and complaints during breakfast, dinner and housekeeping (s. XXIV). This outcome matches the lack of flexibility and customized service as well as the offer and type of food and beverages, which is often mentioned within the guests' open codes (s. XVIII).

Description of between case analyses of qualitative data surveys:

An important similarity which can be retrieved from the above lies within the relationships concerning communication, communicative skills and distribution of guests' wishes and complaints. These aspects are all related to and influence each other depending on the quality or sufficiency of one of them. In this case, the connection and influence is positive (s. section 4.2). Apart from that, the distribution of guests' wishes and complaints has to be considered differently as this is being done anyway (s. section 4.5). The reason for this being mutual responsibility regarding fast reaction and guest service (s. section 4.5).

Differences of relationships can be found with regards to those between the aspects of role and responsibility comprehension, ambiguities and the interaction to wishes and complaints during breakfast, dinner and housekeeping. These relationships are on the one hand about internal, individual procedures and understanding and on the other hand about individual, communicative influences. They depend on the one hand on internal communication and procedures with regards to role and responsibility descriptions and on the other hand on individual communicative skills.

When looking back and describing the coding process, it can be said that per interview and survey the open codes are filtered or established per research question. Per interview, the answers of the interviewee are checked and open codes per question are inserted. By doing so, aspects of the research questions are mentioned in a short and summarized way and followed by specific examples or paradoxes and so forth. Next to individual opinions, also emotional aspects both from an individual point of view as well as linked to the research questions are inserted. All fragments are shown in the form of side comments per answer of the interviewee. Beside this, many open codes that were created included specific opinions and links to internal and external influences on communication and the way communication is done and set up between departments. Also with regards to points of communicative improvement, many open codes that were analyzed are linked to internal and external factors like challenges.

4.7 Discussion

Discussion quantitative data:

When looking at the outcome of the staff survey, it can first be mentioned that the guest information such as guests' wishes and complaints are mainly collected and obtained via guests or colleagues directly (s. appendix XXIV). It becomes evident that staff hardly read online testimonies and comments and thus lack a lot of important information.

Besides, roles and responsibilities are clear and there are no ambiguities about individual role or responsibility comprehension (s. section 4.2). Apparently, the descriptions of jobs and positions as well as tasks or explanations are sufficient enough. Next to this, the quality of communication is moderate or good and influences the distribution of guests' wishes and complaints (s. appendix XXIV). However, this is a paradox as not many channels or ways of communicating with guests are used. Linked to this, there exists confidence in communicative skills and those do not have a negative influence on communication with guests (s. section 4.2). This is in line with the quality of communication.

Finally, when looking at the aspect of distribution of guests' wishes and complaints, it does not depend on the level of contact with guests, which is rather different in terms of frequencies (s. XXIV). Currently, they are distributed regularly (s. section 4.2). However, based on the statistical outcome (s. section 4.1), there also are other ways of distributing guests' wishes and complaints such as in an indirect, technological way. But they mainly are retrieved from guests and colleagues (s. section 4.1).

As the outcome of the guest survey's results shows, the aspect "level of interaction" like personal service mainly takes place during the selected phases of check-in, breakfast and dinner (s. XXIV). This is probably due to the nature of contact, which is of a more serving and direct character. With regards to when wishes and complaints per selected phase appear, it can be concluded that probably mainly questions and personal requests are addressed and not wishes and complaints. Nevertheless, they do appear especially during breakfast and personal requests (s. XXIV).

A major point of attention, however, is staff's reaction to guests' wishes and complaints during the selected phases (s. section 4.2). Their reaction is evaluated as insufficient (s. section 4.3). This might be due to a lack of flexibility or a customized approach (s. XVIII). Besides, the quality of distributing guests' wishes and complaints matches with staff's opinion about distribution or communication of those. In general, they are rather well or well distributed, which certainly and partly is due to the high understanding of individual responsibility (s. section 4.5).

Considering the interaction like personal service per chosen phase within the data analysis, it can be said that mainly during the arrival interaction takes place and most probably asking questions and small talk as well (s. XXIV). This seems logic as luggage is taken to the room, drinks are offered and aspects concerning the hotel and the town are explained. Besides, during the phases of breakfast, dinner and personal request situations, interaction takes place even more intensely and especially during breakfast wishes and complaints appear (s. XXIV). This is also underlined by the open codes of the guest survey, where many wishes and complaints concern the offer of food and beverages (s. XVIII). During dinner and personal requests, wishes and complaints sometimes occur. While having dinner, addressing a wish or complaint is influenced by interaction during this phase (s. XXIV). This again is due to the high probability of satisfaction or dissatisfaction with food and beverages or service (s. XVIII). When looking at the check-in phase, some interaction takes place, hardly any wish or complaint is mentioned and maybe only some small talk and questions take place and appear (s. XXIV). Similarly to the arrival phase, this phase is mainly meant to explain different aspects. In contrast to this, during housekeeping interaction like personal service takes place only on occasion and the level of interaction again has an influence on addressing a wish or complaint (s. XXIV). Also wishes and complaints are hardly mentioned (s. XXIV & XVIII). This outcome reveals a positive understanding of role and responsibility as well as guest satisfaction.

Discussion qualitative data:

Starting with similarities amongst the interview summaries (s. appendix XXVII) a few similarities are to be found with regards to an internal communication structure. A proactive, friendly behavior (s. appendix XXVII IE 1, IE2 & IE 4) as well as the reception as a directing center (s. appendix XXVII IE3, IE 2) is mentioned. Looking at personal channels being part of the core concept "internal communication", similarities can be found within face-to- face communication (s. appendix XXVII IE 1, IE 2 & IE 4). IE 4 prefers to clarify "things face-to-face or eye-to-eye" (s. transcript IE 4, l. 23). Apart from that, also briefings, meetings and conversations are important personal channels (s. XXVII IE 1, IE 3).

With regards to electronic tools, different Intranet software and an email program are preferred (s. XXVII IE 1– IE 4). This is underlined by "on the one hand using emails and on the other hand using our reservation system" (s. transcript IE 1, l. 45–46).

When it comes to similarities regarding role and responsibility, most of the interviewees view them as clear (s. XXVII IE 1, IE 2 & IE 4) and many think that mutual responsibility exists when dealing with guests' wishes and complaints (s. XXVII IE 1, IE 2).

In similar hotels, many interviewees view software programs as possibilities for Navigare NSBhotel to implement an internal communication structure (s. XXVII IE 1, IE 3). Apart from that being a common example, another shared example amongst similar hotels is the use of hardcopy communication like memos (s. XXVII IE 1, IE 4) and blackboards (IE 4). "There also are well known examples of using memos (…) as part of an internal communication structure" (s. transcript IE 1, l. 98). "(…) hardcopy communication where information is printed out and hung onto blackboards" (s. transcript IE 4, l. 83) is another popular example of communication.

A first difference with regards to the current internal communication is viewing the customized focus as important (s. XXVII IE 2) as well as using the strategy of emotions and the first impression (s. XXVII IE 4). With regards to personal channels, management has the authority to communicate with guests in case of a serious issue or complaint (s. XXVII IE 1). Another difference amongst opinions is about electronic tools where the telephone is considered to be highly important (s. XXVII IE 3).

Considering role and responsibilities, a difference can be found concerning the distinction between daily business and challenges. With regards to challenges, they are often not clear and lack description on a daily basis (s. XXVII IE 3). Roles and responsibilities are often "not clear enough when it comes to special challenges" (s. transcript IE 3, l. 57) and "more detailed descriptions of tasks are often lacking" (s. transcript IE 3, l. 54). Besides, according to IE 4, the description of those roles and responsibilities is up to management. It is also the task of management to filter information (s. XXVII IE 4). Management is responsible for gathering and spreading guest information to staff (s. XXVII IE 2). When looking at the hotel's possibilities for an implementation of an internal communication structure, a difference lies in establishing a system for guests' wishes and complaints only (s. XXVII IE 2) and focusing more on face–to–face communication (s. XXVII IE 4).

On the basis of a more human perspective, improved staff reassurance and confirmation by better visualizing and sharing positive guest feedback is another preference for an internal communication structure (s. XXVII IE 2). Doing so "would serve a feeling of confirmation, reassurance" (s. transcript IE 2, ll. 65). Concerning common examples, differences are viewing the reception as a directing center (s. XXVII IE 2) and improving the use of oral and electronic communication (s. XXVII IE 2). "The hotels I got to know definitely used oral and electronic means of communication via different systems" (s. transcript IE 2, ll. 72– 73).

Finally, concerning the aspect preferences of the research questions, a difference can first of all be found in wishing for an effective, binding connection of all hotel departments (s. XXVII IE 1) as well as a more customized approach by for example using pre– calls and motivating guests to evaluate the hotel (s. XXVII IE 3). Based on the aspect points of improvement, considering a more strategic perspective, a selection of the right tools and strategies is mentioned (s. XXVII IE 3) as well as direct communication,

better investigation, note- taking and spreading, saving and distributing guest complaints (s. XXVII IE 2).

When now looking at similarities and differences of the results of qualitative data between interviews and surveys, it can be said that opinions about the way of communicating is similar with regards to staff and management, namely that direct communication is mainly preferred (s. section 4.5). Both respondent groups are also looking for a more efficient, technological and human way of connecting the departments and they view the reception as the directing center when it comes to spreading guest information such as their wishes and complaints.

However, the opinions differ with regards to role and responsibility comprehension. Most members of management and heads of department are of the opinion that this aspect is clear, even when facing challenges or serious guest complaints (s. section 4.5). This is not the case for some staff members as they are sometimes unsure as to how to react to guests' wishes and the need for better explanations, specifications and even improvement of the English language or the wish for communication training (s. section 4.5).

Considering the way of communicating with guests and handling specific wishes and complaints, both management and staff have a different focus. Some value or prefer the first impression, others put focus on more emotional or strategic approaches. This means offering proactive and friendly, forthcoming behavior, fast reaction or selecting the best communication and marketing tools (s. section 4.5). When comparing the results of the guest and staff survey, it can first of all be said that the quality of communication matches the overall impression of staff's self- evaluation and guests' comments when it comes to fast and efficient reaction, providing information and advice. However, many guests are often looking for more flexibility and the realization and reaction to special wishes or orders as well as more diverse food and beverages and more knowledge about the town where the hotel is located (s. section 4.5). Beside this, the type of wishes and complaints mentioned by guests and perceived by staff differ in several aspects. Staff perceives wishes and complaints related to procedures, whereas guests mention specific wishes and complaints with regards to regulations, innovation and behavior or external factors (s. section 4.5).

Resulting from this outcome, possible alternative solutions for the advice (s. section 5) can be an internal communication plan due to the necessity of a strategic and efficient combination of different means of communication and connection of departments. Another possibility can be an additional workforce. This could be an employee dealing with changes of guests' wishes and complaints in order to stay informed about the needs and wants and to establish more contact. It could be also possible to offer communication training to staff because guests often complain about bad communication skills and inappropriate behavior on behalf of staff. There also exists the need for a combination of different communicative tools and ways as well as more adjustment with regards to roles and responsibilities when dealing with challenges related to dealing with guests.

4.8 Conclusion

When starting with the first research question about what the current internal communication structure consists of, it can be said that mainly personal channels of communication are used (s. section 4.7). This is due to financial reasons and the amount of staff as well as to different, strategic approaches of guests such as emotional ones, focusing on the first impression or more communicative, marketing approaches (s. XXVII IE 3 & IE4). With regards to the core concept's element information, it can be said that information related to specific guests' wishes and complaints is filtered through trace lists, emails and an Intranet software which is especially used by the reception (s. XXVII IE 1- IE4). Besides, information is also filtered through direct guest contact and communication with colleagues (s. section 4.7). Apart from that, information is categorized into guest wishes and complaints in this way as well as through paper notices and personal communication.

In addition to this, the perceived role and responsibility description differs amongst management and staff and depends on daily business and challenges as well as on the seriousness of guest complaints (s. section 4.7 & XXVII IE 3). Management and heads of department are mainly of the opinion that roles and responsibilities in general are clear and they take an assisting but also encouraging and authoritarian approach with regards to serious complaints (s. section 4.7 & XXVII IE 1). However, staff generally knows about their individual roles, but they sometimes feel insecure about how and to what extent they should react to guests' wishes. Related to this, they also wish for more specifications from the managerial side (s. section 4.7 & appendix XIX).

Finally, electronic tools of communication are preferred but mainly viewed as too expensive. Yet again, Intranet software and an email program are the main electronic tools which are used (s. section 4.5). When looking at what kinds of possibilities Navigare NSBhotel has in order to set up an internal communication structure, it can be said that beside personal channels of communication and the use of paper notices, also blackboards and personal comments with instructions and information for staff members should be used (s. XXVII IE 3, section 4.5). With regards to filtration of guest information, anticipation of wishes and complaints can be further extended and a special platform for specific guest wishes and complaints could be set up (s. XXVII IE 2, section 4.5). Concerning possibilities with regards to role and responsibility description, the hotel's management and heads of department could partly offer more specifications and explanations with regards to communication and reactions to guests' wishes and complaints as well as offering training (s. appendix XIX). Furthermore, the hotel can further use an email program or Intranet software (s. section 4.5).

Concerning the future situation, Navigare NSBhotel can use examples of similar hotels in order to implement an internal communication structure. On the basis of the interviews (s. appendix XXVII), it became clear that similar, small hotels mainly use direct communication, paper notices and certain email programs and Intranet software, too. Finally, concerning preferences for an internal communication structure, they are often similar amongst management and staff. Both respondent groups are of the opinion that personal channels of communication such as direct communication are most important (s. sections 4.5 & 4.7). With regards to filtration of information about guest wishes and complaints, it can be said that yet again emails and paper notices as well as digital trace lists are used and some heads of department even suggest the use of a separate system only used for entering guest

wishes and complaints (s. XXVII IE 1– IE 4). Next to this, categorizing positive feedback related to staff performance is suggested in order to encourage staff (s. XXVII IE 2).

With regards to role and responsibility description, management and staff approve of an authoritarian responsibility when it comes to serious complaints. At the same time, both groups would like to have a clearer specification of tasks, processes and responsibilities (s. XXVII IE 1 & appendix XIX). Finally, looking at electronic tools of communication and preferences here, it can be said that an email and Intranet program is sufficient, when keeping financial and human resource limits in mind (s. section 4.7). Guests' preferences are similar when it comes to personal communication. They prefer personal, direct communication as well as indirect forms like feedback forms, too. Besides, some guests wish for a separate platform to register individual wishes and complaints and would prefer feedback buttons or an additional hotel application where they could get information. They could also appreciate online check-in (s. appendix XVIII).

When looking at the first sub- question and at the descriptions of the between case analyses of qualitative data from the guest and staff survey about guests' main wishes and complaints (s. section 4.5), it can be said that the main wishes and positive notices are linked to service, staff behavior, information and advice given by staff and internal procedures. Wishes connected to service and staff behavior are about the type of information given, the equipment of rooms as well as welcoming and efficient staff behavior. Besides, the quality and offer of food and beverages as well as its diversity are another wish (s. section 4.5). In contrast to this, the main complaints mentioned are linked to information and staff behavior again. There seems to be a lack of information about the hotel and its surroundings. Means of payment are also criticized. Besides, other main complaints are about opening hours of facilities and check-in/ check-out, prices and staff's assistance and reaction to special guests' wishes and orders (s. section 4.5). In addition, there also are complaints linked to giving information and advice especially during the arrival phase and dinner as well as technological innovation (s. section 4.5).

Concerning the second sub-question, the guest journey model on the one hand served as guidance when observing and experiencing a guest's stay at the hotel in order to find out about the specific phases. On the other hand, it also determined the focus on a specific aspect within the model relevant for this research, namely the aspect experience (s. core concept guest satisfaction). Based on this, the staff and guest survey was focusing on questions about the particular phases. The model was also used for analyses with an emphasis on similarities and differences between staff's and guests' opinions regarding guests' wishes and complaints per phase (s. section 4.6) as well as within the two surveys separated from each other (s. section 4.5). The model also contributed to this analysis as it made it possible to find out about influences of certain variables per phase leading to guest satisfaction or dissatisfaction (s. appendix XXIV).

When looking at the third and fourth sub-question, it can firstly be said that elements of an internal communication structure are channels of communication like personal channels. Besides, the aspect information with sub-aspects such as prioritization, grouping and description as well as electronic tools of communication are elements, too. This was concluded on the basis of literature research in section 2.2. Starting now with the 7S-model's aspect systems and the answer to the question how this component contributes to a more effective internal communication structure on the basis of the concept's elements, it was found out that through direct communication systems, a structure is and

will be efficient. Apart from that, systems in forms of hardcopy communication and digital logbooks as well as Intranet software help to prioritize information and formulate or communicate responsibilities. However, there is a need for more clarity and separation with regards to the use of logbooks. With regards to electronic communication systems, the element obviously serves to distribute guests' wishes and complaints in form of Intranet and emails. Nevertheless, there is a lack of variety in using different channels. The second chosen element style with a focus on management style contributes to a more efficient internal communication structure by establishing a combination of mutual responsibility, a proactive attitude and authority when dealing with guests' wishes and complaints. Concerning staff skills, it has to be mentioned that communicative skills were evaluated as sufficient and lead to a more efficient structure by giving relevant advice, information and acting proactively, in general. When looking at the model's element strategies, it can be said that there exist several strategies next to a possible alternative (s. section 5.2) for a solution to the management problem. Those strategies include a better connection of the hotel departments, the use of Intranet software, a higher number of channels to retrieve guest information as well as the selection of the right communicative tools, being a mixture out of written, oral and electronic communication means.

With regards to the knowledge questions and the management question, it can be said that, in addition to the definitions in section 2.2 and appendix II, first of all guest satisfaction is a combination of efficient, flexible and proactive staff behavior, a customized focus per guest, a more diverse way of guest information gathering and innovation. Besides, an internal communication structure is also about a combination of suitable, individual personal and electronic ways of communication as well as an efficient connection of departments supported by well-structured, clear hand-written and technological means of communication. By improving staff behavior, by focusing on the individual customer and using more channels for gathering guest information as well as by setting up new Intranet software, by implementing an application or combining software, guest satisfaction can be improved. Finally, also a clear and separated use of hand-written communication tools such as logbooks and memos or blackboards serve guest satisfaction in the long run and also create a sufficient internal communication structure.

4.9 Reflection

Starting with reliability aspects, it can be said that there are weak points such as random errors which cannot be avoided and which are not predictable such as the type of guests, staff and management, their knowledge about a certain case study as well as their emotional constitution (Sliedrecht, 2016). Besides, the fact that values amongst almost all variables are missing makes the study less internally reliable (Sliedrecht, 2016). This is due to the fact that respondents did not know the answer or forgot to answer or sometimes might have found the questions too difficult or complicated. The same applies to the data collection of managerial interviews where random errors such as imprecise answers to interview questions appeared. Other aspects are also random errors due to the translation of the interviews from German into English. These aspects might lead to a lack of accuracy and precision.

In contrast to this, a strong point with regards to reliability is the fact that the questionnaires were presented in English and German. This offered clarity and a better understanding of the questions.

Besides, considering the samples, it can be said that samples out of two different populations were drawn which both had similar characteristics (Verhoeven, 2011). When looking back at the respondent group "guests", English-and German-speaking, mainly adolescents and adults were approached. In the end, a sufficient amount of questionnaires were gathered, namely 112, which is more than the expected minimum of 100. With regards to the sample which was drawn from the population "staff", all 30 employees were approached with similar characteristics. They all speak English or German and have experience with the hotel. The same applies to the sample drawn from the respondent group "management and heads of department". All four managers or heads of departments were interviewed, speak English or German and have experience with the hotel.

On the basis of the above, another researcher would have come to the same conclusion and results as the amount of missing and imprecise answers did not seriously affect the quality of data retrieved. This can be seen from the extensive results and qualitative analysis sections (s. sections 4. & 4.5). Besides, imprecise translation did not influence the essence of the information, which can be seen in the sections mentioned as well as in the conclusion (s. section 4.8) and the different code trees (s. XX–XXII).

Finally, focusing on weak points of external validity, it has to be mentioned that the conclusions drawn cannot be applied to all kinds of cases. They might be applicable to only similarly small hotels. With regards to strong points of external validity, it can be said that the conclusions drawn can be generalized for other small hotels because internal communication is a common business problem. They can be generalized because the given circumstances within this type of hotels would be similar, too (Sliedrecht, 2016). A limited, small amount of employees, a limited amount of technological equipment and possibilities as well as business and leisure guests that frequent the hotel would be examples.

With regards to internal valid aspects and weak points, a first aspect to be mentioned is the amount of analyses due to a combination of quantitative and qualitative research. This leads to an even more complex and time-consuming analysis part. Apart from that, another weak point is the fact that no other expert or researcher checked the conclusion (Sliedrecht, 2016).

Besides, a first strong aspect is the fact that suitable measurement instruments such as self-completion surveys and face-to-face interviews were chosen as the research study uses an applied, holistic approach (Verhoeven, 2011). A first argument why these instruments were suitable is that the research study is about a familiar topic, namely guest satisfaction and internal communication. Therefore, an applied, holistic as well as explanatory rather than an exploratory approach was feasible. A last argument which makes this study valid is also that the three research units were studied within the environment of the hotel and that the relationships between the topic and its core concept were described and explained. Apart from that, the drawn conclusions make sense. There are no systematic errors due to missing analysis parts, wrong transformation of data into SPPSS or imprecise coding (Sliedrecht, 2016). Next to this, a triangulation as well as a member validation were used because conclusions were checked with stakeholders such as the first examiner and the research mentor as well as the use of different data collection methods mentioned above (Sliedrecht, 2016).

When considering construct validity, a weak aspect to be taken into account is the lack of references to experts and their opinions (Sliedrecht, 201). However, a strong point is that the operationalization

covers the concept as literature was used for the interview guide and the construction of the surveys. Besides, as qualitative research was done as well, the coding is part of operationalization and serves as a strong point with regards to construct validity (Sliedrecht, 2016).

5. Advice

5.1 Introduction

In order to be able to draw up an advisory report, the advice objective is a necessary requirement. The objective of the advice is to establish an internal communication structure in order to improve guest satisfaction during the guests' stay in a behavioral and technological way. The aim is also to connect hotel departments and to innovate the access to guest data such as guest wishes and complaints that occur during all phases of a guest's stay. It will also be important to analyze these data. This will lead to a better knowledge of the hotel's guests as well as being better informed about and prepared for guests during their stay. On this basis, advice can be given and proposed as an answer to the management question: 'How can Navigare NSBhotel adapt to wishes and complaints of guests in order to improve guest satisfaction by means of establishing an internal communication structure during the guests' stay?' Compared to a detailed implementation plan, a PDCA cycle (Moen, 2006) is shorter and more feasible in order to give advice as elements such as several strategic plans, descriptions of expected difficulties and schedules are not applicable. Only the description of steps, activities and costs is applicable. This cycle contains aspects such as planning, doing, checking and acting (Moen, 2006). First of all, different alternative solutions are assessed with the help of set criteria given by the client. On the basis of this, the best possible solution is concluded and an in-depth PDCA cycle is described in order to implement this solution.

5.2 Evaluation of alternative solutions

In order to find out in what way the behavioral and structural improvement described above can be best implemented, three alternative solutions are evaluated and assessed by criteria with scores from 1 to 5, 5 being sufficient (s. appendix XXIII). These criteria are all based on desk research, the field research results and the client, Navigare NSBhotel (R. Schied, personal communication, May, 29). The best possible alternative chosen should, on the one hand, be in line with organizational goals such as increase of guests and their satisfaction, increase of level of communication and increase of profit (s. section 1.1). And on the other hand, they should correspond with the related Critical Success Factors (CSF's) such as 8% increase in number of arrivals related to the development of the year 2015 (s. appendix III), a 4 in level of communication and 5% increase in turnover per year. Critical Success Factors are used in order to evaluate different, possible strategies, planning and also consider the company, competition as well as the environment related to a certain alternative (Leidecker & Bruno, 1984). Considering one year for implementation, reaching a 4, which means 'good' in level of

communication, is feasible and a roughly calculated 5% increase of turnover per year was set in comparison to the changes in turnover from 2014 until 2016 (s. appendix III). The indicated level of communication to be reached is feasible and can be measured by how many of and how well the following communicative aspects are implemented and used.

The first criterion which influences the choice of alternative is staff costs as they are a high cost factor and apply when choosing an employee for tasks related to guest analysis and advertisement. Another aspect is connectivity. This criterion assesses the level of connectivity between staff and systems like possible communication software. Linked to this, efficiency evaluates the combination of personal and electronic ways of communication (s. core concept internal communication structure). Next to this, communication of staff assesses the quality of staff communication, whereas strategic combination evaluates the combination of means of communication and advertisement of activities and success.

When looking at the overview of the assessment (s. appendix XXIII), it can be said that the second alternative 'additional workforce' with a total score of 22 can be excluded from the evaluation as its score is much lower than the ones of 'internal communication plan' and 'further education'. This alternative would be to hire a new employee who focuses on guest analysis and advertises the progress and success of the internal communication plan. Considering the alternative 'internal communication plan' and 'further education communication', they both score insufficiently (1) or 'not applicable' on the criteria staff costs (s. appendix XXIII). This is due to the fact that having an employee working with guest information like their wishes and complaints is not applicable. The alternative 'further education in communication' included the aspect of booking an in-house trainer in the field of communication in order to give further education to all 30 staff members. When looking at the criteria 'connectivity' and 'efficiency', the 'internal communication plan' as the first possible solution scores a 5 both times, whereas 'further education in communication' scores a 3 and a 4 (s. appendix XXIII). The first alternative scores highest as such a plan contains the use of possible new technological communication systems and ways of combining personal communication. In contrast to this, training in communication focuses more on interpersonal communication rather than on the use of the best technological means, which can also be seen on the better score of a 5 compared to the first alternative (s. appendix XXIII). However, looking at 'strategic combination', the communication plan scores higher (5) as the use of means of communication is more diverse together with advertisement of success and activities related to it than training (s. appendix XXIII). Apart from that, taking part in special communication training is cheaper (5) than introducing communication software (2) (s. appendix XXIII). Ultimately, this leads to a total score of 28 for the alternative internal communication plan.

Once again, in order to evaluate the description of an implementation planning for the alternative mentioned above, the CSF's such as increase 8% in number of arrivals, increase level of communication to a 4 and 5% increase turnover serve as guidance and measurement for performance. These targets are on the basis of development of financial figures (s. appendix III) and minimum set assumptions. The time for a successful implementation and the alternative is one year.

The following table summarizes the Critical Success Factors and the related key performance indicators and the targets.

Critical success factor	Key performance indicator	Target
Increase level of communication	Level reached (1-5)	4
Increase number of arrivals	% of number of arrivals	8%
Increase turnover	% of turnover	5%

5.3 Implementation

The implementation of the best alternative chosen is on the basis of the PDCA cycle mentioned and contains a time indication, steps and activities. With this framework, the Critical Success Factors explained and the alternative can successfully be reached and implemented.

Plan:

Starting with looking at the current situation of the internal communication and the preferred way, it can be said that there are many similarities on the basis of the chosen 7S-model's elements (s. section 2.2). When looking at the element systems, it can be said that the existing resource allocation and measurement procedures are part of the current internal communication structure as well as the preferred one. The reasons for this are that NSB data as well as a regular performance analysis provided by the external partner, Customer Alliance, are used. Nevertheless, the staff wishes their work to be appreciated. Directly spreading positive feedback and displaying it is preferred by employees. With regards to style, there exists a shared opinion in terms of being proactive and feeling responsible. However, there also exists a typical hierarchical behavior in case of serious guest complaints where it is up to management to take a decision. Besides, considering the element skills, there exists the goal of diversifying the access to and use of NSB's data source in an effective way. Finally, the element strategy is similar to the element mentioned above. The hotel seeks to gain competitive advantage by implementing an internal communication structure as well as by having and using more guest data. Besides, the number of arrivals decreases, whereas the prices turnover increases (s. appendix III). Apart from that, there exists a high demand on improving staff behavior for more innovation and a better communicative connection of the hotel departments (s. section 4.7). The potential financial growth and growth in performance would support the mission of Navigare NSBhotel (s. section 1.1).

Do:

Within this part of the PDCA cycle, all steps to be considered are shown and elaborated depending on when they take place in order to be able to successfully introduce an internal communication plan within Navigare NSBhotel.

Time indication	Steps	People
3 weeks	Installation communication software	Navigare NSBhotel, Axero

4 weeks	Connection Intranets	Navigare NSBhotel
4 weeks	New task description guest analysis	Manager
2 weeks	Selection head of department	Manager
12 weeks	Advertisement	Manager, direction assistant, expert company

The first step within the implementation process of the internal communication plan for Navigare NSBhotel is to install a new communication Intranet software. This is taken care of by the hotel and an expert of the recommended expert company Axero (Axero, 2017) and takes an estimated time of about three weeks in total. What needs to be considered here is the installation of the software maintenance and online assistance provided by Axero (Axero, 2017). Management and staff have to be informed about the new software and get assistance.

Another step would be the connection of the two existing internal Intranets, ProTel and OpenTable, and the new software by Axero taken care of by the hotel in general. The process would take about four weeks. This includes activities such as the change of access empowerment, a selection of information getting connected and shared as well as a briefing about how to use these newly organized and introduced systems (Axero software) and in what way they are used. It needs to be ensured that every staff member has access to all Intranet software and gets internal information and information related to guests (external) during all phases of a guest's stay. Considering the three types of Intranet software, the type of information to be entered needs to be separated. First of all, there needs to be an overview of all kinds of information being recorded and a categorization of information. A first categorization would be using the two existing Intranets for external use only and the Axero software for internal and external use. To be more precise, the two existing Intranets would mainly include information about guest wishes and preferences related to restaurant reservations as well as hotel reservations. With regards to the new Axero system, this would contain information related to internal processes and guests. This software focuses on communicating and sharing general guests' wishes and complaints, changes or trends with regards to those wishes and complaints and positive guest feedback related to staff behavior. Part of this information is retrieved from the above-mentioned regular guest analysis. In addition to this, the hotel manager also gets the possibility of having direct access to serious guests' complaints. Apart from that, the software also includes the sharing of internal dates and news. What needs to be stressed is that within all Intranet software, tables with aspects such as date, activity, time, responsibility and an indication of a specific task that was executed or not should be included in an alphabetical order regarding the name of the author of a certain information or task, the related guest or recipient and a date indication. The execution of tasks and the list of information have to be regularly checked and cleared to prevent confusion. It is also necessary to remain up-to-date and to maintain a clear overview of responsibilities and tasks.

The third step within the process would be a new task description for the new task 'guest analysis'. This is planned to be done by the manager for a total of 4 weeks. This description should contain the amount of additional working hours and costs (s. appendix VI) for an existing head of department. It should also recommend sources to be used and inform about how to create criteria and content of the analysis and how to publish it. Important aspects here would be to use online sources such as online travel agencies and their testimonies, as well as Facebook, the hotel's website and internal Intranet for regular publication. The criteria and content of the analysis should be about a regular overview of guests' wishes and complaints and advice for solutions. The related criteria include aspects such as news, clarity, relevance and advice. Besides, another aspect to publish and emphasize is also positive guest comments about staff. Those comments should be hung up on existing blackboards etc. within the departments so that all staff members can see them.

Next, the manager would have to select a person in charge amongst all heads of departments within two weeks for the above-mentioned new and regular task 'guest analysis'. Criteria for selection are availability, task, guest knowledge and guest contact as well as sufficient communicative and computer-literate skills which have to be analyzed during staff conversations in order to decide for one person responsible amongst the four existing heads of department.

The final step is about advertisement within twelve weeks, carried out by the manager and direction assistant as well as by an expert company in printing and creating drafts. The direction assistant's role would be to gather and upload updates and to inform guests about the progress of the implementation process of the internal communication plan and its success. This would be content of advertisement as well as informative brochures and the hotel's website. The brochures are going to be distributed in the hotel. The manager's role would be hiring the best or most suitable expert company for creating drafts of brochures and printing.

Check:

Within this phase, the implementation of the internal communication plan is controlled with an emphasis on gaps. This is done together with the hotel's manager Mr. Schied and other heads of departments. It is important to analyze and evaluate the combination and use of chosen technological and paper tools of communication, the way and content of the analysis of guest information as well as what to advertise. What needs to be stressed is the importance of consulting the management and heads of department as they have to maintain the hotel's mission and vision of ensuring guest and employee satisfaction, high quality in communication and the use of electronic systems (s. section 1.1). If there are no gaps, the process of implementation can be continued and finalized.

Act:

In this phase, the selected electronic tools and print means of communication, the way and content of a guest analysis and what is advertised are implemented within Navigare NSBhotel. Next to the best case scenario where no aspects need to be improved, it is still essential to always check and go through the phases of the PDCA cycle. In this way, gaps and points of attention can be detected and adjustments can be made so that the hotel stays competitive.

5.4 Description of financial implications

The main costs are related to human resources, advertisement and technological innovation. Those costs are needed in order to successfully implement the internal communication plan described above within Navigare NSBhotel. Based on the advisory report within the section mentioned above, the following costs are presented in gross euro amounts as net euro amounts are not known. The costs can be found within the table in appendix VI. Those financial implications are based on financial information and data provided by Mr. Schied, as well as on realistic assumptions and desk research.

First of all, there are a few gross fixed costs related to staff and new software. Those staff costs (De Boer, Brouwers & Koetzier, 2011) include working hours and costs per month. The total working hours per month for the new tasks are calculated for the two staff members, the responsible and the direction assistant. It is estimated that ¼ of the working time is needed for the new tasks explained within the 'Do' phase of the PDCA cycle. This results in 80 hours of working of a total of 320 working hours considering a 40 hours week per month and for both employees (s. appendix VI). The related staff costs per working hour are based on an average gross salary per month of 1,900 € (R. Schied, personal communication, February, 28). Taking the total working hours explained of 160 into account, this would lead to costs of about 23.76 € for both employees and working hour (s. appendix VI). Finally, total gross fixed costs for both employees of 950.40 € per month occur (11,404.80 € per year) due to individual costs per working hour of 11.88 € and total working hours of 80 per month (s. appendix VI). Concerning the introduction of a new communication Intranet software provided by Axero, there are maintenance costs of assumingly 250 € per month involved. This figure is based on assumed 3,000 € maintenance costs divided by 12 months per year (s. appendix VI). The user fee calculated by Axero is 10 € per user, which comes down to total gross costs of 300 € per month for 30 users (Axero, 2017). So a total of 1,500.40 € gross fixed costs per month and 18,004.80 € of gross fixed costs per year apply (s. appendix VI).

Apart from that, there are investment costs involved such as the purchase price including installation costs. In order to install the software by an Axero expert, assumingly 3,500 € including the purchase price (Axero, 2017) and installation costs as well as an estimated amount of about 1,800 € for staff and management online assistance about technologies and usability, content aspects of the software are necessary (s. appendix VI, Axero, 2017). Beside this, there are advertisement costs involved in order to promote and inform guests about internal and communicative changes, progress in implementation and eventual success (s. appendix VI). Based on desk research and an expert company as well as an expert's opinion, average and basic print costs for 1,000 brochures amount to about 28 € (DieDruckerei.de, 2018). Draft costs for professionally designed brochures amount to 2,670 € (Beinert.net, 2018). All in all, these investment costs would amount to 7,998 € (s. appendix VI). Finally, the total costs of the 1st year would amount to 26,002.80 € including fixed and investments costs for the implementation of the internal communication plan (s. appendix VI).

5.5 Conclusion

Internal change and adjustments in a communicative and technological way require a comparison of the current and preferred internal communication structure on the basis of the 7S-model as well as an in-depth planning with recommendations for advice. In this way, the initially stated management question: 'How can Navigare NSBhotel adapt to wishes and complaints of guests in order to improve guest satisfaction by means of establishing an internal communication structure during the guests' stay?' can be answered. This question is based on hotel Navigare NSB's aim of introducing an improved internal communication structure in order to ensure guest satisfaction, quality in communication and growth in profit in the long run (s. section 1.1). Besides, this management question also derived from communication defaults between staff and guests (s. appendix I) as well as from a need for more flexibility, better preparation and a customized approach (s. section 4.7).

Based on desk and field research, different angles and perspectives were considered in order to come to the decision presented above. On behalf of the client's perspective and experiences as well as an internal analysis and comparison with regards to the current and preferred internal communication structure, the decision was made to give advice in form of an internal communication plan. Initially, this plan aimed at mainly technological and strategic adjustments and innovation and less at personnel development. This approach was adapted due to the client's need for adjustments concerning staff when dealing with guests' wishes and complaints. Therefore, a combination of technological, strategic, communicative and descriptive aspects related to staff behavior and tasks was chosen and elaborated. For the implementation it was decided that already existing human resources and technological software and communicative processes are used and improved as well as adjusted through innovative tools, strategies and tasks. Besides, the decision was made to introduce a new communicative technology as well as a strategic combination of existing ways and tools of internal communication in order to innovate and improve staff communication and information when dealing with guests' wishes and complaints. Apart from that, another decision was made with regards to staff and their overview of guests and their changes in wishes and complaints. This was described via a regular guest analysis and shared information amongst staff. Besides, staff also stays up-to-date and gets advice on how to prepare for guests and deal with them in order to better adapt.

In line with the objective of the advice (s. section 1.4), short-term benefits consist of getting a regular overview of guest wishes and complaints for further action in form of an innovative, connecting internal communication structure amongst management and employees as well as better access to guest information via the use of different channels. Another benefit would be a better way of knowing guests and being prepared for them as well as consequently reducing guest complaints and fulfilling wishes. Besides, staff behavior when dealing with guests and their wishes and complaints will be improved due to a clearer task and responsibility overview and due to grouping of guest information. Besides, positive feedback is going to be shared with staff and thus their work will be appreciated. Communication amongst staff and management will thus be improved. When considering especially the benefits of the new communication software, it can firstly be said that it is much cheaper than other software. Besides aspects such as innovation and a clearer overview of and access to information, Axero also offers additional services such as support in maintenance, upgrades, updates and communication with one of the company's employees as well as with a user community (Axero, 2017).

These aspects guarantee immediate support, flexibility and inspiration with regards to communication. In addition to this, long-term benefits would lead to an increase in guest satisfaction and number of arrivals. The occupancy rate would increase and there would be a growth in profit.

Concerning future research, a focus can be change management due to internal changes in the field of communication and thus finding out about the steps within such a process as well as its effects on internal systems or structures. This would serve a comparison including similarities and differences with regards to the use and effect of elements such as those of the 7S-model used within the present thesis.

Afterword

When reflecting on my planning and on the organization of my thesis report, there are several strong points to be mentioned with regards to the actions I took throughout my thesis project. First of all, one of my strong points was the ability of planning enough time especially for field research, which took five weeks, as well as for final feedback, which took about one and a half weeks. Like that, I was more flexible as I was able to adapt to the availability of management, heads of department and staff members for interviews. I also calculated enough time for the final feedback. Apart from that, another strong point of mine was the fact that I always planned meetings for personal interviews sufficiently in advance. Thus, I was able to give my interviewees a fair chance to plan their daily work and to be informed about the interview in time. With regards to these two aspects I can additionally say that I personally developed in the way of reassuring myself by planning enough time for the actions mentioned above. When thinking of strong points related to cooperation with others, I can say that the way of planning meetings ahead of time with management and heads of department in a fair way shows that I respected the employees' individual time schedules. In this way, I was able to combine their time with my own time planning.

Concerning my weak points throughout the thesis project and in the light of planning and organization, it needs first of all to be mentioned that in cooperation with others my explanations and instructions sometimes were not clear enough. When talking with two heads of departments and staff members I was obliged to give additional information with regards to the background of my thesis and the topic of my thesis. Consequently, I learned that sending additional, informative emails and reminders are useful in order to better inform interviewees and respondents. Another weak point to be mentioned was my lack of taking minutes in order to prepare for meetings with the examiner as it is advised within the semester guide. Like that, it would have been easier for the examiner to understand what kinds of questions I was going to ask. I also would have got a better overview of my tasks. A final weak point was my time planning for the analysis and the advisory part. I underestimated the time and efforts that it took to analyze data from three different respondent groups and to formulate advice based on the results. Being more aware of the amount of work of individual tasks upfront would have served an even more realistic planning upfront.

To answer the question what I would do in a similar way, I can say that I again would plan interviews with employees ahead of time and in accordance with their schedules. In that way it is easier for them

to plan ahead and for me to assure meetings and be able to schedule them strategically. Apart from that, I would plan the same amount of time for the research phase again. By doing so, I can assure collecting a sufficient number of questionnaires and being more flexible in case of delays or postponing interviews. Concerning aspects that I would do differently, I have to say that I would plan more time for the analysis and advisory part as these parts are time-consuming and very detailed. I learned that these parts of the thesis require revision of material and so it is useful to have additional time. Apart from that, I would also inform respondent groups in a clearer, strategically better way. This means sending informative emails and reminders with regards to the purpose and topic of my thesis. Like that, I would be able to create a more comfortable atmosphere and I would feel better prepared.

When thinking of the value of my thesis for the hotel industry, I would say that it may lead to suggestions or discussions with regards to internal communication structures, different tools to set up such a structure, an overview of relationships between departments and their communication as well as a reflection on the use of current internal communication means and change in this regard.

In conclusion, it can be said that my learning points can be categorized into aspects related to planning and a more strategic approach when informing respondent groups about meetings and the purpose and procedure of my thesis, interviews and surveys. Part of this is also the awareness of more time-consuming parts of the thesis project, which require additional time for possible revision. In contrast to this, positive aspects include the way of planning and thinking of sufficient time within field research and being aware of delays, fluctuations in guest arrivals and flexibility towards opinions of management and heads of departments with regards to distributing questionnaires. Finally, concerning the value for the hotel industry, it can be summarized that my thesis report may lead to discussion about and reflection on existing, individual internal communication structures and ideas for change or improvement.

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Appendices

I. Summary testimonies

For this summary, a period of 2 years, from 2016– 2017, has been chosen.

On the webpage of HRS, negative testimonies criticize the missing acknowledgement of and reaction to guests' wishes about breakfast, the ambiance (music), friendliness and support of staff HRS, 2017).

Besides, on the webpage of HolidayCheck, guests criticize that wishes with regard to service are not sufficiently considered. Apart from that, the hotel does not offer sufficient accessibility for disabled guests. Another aspect is miscommunication as regards the type of rooms that were booked (HolidayCheck, 2017).

On the website of Booking.com, negative critics mainly emphasize aspects and wishes with regard to cleanliness, the equipment of rooms (TV, minibar) as well as to prices in general (Booking.com, 2017).

Finally, guests wish for more information on opening hours. Another criticism is the lack of snacks nd small meals. In addition to this, other negative testimonies within the report were about missing support by staff and miscommunication and lack of reaction to the disposal of welcome presents or special offers such as additional equipment like a pillow (Customer Alliance, 2017).

II. Tree diagram
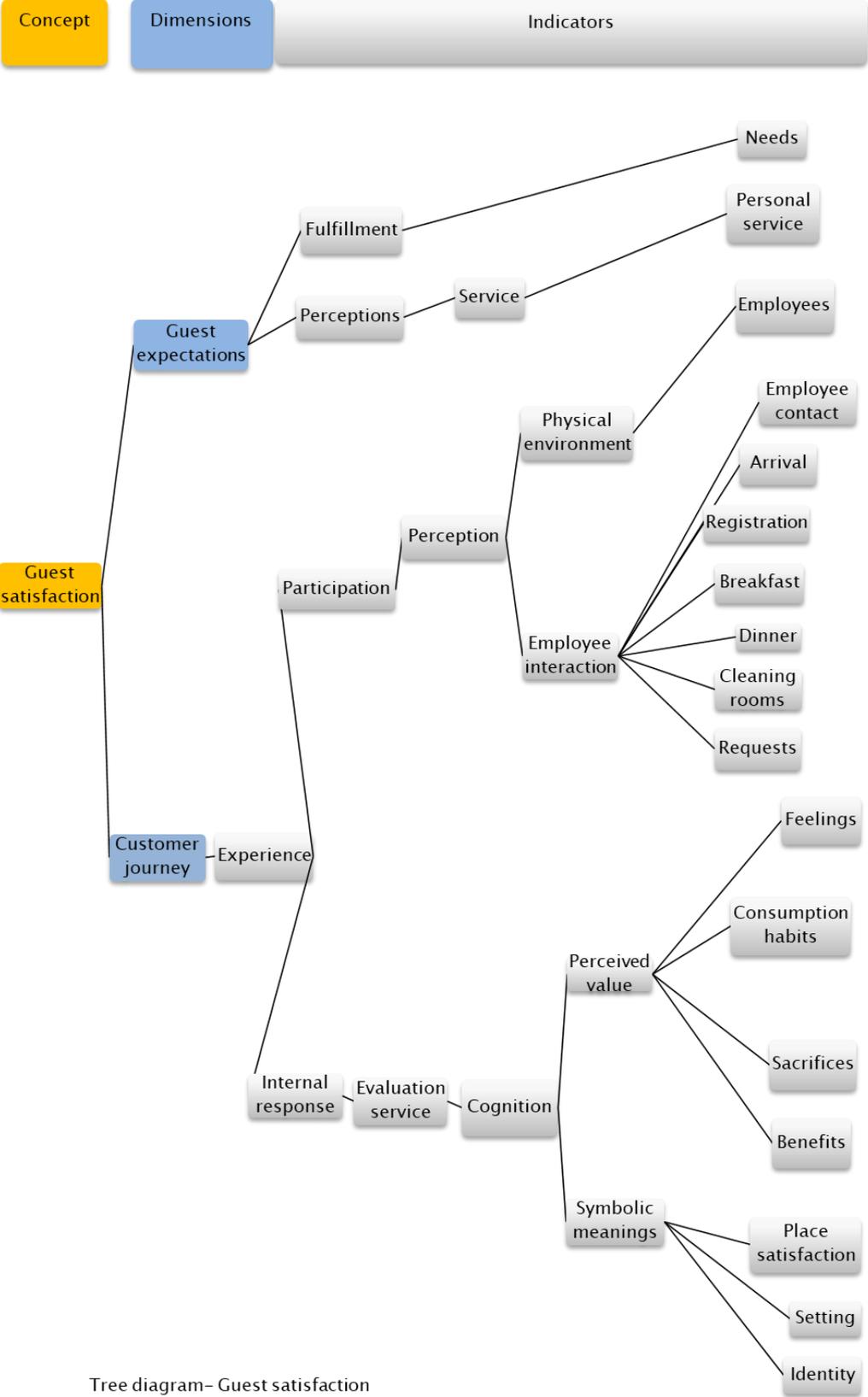
Tree diagram– Guest satisfaction

Concept	Dimensions	Indicators

Channel of communication → Personal → Face-to-face, Word-of-mouth

Information → Prioritisation → Filtration → Personal feedback, Direct reassurance; Categorization → Guest wishes, Guest complaints

Grouping → Selection receiver → Message, Context

Description → Role, Responsibility

Electronic tools of communication → Online media → Intranet software, Social networks; Online publications → Newsletters, Brochures

Internal communication structure

Tree diagram– Internal communication structure

III. Financial figures

	2014	2015	2016
Total Arrivals	11,100	11,900	11, 716
Occupancy Rate	72%	75%	73%
RevPar (€) (per room/ rooms total (32))	62	66	70
Turnover Total (€)	1,320,000	1,420,000	1,440,000

Source: A. Möcker, personal communication, May 26, 2017

IV. Overview of search results

Saxion EBSCO database, Oct. 23

guest satisfaction

1,109 hits

Saxion EBSCO database, Oct. 25

monitoring AND customer information

119 hits

Saxion EBSCO database, Oct. 25

guest satisfaction AND monitoring

9 hits

Saxion EBSO database, Oct. 25

guest satisfaction AND customer information

3 hits

Saxion database, Oct. 25

hotel AND customer information

610 hits

Saxion EBSCO database, Oct. 25

satisfaction AND customer information

570 hits

Saxion EBSCO database, Oct. 31

guest satisfaction

2,985 hits

Saxion EBSCO database, Oct. 31

definition AND guest satisfaction

15 hits

Saxion EBSCO database, Oct. 31

definition AND satisfaction

87 hits

Google database, Nov. 1

internal communication structure

93 hits

Google database, Dec. 2

internal communication structure lead to improved guest satisfaction

76,000 hits

Google database, Dec. 2

internal communication structure guest satisfaction

internal communication structure guest satisfaction

guest satisfaction

88 hits

Saxion Hospitality & Tourism Complete database, Dec. 3

internal communication AND guest satisfaction

1,050 hits

Saxion Hospitality & Tourism Complete database, Dec. 3

internal communication structure AND hotel industry

4 hits

Saxion Hospitality & Tourism Complete database, Dec. 3

internal communication structure AND hotels

6 hits

Saxion EBSCO database, Dec. 3

internal communication structure AND hotel industry

12 hits

Google Scholar database, Dec. 3

internal communiation structure hotels

internal communication structure

hotels

32 hits

Saxion Sage Premier database, Dec. 14

definition guest satisfaction

4,276 hits

Google Scholar database, Dec. 14

definition guest satisfaction

193,000 hits

Saxion EBSCO database, Dec. 14

guest AND satisfaction

882 hits

Google Scholar database, Dec. 16

guest satisfaction

definition

marketing

144,000 hits

Saxion EBSCO database, Dec. 16

definition AND internal communication AND structure

112 hits

Google Scholar database, Dec. 16

definition internal communiation structure

internal communication strcture

432 hits

Google Scholar database, Dec. 16

internal communication structure

internal communication structure

definition, hotels

44 hits

Google Scholar database, Feb. 27

service and cognition and perceived value

1,210,000 hits

Google Scholar database, Feb. 27

service and cognition and symbolic meanings

239,000 hits

Google Scholar database, Mar. 6

internal communication and receiver

1.370,000 hits

V. Sampling requirements

	General	Guests	Staff	Management/ Heads of dep.
Sampling characteristics	Random, generalizable, representative	Random, generalizable, representative	Random, generalizable, representative	Random, generalizable, representative
Sampling method	Purposive & non-probability sampling	Purposive & non-probability sampling	Purposive & non-probability sampling	Purposive & non-probability sampling
Characteristics resp. groups	–	Male/ female, Speak German/ English Business/ leisure, Frequent stay German or other	Male/ female Speak German and English German or other Employed since long/ short time Guest contact Knowledge hotel/ guests	Male/ female Speak German and English Employed since long/ short time Knowledge hotel/ guests Frequent contact with employees
Sample size (total)	~ 150	~100– 117	30	4

VI. Overview of financial implications advice

Fixed costs		
Staff costs	**Total working hours/ month**	Analysis) 2hrs/ working day (20x2hrs) = 40 hrs/ month Advertisement) 2hrs/ working day (20x2hrs) = 40 hrs/ month
	Average gross salary/ month	1,900 €
	Costs/ working hour	Analysis) ~ 11.88 € (1,900 / 160) Advertisement) ~ 11.88 € (1,900 / 160)
	Total gross costs/ month	Analysis) ~ 475.20 € (11.88 x 40)

		Advertisement) ~ 475.20 € (11.88 x 40)
	Total gross costs/ year	Analysis) ~475.20 € x 12 = 5,702.40 € Advertisement) ~475.20 € x 12 = 5,702.40 €
Maintenance/ month		~ 250 € (3,000/ 12)
User fee software/ month		300 € (10 € x 30)
Total fixed costs/ month		1,500.40 €
Total fixed costs/ year		18,004.80 €

Sources: R. Schied, personal communication, February, 28 & Axero, 2017

Investment costs		
Software	Price (incl. installation costs)	~3,500 €
	Assistance costs	~1,800 €
Advertisement	Print costs	~28 € (unit of 1,000)
	Draft costs	~2,670 €
Total costs		~7,998 €

Sources: Axero, 2017, Beinert.net, 2018 & DieDruckerei.de, 2018

Total costs 1st year: 26,002.80 €

VII. Assessment literature sources (AAOCC)

The first literature review source (Dominici & Guzzo, 2010) is an electronic journal article which is authoritarian and accurate. The reasons for this are that the authors' full names are mentioned as well as the publisher (International Journal of Marketing Studies) and the authors' contact details. It can be assumed that they have sufficient credentials as they are working as professors at a university. Besides, another argument is that a bibliography list is mentioned and that the paper is written without errors and that the purpose is clear. It is research about level of customer satisfaction within a case study and gives advice for improvement. In addition, the paper can be seen as objective as findings are based on research and opinions are substantiated by the use of research findings and academic literature. Furthermore, the goals, objectives and motives are clear as they focus on presenting a management approach and research study about level of customer satisfaction as well as giving advice for improvement. Finally, the paper is current and possesses coverage as it was published only 8 years ago and it can overall be retrieved freely on the internet.

The second literature source (Crotts, Mason & Davis, 2009) is an electronic journal article which overall is authoritarian and accurate for the following reasons. The names of both authors, their credentials working as professors as well as the paper's publisher are mentioned (Journal of Travel Research). Moreover, a bibliography list is included, the paper is without errors and a purpose is given. It is about measurement of guest satisfaction and competition within the tourism industry on the basis of a certain qualitative analysis technique. Besides, the journal article is objective as findings are based on research and arguments are substantiated due to those findings and other academic literature. In addition, the goals and motives are shortly mentioned. They focus on providing researchers with the mentioned new research technique in order to measure guest satisfaction and an organization's level of competitiveness. However, objectives are clearly mentioned within the introduction. Finally, the paper is current and has coverage as it was published 9 years ago and it can overall be retrieved freely on the internet.

The third literature source (Gupta & Sharma, 2016) is an electronic, academic journal article which can be seen as quite authoritarian and accurate. The names of the authors, their credentials assumingly working as professors, some contact details and the paper's publisher are mentioned (International Journal of Hospitality & Tourism Systems). Besides, a bibliography list is included, there are no errors in writing to be found and the purpose is mentioned, too. It is about the evaluation of customer satisfaction considering different touristic products offered within an Indian touristic destination. Moreover, the academic article is objective as findings are based on research and arguments are substantiated due to those findings and other academic literature. In addition to this, goals and motives are mentioned to a certain extent, but objectives are not clearly mentioned. Goals and motives include the focus on the evaluation mentioned as well as presenting influencing factors of customer satisfaction specifically for the touristic destination in India. The paper also is current as it was published two years ago, but is restricted in coverage. The reason for this is that it can only be retrieved freely and the easiest via the database EBSCO.

The fourth source used for the literature review (Pijls, Schreiber & van Marle, 2011) is a chapter of an edited book and is overall authoritarian and accurate. First of all, the authors' names, their contact details and the book's publisher are indicated (Rochester Institute of Technology). Next to this, a mentioned bibliography list is another indicator for accuracy as well as the fact that the book chapter is written without errors. There exists a clear purpose of this book's chapter, namely the focus on presenting steps to get insight into guest experience within the hotel industry as well as the aspect of affection linked to this. Besides, the goal is mentioned as well which includes getting insight into guest experience amongst hotels in general and objectives are indicated within the fourth section, too. This chapter also is current as it was published seven years ago, but is restricted in coverage as it can only be retrieved freely and the easiest via the search engine Google Scholar.

The fifth literature review source used (Forbes, 2016) is a tourism industry expert and a webpage. This source is accurate and authoritarian as the author's name and credentials are mentioned and thus can be considered reliable. Besides, the source is reliable as there are no errors in writing and a purpose and motive can be retrieved. It is about presenting methods in order to gain effective internal communication. Linked to that, the source is somewhat objective as arguments are substantiated with examples, quotations and personal as well as industry experts' experiences. However, there are no

clear goals or objectives mentioned. In addition, the website is current as it was published two years ago and has coverage as it can be retrieved freely via the webpage's hyperlink.

The sixth source that has been used for literature research (Involve, 2017) is authoritarian and accurate. The reason for this is that the publisher is mentioned as well as the contact details of this company. Therefore, the webpage can be seen as reliable. Additionally, the webpage is reliable as the writing is without errors and the purpose and motive can be filtered. They include the focus on offering strategic support to clients and presenting factors that define an internal communication structure. The source also is objective to some extent as on the one hand arguments are substantiated by means of expert knowledge and knowledge within the field. But neither goals nor objectives are indicated. Finally, the website is current as it was published one year ago and has coverage as it can be retrieved freely via the webpage's hyperlink.

The seventh literature review source (Yildiz, 2015) is an electronic, academic journal article which is overall authoritarian and accurate. For instance, the name of the author and his credentials working as a lecturer and the paper's publisher (American International Journal of Contemporary Research) are mentioned. Besides, a bibliography list is included, there are no errors in writing to be found and the purpose can indirectly be retrieved, too. It is about the relationship between an internal communication structure and a hotel's performance and presented on the basis of case studies. Moreover, the academic article is objective as findings are based on research and arguments are substantiated due to those findings and other academic literature. In addition to this, goals and motives are mentioned to a certain extent, but objectives are not mentioned. Goals and motives include the focus on giving insight into the factors of this relationship and their influence on both aspects, an internal communication structure and company performance. The paper also is current as it was published three years ago and can easily and freely be retrieved or downloaded from the internet.

The eighth source (Kotler, Bowen & Makens, 2010) is a book which is overall authoritarian and accurate. First of all, the authors' names are indicated, their credentials working as professors are mentioned, too. This is an aspect of responsibility. Next to this, the book is written without errors, includes definitions of terms, case studies and quotations of industry experts and examples which make it reliable. There exists a clear purpose of this book, namely the focus on presenting educational material and knowledge to students about marketing and its terms within the tourism and hospitality industry. This book also is somewhat current as it was published eight years ago, but is restricted in coverage as it can only be bought in shops or online.

The ninth source (Sanchez, Callarisa, Rodriguez & Moliner, 2004) is an electronic, academic journal article which is authoritarian and accurate. For instance, the names of the authors are mentioned, their credentials of probably working as lecturers and the paper's publisher (Tourism Management). Besides, a bibliography list is included, there are no errors in writing to be found and the purpose can be retrieved, too. It is about the term perceived value and its attributes related to consumer purchase and experience and is measured through different items. Moreover, the academic article is objective as findings are based on research and arguments are substantiated due to those findings and other academic literature. In addition to this, goals and motives are mentioned to a certain extent, but objectives are not mentioned. Goals and motives include the focus on giving insight into a way of measurement and specific measurement items in order to evaluate the term perceived value and get an answer to perceived value within consumer purchase and experience. The paper is less current as it

was published more than ten years ago but can easily and freely be retrieved or downloaded from the internet.

The tenth source (Stedman, 2002) is an electronic, academic journal article which can be seen as authoritarian and accurate. First of all, the name of the author is mentioned, his credentials of probably working as a lecturer at an American university and the paper's publisher (Environment and Behavior) are mentioned as well. Besides, a bibliography list is included, there are no errors in writing to be found and the purpose can be retrieved, too. It is about the term symbolic meanings in the context of evaluation of service within the experience phase of the customer journey and its importance being analyzed through a survey about satisfaction and attachment to a certain location in the US. Moreover, the academic article is objective as findings are based on research and arguments are substantiated due to those findings and other academic literature. In addition to this, goals and motives are mentioned to a certain extent, but objectives are not mentioned. Goals and motives include clarity and the aim of testing hypotheses by defining aspects of symbolic meanings and their importance and relationships among each other in light of attachment and satisfaction with a certain surrounding. The paper is less current as it was published more than ten years ago but can easily and freely be retrieved or downloaded from the internet.

The eleventh source (Baker, 2002) is a chapter of a book which is written without errors, includes definitions of terms, parts of a research survey and quotations of industry experts and examples which make it reliable. However, it is not clear form which book this chapter originates and the author's complete name as well as contact details are not included either. What is known is that the author is working for the US Department of Energy in Washington. There exists a clear purpose, namely the focus on organizational communication, types of communication and factors influencing its effectiveness. This book also is not current as it was published more than 10 years ago and it is not clear where and how you can retrieve the complete book. But the chapter of the related book has coverage as it can freely be retrieved online.

VIII. Overview of practical examples management problem

According to Mr. Schied (R. Schied, personal communication, November 30, 2017) serving the wrong breakfast or not having noticed a breakfast request and forgetting to communicate the request to the responsible department is one example. Another example is forgetting to communicate about individual requests such as the offer of fruits, cooking or preparing food in an individual way as well as acknowledging and reacting to guest complaints about pricing and the price/ quality ratio of breakfast. Besides, it is often forgotten to inform all responsible departments about a guest's allergy or intolerance with regards to a certain ingredient or product. So proactive communication about wishes and complaints is necessary. This means that staff has to find out if the guests are satisfied and also to offer them solutions. However, this form of communication is missing (R. Schied, personal communication, November 30, 2017).

IX. Information for the advice

Based on the management question and the theoretical framework, information for the advice is needed from guests with regards to their specific wishes and complaints occurring during all phases of a guest's stay. It is also important to have knowledge about their implementation preferences with regards to an internal communication structure. Other information is aiming at getting to know to what extent guests' expectations and needs are known and what the contact between employees and guests is like.

Information needed from staff includes aspects about implementation preferences with regards to an internal communication structure, to what extent guests' expectations and needs are known and what the contact between employees and guests is as well as how often this contact takes place. Other information necessary is about how guest wishes and complaints during the guests' stay are currently communicated and handled by staff and related to the 7S-model, how staff skills affect internal communication.

In addition, information retrieved from management includes what the current internal communication structure during the guests' stay is and what kind of (technologic) implementation possibilities exist. It is also important to find out what types of internal communication tools and channels are used and to what extent they are used. Other information needed is to what level role and responsibilities clearly exist as well as how guest information is grouped and prioritized in an efficient way (s. section 2.2). Another aspect to be covered is what implementation preferences with regards to an internal communication structure there are. Besides, with regards to the 7S-model, it is relevant to reveal how managerial style affects internal communication and what kinds of strategies are needed for improvement and implementation of an internal communication structure.

In addition to this, information related to what extent internal communication structures exist and how they are implemented in comparable hotels is needed. Besides, information about the chosen aspects of the 7S- model is relevant, too. With regards to the guest journey model, information about what kinds of specific guests' wishes and complaints per phase during the stay with regards to the biggest internal communication problem exist, are known and communicated is necessary. Besides, it is relevant to know how the model contributes to analyzing guest wishes and complaints that occur during all phases of a stay. Finally, this model also serves to get to know how to improve communication in the context of these aspects and the contribution to an internal communication structure for field research.

X. Frequencies statistics and tables staff survey

Statistics

		Sex	Infoguests	Infocolleagues	Infomanager	Infotestimonies	Infootherchannels	Ambiguities 7a
N	Valid	30	30	30	30	30	30	30
	Missing	0	0	0	0	0	0	0
Mean		1,6000	,3000	,2333	,7000	,8000	,9333	,8000
Std. Error of Mean		,09097	,08510	,07854	,08510	,07428	,04632	,07428
Median		2,0000	,0000	,0000	1,0000	1,0000	1,0000	1,0000
Mode		2,00	,00	,00	1,00	1,00	1,00	1,00
Std. Deviation		,49827	,46609	,43018	,46609	,40684	,25371	,40684
Variance		,248	,217	,185	,217	,166	,064	,166
Skewness		-,430	,920	1,328	-,920	-1,580	-3,660	-1,580
Std. Error of Skewness		,427	,427	,427	,427	,427	,427	,427
Kurtosis		-1,950	-1,242	-,257	-1,242	,527	12,207	,527
Std. Error of Kurtosis		,833	,833	,833	,833	,833	,833	,833
Range		1,00	1,00	1,00	1,00	1,00	1,00	1,00
Minimum		1,00	,00	,00	,00	,00	,00	,00
Maximum		2,00	1,00	1,00	1,00	1,00	1,00	1,00
Sum		48,00	9,00	7,00	21,00	24,00	28,00	24,00

Infoguests

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	21	70,0	70,0	70,0
	No	9	30,0	30,0	100,0
	Total	30	100,0	100,0	

Infocolleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	23	76,7	76,7	76,7
	No	7	23,3	23,3	100,0
	Total	30	100,0	100,0	

Infomanager

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	30,0	30,0	30,0
	No	21	70,0	70,0	100,0
	Total	30	100,0	100,0	

Infotestimonies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	20,0	20,0	20,0
	No	24	80,0	80,0	100,0
	Total	30	100,0	100,0	

Infootherchannels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	2	6,7	6,7	6,7
	No	28	93,3	93,3	100,0
	Total	30	100,0	100,0	

Ambiguities7a

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	20,0	20,0	20,0
	No	24	80,0	80,0	100,0
	Total	30	100,0	100,0	

XI. Descriptive statistics and table staff survey

Descriptive Statistics

	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Distributionw	27	4,00	1,00	5,00	107,00	3,9630	,22946	1,19233	1,422	-1,247	,448	1,060	,872
Distributionc	28	4,00	1,00	5,00	109,00	3,8929	,25375	1,34272	1,803	-,977	,441	-,344	,858
Contact	28	4,00	1,00	5,00	91,00	3,2500	,26540	1,40436	1,972	-,135	,441	-1,125	,858
Communication8	29	4,00	1,00	5,00	104,00	3,5862	,20772	1,11858	1,251	-,561	,434	-,486	,845
Influence9a	27	3,00	1,00	4,00	36,00	1,3333	,15097	,78446	,615	2,409	,448	5,151	,872
Valid N (listwise)	21												

XII. Correlations staff survey

1)

Descriptive Statistics

	Mean	Std. Deviation	N
Contact	3,2500	1,40436	28
Distributionw	3,9630	1,19233	27
Distributionc	3,8929	1,34272	28

Correlations

		Contact	Distributionw	Distributionc
Contact	Pearson Correlation	1	,091	,159
	Sig. (2-tailed)		,666	,429
	N	28	25	27
Distributionw	Pearson Correlation	,091	1	,881**
	Sig. (2-tailed)	,666		,000
	N	25	27	26
Distributionc	Pearson Correlation	,159	,881**	1
	Sig. (2-tailed)	,429	,000	
	N	27	26	28

**. Correlation is significant at the 0.01 level (2-tailed).

2)

Descriptive Statistics

	Mean	Std. Deviation	N
Communication8	3,5862	1,11858	29
Influence9a	1,3333	,78446	27

Correlations

		Communication8	Influence9a
Communication8	Pearson Correlation	1	-,202
	Sig. (2-tailed)		,322
	N	29	26
Influence9a	Pearson Correlation	-,202	1
	Sig. (2-tailed)	,322	
	N	26	27

3)

Descriptive Statistics

	Mean	Std. Deviation	N
Communication8	3,5862	1,11858	29
Distributionw	3,9630	1,19233	27
Distributionc	3,8929	1,34272	28

Correlations

		Communication8	Distributionw	Distributionc
Communication8	Pearson Correlation	1	,569**	,527**
	Sig. (2-tailed)		,002	,005
	N	29	26	27
Distributionw	Pearson Correlation	,569**	1	,881**
	Sig. (2-tailed)	,002		,000
	N	26	27	26
Distributionc	Pearson Correlation	,527**	,881**	1
	Sig. (2-tailed)	,005	,000	
	N	27	26	28

**. Correlation is significant at the 0.01 level (2-tailed).

XIII. Cross tabulations and Chi- Square tests

1) Ambiguities -> Role

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Role6a * Ambiguities7a	30	100,0%	0	0,0%	30	100,0%
Responsibility6b * Ambiguities7a	29	96,7%	1	3,3%	30	100,0%

Crosstab

Count

		Ambiguities7a		Total
		Yes	No	
Role6a	Yes	3	24	27
	No	3	0	3
Total		6	24	30

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	13,333[a]	1	,000		
Continuity Correction[b]	8,356	1	,004		
Likelihood Ratio	11,187	1	,001		
Fisher's Exact Test				,005	,005
Linear-by-Linear Association	12,889	1	,000		
N of Valid Cases	30				

a. 2 cells (50,0%) have expected count less than 5. The minimum expected count is ,60.

b. Computed only for a 2x2 table

Symmetric Measures

		Value	Asymptotic Standard Error[a]	Approximate T[b]	Approximate Significance
Nominal by Nominal	Phi	-,667			,000
	Cramer's V	,667			,000
Interval by Interval	Pearson's R	-,667	,152	-4,733	,000[c]
Ordinal by Ordinal	Spearman Correlation	-,667	,152	-4,733	,000[c]
N of Valid Cases		30			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

2) Ambiguities -> Responsibility

Crosstab

Count

		Ambiguities7a		Total
		Yes	No	
Responsibility6b	Yes	3	22	25
	No	3	1	4
Total		6	23	29

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	8,341[a]	1	,004		
Continuity Correction[b]	4,943	1	,026		
Likelihood Ratio	6,724	1	,010		
Fisher's Exact Test				,020	,020
Linear-by-Linear Association	8,053	1	,005		
N of Valid Cases	29				

a. 2 cells (50,0%) have expected count less than 5. The minimum expected count is ,83.

b. Computed only for a 2x2 table

Symmetric Measures

		Value	Asymptotic Standard Error[a]	Approximate T[b]	Approximate Significance
Nominal by Nominal	Phi	-,536			,004
	Cramer's V	,536			,004
Interval by Interval	Pearson's R	-,536	,201	-3,302	,003[c]
Ordinal by Ordinal	Spearman Correlation	-,536	,201	-3,302	,003[c]
N of Valid Cases		29			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

XIV. Frequencies statistics and tables guest survey

Statistics

		Sex	Interactionche ckin	Interactionbre akfast	Interactiondin ner	Interactionper sreq	Wishescomp checkin	Wishescomp breakfast	Wishescomp dinner
N	Valid	104	103	103	103	103	91	93	93
	Missing	8	9	9	9	9	21	19	19
Mean		1,4615	,2233	,2136	,5146	,5631	,7473	,6344	,8065
Std. Error of Mean		,04912	,04124	,04058	,04949	,04911	,04581	,05021	,04119
Median		1,0000	,0000	,0000	1,0000	1,0000	1,0000	1,0000	1,0000
Mode		1,00	,00	,00	1,00	1,00	1,00	1,00	1,00
Std. Deviation		,50093	,41849	,41185	,50223	,49843	,43699	,48421	,39722
Variance		,251	,175	,170	,252	,248	,191	,234	,158
Skewness		,157	1,349	1,418	-,059	-,258	-1,157	-,567	-1,577
Std. Error of Skewness		,237	,238	,238	,238	,238	,253	,250	,250
Kurtosis		-2,015	-,185	,012	-2,036	-1,972	-,677	-1,715	,497
Std. Error of Kurtosis		,469	,472	,472	,472	,472	,500	,495	,495
Range		1,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00
Minimum		1,00	,00	,00	,00	,00	,00	,00	,00
Maximum		2,00	1,00	1,00	1,00	1,00	1,00	1,00	1,00
Sum		152,00	23,00	22,00	53,00	58,00	68,00	59,00	75,00

Wishescomp persreq	Reactionstaff 2	Reactionstaff 3	Reactionstaff 4	Reactionstaff 6
98	91	93	93	98
14	21	19	19	14
,6327	1,4176	1,5484	1,2688	1,5816
,04895	,08279	,08851	,06689	,08572
1,0000	1,0000	1,0000	1,0000	1,0000
1,00	1,00	1,00	1,00	1,00
,48456	,78974	,85359	,64504	,84857
,235	,624	,729	,416	,720
-,559	1,454	1,025	2,166	,927
,244	,253	,250	,250	,244
-1,723	,231	-,833	3,042	-,964
,483	,500	,495	,495	,483
1,00	2,00	2,00	2,00	2,00
,00	1,00	1,00	1,00	1,00
1,00	3,00	3,00	3,00	3,00
62,00	129,00	144,00	118,00	155,00

Interactionbreakfast

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	81	72,3	78,6	78,6
	No	22	19,6	21,4	100,0
	Total	103	92,0	100,0	
Missing	99,00	9	8,0		
Total		112	100,0		

Interactiondinner

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	50	44,6	48,5	48,5
	No	53	47,3	51,5	100,0
	Total	103	92,0	100,0	
Missing	99,00	9	8,0		
Total		112	100,0		

Interactionpersreq

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	45	40,2	43,7	43,7
	No	58	51,8	56,3	100,0
	Total	103	92,0	100,0	
Missing	99,00	9	8,0		
Total		112	100,0		

Wishescompcheckin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	23	20,5	25,3	25,3
	No	68	60,7	74,7	100,0
	Total	91	81,3	100,0	
Missing	99,00	21	18,8		
Total		112	100,0		

Wishescompdinner

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	16,1	19,4	19,4
	No	75	67,0	80,6	100,0
	Total	93	83,0	100,0	
Missing	99,00	19	17,0		
Total		112	100,0		

Wishescompbreakfast

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	34	30,4	36,6	36,6
	No	59	52,7	63,4	100,0
	Total	93	83,0	100,0	
Missing	99,00	19	17,0		
Total		112	100,0		

Wishescomppersreq

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	36	32,1	36,7	36,7
	No	62	55,4	63,3	100,0
	Total	98	87,5	100,0	
Missing	99,00	14	12,5		
Total		112	100,0		

Reactionstaff2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Insufficiently	70	62,5	76,9	76,9
	Adequately	4	3,6	4,4	81,3
	Well	17	15,2	18,7	100,0
	Total	91	81,3	100,0	
Missing	99,00	21	18,8		
Total		112	100,0		

Reactionstaff3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Insufficiently	64	57,1	68,8	68,8
	Adequately	7	6,3	7,5	76,3
	Well	22	19,6	23,7	100,0
	Total	93	83,0	100,0	
Missing	99,00	19	17,0		
Total		112	100,0		

Reactionstaff4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Insufficiently	78	69,6	83,9	83,9
	Adequately	5	4,5	5,4	89,2
	Well	10	8,9	10,8	100,0
	Total	93	83,0	100,0	
Missing	99,00	19	17,0		
Total		112	100,0		

Reactionstaff6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Insufficiently	64	57,1	65,3	65,3
	Adequately	11	9,8	11,2	76,5
	Well	23	20,5	23,5	100,0
	Total	98	87,5	100,0	
Missing	99,00	14	12,5		
Total		112	100,0		

XV. Descriptive statistics and table guest survey

Descriptive Statistics

	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Distributionwc	90	4,00	1,00	5,00	371,00	4,1222	,12425	1,17872	1,389
Valid N (listwise)	90								

XVI. Cross tabulations and Chi-Square tests guest survey

1)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Wishescompa * Interactiona	90	80,4%	22	19,6%	112	100,0%

Wishescompa * Interactiona Crosstabulation

Count

		Interactiona		
		Yes	No	Total
Wishescompa	Yes	11	5	16
	No	36	38	74
Total		47	43	90

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2,130[a]	1	,144		
Continuity Correction[b]	1,401	1	,237		
Likelihood Ratio	2,182	1	,140		
Fisher's Exact Test				,175	,118
Linear-by-Linear Association	2,107	1	,147		
N of Valid Cases	90				

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 7,64.

b. Computed only for a 2x2 table

Symmetric Measures

		Value	Asymptotic Standard Error[a]	Approximate T[b]	Approximate Significance
Nominal by Nominal	Phi	,154			,144
	Cramer's V	,154			,144
	Contingency Coefficient	,152			,144
Interval by Interval	Pearson's R	,154	,100	1,461	,148[c]
Ordinal by Ordinal	Spearman Correlation	,154	,100	1,461	,148[c]
N of Valid Cases		90			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

2)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Wishescompcheckin * Interactioncheckin	88	78,6%	24	21,4%	112	100,0%

Wishescompcheckin * Interactioncheckin Crosstabulation

Count

		Interactioncheckin		
		Yes	No	Total
Wishescompcheckin	Yes	22	1	23
	No	47	18	65
Total		69	19	88

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	5,469[a]	1	,019		
Continuity Correction[b]	4,177	1	,041		
Likelihood Ratio	6,886	1	,009		
Fisher's Exact Test				,019	,014
Linear-by-Linear Association	5,407	1	,020		
N of Valid Cases	88				

a. 1 cells (25,0%) have expected count less than 5. The minimum expected count is 4,97.

b. Computed only for a 2x2 table

Symmetric Measures

		Value	Asymptotic Standard Error[a]	Approximate T[b]	Approximate Significance
Nominal by Nominal	Phi	,249			,019
	Cramer's V	,249			,019
	Contingency Coefficient	,242			,019
Interval by Interval	Pearson's R	,249	,068	2,387	,019[c]
Ordinal by Ordinal	Spearman Correlation	,249	,068	2,387	,019[c]
N of Valid Cases		88			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

3)

Case Processing Summary

		Cases					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
Wishescompbreakfast * Interactionbreakfast		87	77,7%	25	22,3%	112	100,0%

Wishescompbreakfast * Interactionbreakfast Crosstabulation

Count

		Interactionbreakfast		Total
		Yes	No	
Wishescompbreakfast	Yes	29	4	33
	No	39	15	54
Total		68	19	87

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	2,941[a]	1	,086		
Continuity Correction[b]	2,096	1	,148		
Likelihood Ratio	3,139	1	,076		
Fisher's Exact Test				,112	,071
Linear-by-Linear Association	2,908	1	,088		
N of Valid Cases	87				

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 7,21.

b. Computed only for a 2x2 table

Symmetric Measures

		Value	Asymptotic Standard Error[a]	Approximate T[b]	Approximate Significance
Nominal by Nominal	Phi	,184			,086
	Cramer's V	,184			,086
	Contingency Coefficient	,181			,086
Interval by Interval	Pearson's R	,184	,095	1,725	,088[c]
Ordinal by Ordinal	Spearman Correlation	,184	,095	1,725	,088[c]
N of Valid Cases		87			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

4)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Wishescompdinner * Interactiondinner	90	80,4%	22	19,6%	112	100,0%

Wishescompdinner * Interactiondinner Crosstabulation

Count

		Interactiondinner		
		Yes	No	Total
Wishescompdinner	Yes	16	2	18
	No	29	43	72
Total		45	45	90

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	13,611[a]	1	,000		
Continuity Correction[b]	11,736	1	,001		
Likelihood Ratio	15,135	1	,000		
Fisher's Exact Test				,000	,000
Linear-by-Linear Association	13,460	1	,000		
N of Valid Cases	90				

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 9,00.

b. Computed only for a 2x2 table

Symmetric Measures

		Value	Asymptotic Standard Error[a]	Approximate T[b]	Approximate Significance
Nominal by Nominal	Phi	,389			,000
	Cramer's V	,389			,000
	Contingency Coefficient	,362			,000
Interval by Interval	Pearson's R	,389	,081	3,960	,000[c]
Ordinal by Ordinal	Spearman Correlation	,389	,081	3,960	,000[c]
N of Valid Cases		90			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

5)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Wishescomphousekeeping * Interactionhousekeeping	92	82,1%	20	17,9%	112	100,0%

Wishescomphousekeeping * Interactionhousekeeping Crosstabulation

Count

		Interactionhousekeeping		Total
		Yes	No	
Wishescomphousekeeping	Yes	2	6	8
	No	5	79	84
Total		7	85	92

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3,770[a]	1	,052		
Continuity Correction[b]	1,547	1	,214		
Likelihood Ratio	2,608	1	,106		
Fisher's Exact Test				,112	,112
Linear-by-Linear Association	3,729	1	,053		
N of Valid Cases	92				

a. 1 cells (25,0%) have expected count less than 5. The minimum expected count is ,61.

b. Computed only for a 2x2 table

Symmetric Measures

		Value	Asymptotic Standard Error[a]	Approximate T[b]	Approximate Significance
Nominal by Nominal	Phi	,202			,052
	Cramer's V	,202			,052
	Contingency Coefficient	,198			,052
Interval by Interval	Pearson's R	,202	,159	1,961	,053[c]
Ordinal by Ordinal	Spearman Correlation	,202	,159	1,961	,053[c]
N of Valid Cases		92			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

6)

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Wishescomppersreq * Interactionpersreq	93	83,0%	19	17,0%	112	100,0%

Wishescomppersreq * Interactionpersreq Crosstabulation

Count

		Interactionpersreq		
		Yes	No	Total
Wishescomppersreq	Yes	20	14	34
	No	21	38	59
Total		41	52	93

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4,722[a]	1	,030		
Continuity Correction[b]	3,827	1	,050		
Likelihood Ratio	4,729	1	,030		
Fisher's Exact Test				,033	,025
Linear-by-Linear Association	4,671	1	,031		
N of Valid Cases	93				

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 14,99.

b. Computed only for a 2x2 table

Symmetric Measures

		Value	Asymptotic Standard Error[a]	Approximate T[b]	Approximate Significance
Nominal by Nominal	Phi	,225			,030
	Cramer's V	,225			,030
	Contingency Coefficient	,220			,030
Interval by Interval	Pearson's R	,225	,102	2,206	,030[c]
Ordinal by Ordinal	Spearman Correlation	,225	,102	2,206	,030[c]
N of Valid Cases		93			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

XVII. List of open codes management interviews

Communication structure:

- direct and electronic balance (IE 1)

- behaviour (supportive, factual, advisory, proactive, investigative) (IE 1, 2)

- emotions/ attitude (friendly, calm, fair, open, clear) (IE 1, 2)

- personal relationship (IE 1)

- guest incentives as compensation (IE 1)

- customized communication upfront (IE 2)

- reception as directing centre (IE 3)

- direct guest contact (preferences, healthy aspects) (IE 3)

- strategy– accommodating approach for additional income (IE 3)

- approach emotions, first impression vs. complaints (kind, sincere, interpersonal, welcoming) (IE 4)

- limited/ distinguished use of emotions (IE 4)

Personal channel of communication:

– conversations (IE 1)

– meetings (IE 1), regular (IE 2)

– personal relationship (loyal, open, strict, critical) (IE 1)

– directing center reception (IE 2)

– intertwined (IE 2)

– direct morning line-ups (IE 3)

– briefings (IE 3)

– hardcopy print-outs with additional comments (IE 3)

– face-to-face (IE 4)

– differentiation colleague vs. conflict/ complaint (oral, written/ email) (IE 4)

Electronic tools of communication:

– email program (IE 1, IE 3)

– reservation system (IE 1)

– Intranet software NSB (IE 1)

– Intranet software/ programs (IE 2)

– use of traces, save and spread guest data internally (IE 2, IE 4)

– OpenTable software (guest wishes and complaints, reservations) (IE 3, IE 4)

– route cards (traces) (IE 3)

– ProTel (traces, loyal guests, guest data, preferences) (IE 4)

Communication guest feedback:

– direct reaction (IE 1)

– registration (IE 1), immediate registration data upfront (IE 2)

– distinction responsibility serious issue vs. less serious complaint/ issue (IE 1)

– spread feedback orally (IE 2, IE 3)

– distinction serious vs. less serious/ urgent feedback/ complaints via telephone or email (IE 3)

– distribution via hardcopy print-outs, comments (IE 3)

– mutual responsibility to spread guest feedback (IE 4)

– effective, easy response to complaints (IE 4)

Roles and responsibilities:

– proactiveness (IE 1)

– awareness (IE 1)

- distinction responsibility serious vs. less serious complaint/ issue (IE 1)

- heads of department/ management responsible for gathering and spreading information directly (IE 2)

- clear, structured role and responsibility description (IE 2)

- external challenges and internal business have influence (IE 3)

- daily basis- clear (IE 3)

- lack of details on daily basis (IE 3)

- in case of challenges- unclear (IE 3)

- responsibility for asking when ambiguities (IE 3)

- structure in line with staff competences (IE 4)

- management/ heads of department responsible for leading, instructing, assisting and being present (IE 4)

(IT-) possibilities:

- NSB Extranet (data, exchange, knowledge, representation) (IE 1)

- system for guest wishes and complaints, evaluation, guest feedback (IE 2)

- Intranet software (IE 3)

- example hygiene standards system as guide (IE 3)

- match system and challenges (IE 3)

- face-to-face communication (IE 4)

- HotelKit software (individual messaging, traces, faster, more direct way to respond to complaints) (IE 4)

Common examples:

- Intranet software, HotelKit (IE 1, IE 3, IE 4)

- loyalty programs (IE 1)

- memos (IE 1)

- notes (IE 1)

- logbooks (IE 1)

- directing centre reception (IE 2)

- software programs (IE 4)

- email program (IE 4)

- hardcopy print-outs (IE 4)

- blackboards (IE 4)

Points of improvement:

- effective connection departments (wishes and complaints) (IE 1)

- effective reaction staff (IE 1)

- distribution positive guest feedback to staff, made available (IE 2)

- highlight of staff confirmation, reassurance, self-esteem (IE 2)

- anticipation, investigation guest wishes upfront (IE 2)

- note taking (IE 2)

- saving, spreading guest information (IE 2)

- direct communication (IE 2)

- customized approach (IE 3)

- selection tools, strategy (IE 3)

- pre-calls of guests (IE 3)

- encouraging guests to evaluate (IE 3)

XVIII. List of open codes guest survey

Within the guest survey, there are two qualitative questions. Firstly, there is the question about wishes and complaints per phase with answers A1- A6 and secondly the question about tips for improvement of communication between the host and the guest with the code A7. The related respondent is indicated via a capital R.

Wishes and complaints per phase:

A1 Arrival:

Wishes:

- **welcome** (e.g. friendly personal (R31), welcoming (R50))

- **information** (e.g. old town of city (R34))

- **room** (e.g. different location of room (R74), luggage to the room (R88))

Complaints:

- **facilities** (e.g. signposting parking lot (R72), women parking lot (R90), parking facilities (R92))

- **environment** (e.g. noisy environment (R104), information about town (R109))

- **welcome** (e.g. welcome drink (R111) waiting time too long (R89))

- **information** (e.g. check-out time unclear (R53))

A2 Check- in:

Wishes:

– **information/ advice:** (e.g. information about WIFI password (R58), information, advice, internet access, offer of late check-out (R51), advice shops and facilities in town (cafes) (R81))

– **procedure:** (e.g. fast and efficient problem- solving (R49), fast and easy check- in (R50))

– **service:** (e.g. bed linen equipment allergic persons, personal welcoming (R21), disposal of a bath robe (R60), fast service (R81), luggage to the room (R86))

Complaints:

– **facilities** (e.g. parking facilities (R65))

– **information/ advice** (e.g. breakfast hours (R76), answers unclear (R78), information about restaurants in town (R84) and town itself (R97), information about town (R87), information about hotel's events (R94, R105))

– **service** (e.g. missing pillow (R1), map of the environment (R76), lack of knowledge about environment (R102), information menu (R106), advice about payoff privately and professionally (R62))

– **procedure** (e.g. long waiting time (R92), check-in too long (R100), level of speed too low (R31))

A3 Breakfast:

Wishes:

– **quality f&b** (e.g. smaller fruit pieces of cereals (R49))

– **offer f&b** (e.g. wish for fried eggs (R83, R108), wish for chocolate croissants (R84), variety of cheese (R31), gluten-free and wheat-free food (R60))

– **staff** (e.g. quick and friendly reaction of staff (R37) and service (R88))

Complaints:

– **quality f&b** (e.g. missing freshness of orange juice (R19), temperature of coffee not hot enough (R21), disposal of eggs (R40), eggs not warm enough (R30), lack of Brötchen (R70, R71))

– **offer f&b** (e.g. lack of Brötchen (R70, R71), types of Brötchen (R107), offer of cereals (R80, R96), bigger tea selection (R93, R99), more types of coffee (R95))

– **staff** (e.g. missing reaction to wishes (R21) and fulfilment of wishes (R50), reaction to specific wishes (R34), clearing of tables without ordering (R48), missing replenishment of food (R66), difficulties with English language (R68), missing support with English language (R68), special wishes, orders (R51))

– **environment** (e.g. volume of radio too loud (R48))

A4 Dinner:

Wishes:

– **offer f&b** (e.g. wish for more seasonal food (e.g. asparagus) (R89))

– **staff** (e.g. good personal assistance (R33))

Complaints:

– **quality f&b** (e.g. cold dishes (R76, R108), warm wine (R87, R106))

– **offer f&b** (e.g. several wines not available (R10), wine list (R80, R103), limited amount of vegetarian dishes (R101), offer of dishes (R31, R104), offer of alcoholic drinks (R83))

– **staff** (e.g. amount of beverage in a glass not enough (R8), recommendation dishes (R82), information about dishes (R86), orders, special wishes (R51))

– **environment** (e.g. no pleasant atmosphere (R50))

A5 Cleaning of rooms:

Wishes:

– **cleanliness** (e.g. cleanliness bedroom and bathroom (R9, R29, R31))

– **facilities** (e.g. neat facilities (R50))

Complaints:

– **cleanliness** (e.g. trash in the bin (R26), hair in the sink (R31), less fragrant cleansing material (R98))

– **technology** (e.g. technical problems (TV) (R40))

A6 Personal requests:

Wishes:

– **service** (e.g. wake up calls (R13), precise information (R31), additional bedroom equipment (pillows) (R63, R110), renting bikes (R73), champagne to the room (R83), gift for a friend (R86), additional service (taxi call) (R40, R110))

– **equipment** (e.g. special room (R1), water boiler in the room (R30), disposal fruit knife (R45), camp bed (R95))

– **behaviour staff** (e.g. quick problem- solving with regards to room size (R39), interest and will of staff to fulfil personal requests (R50))

Complaints:

– **service:** (e.g. no welcome gift (R103), empty fruit basket (R7))

– **technology:** (e.g. technical problem (TV) (R40), regulation of air- conditioning, heating and blinds (R67)

– **facilities:** (e.g. disposal of toilet facilities (R16), equipment of room (R90), meeting room (R97, R109), lack of calmth (R77, R78))

– **information:** (e.g. advice and description about arrival via train and taxi (R62),

– **procedure:** (e.g. no cash register to change money (R111))

– **staff:** (e.g. personal wish indications via booking forgotten (e.g. additional pillow, water boiler))

A7- Tips improvement communication host- guest:

- **technology** (e.g. communication and making contact via tablet (R7, R62), disposal computer at reception to register wishes and complaints (R28), introduction mobile application to enter wishes and complaints (R29, R80, R82, R96) for complaints (R103), communication tool on website (R104, R111))

- **service** (e.g. offer of first aid devices (e.g. blood pressure monitor) (R20), offer of coffee time (R44), more flexible creation of a menu for groups (R64), more women- friendly hotel (R90))

- **ways of communication** (e.g. feedback forms (R34, R110) at reception (101), feedback button (R107))

- **staff** (e.g. personal approach to guests via staff (R34), more personnel in restaurant (R64), more open communication (R85), more detailed explanations (R86) and specifications (R94), more patience (R89), more time for conversations with staff (R99))

- **information** (e.g. more information about specific offers of hotel (R91), more knowledge about town (R94))

XIX. List of open codes staff survey

Within the staff survey, there are three qualitative questions. Firstly, there is the question about the most common wishes and complaints of guests with the answer indication A1, secondly the question about the negative influence of individual skills on communication with the answer indication A2 and thirdly the question about tips for improvement of communication between staff and the guest with the answer indication A3. The open questions about the role and responsibility description as well as the one about ambiguities are indicated via the codes A4- A6. The related respondent is indicated via a capital R.

A1- Common guest wishes and complaints:

Wishes:

- **offer food and beverages:** (e.g. offer of UHT-milk (R1) and restaurant dishes (R12), special wishes breakfast (R2, R13) and beverages at the bar (R8), more types of coffee (R24), food menu (R14, R16, R18, R20, R23) and wine list (R22))

- **facilities:** (e.g. wellness facilities (R28), calm room (R6, R17))

- **service:** (e.g. additional bed equipment (R2, R4, R9), additional hygiene equipment (toothbrush) (R5), hotel application (R10))

- **information:** (e.g. information about town (R11, R15, R16) and the region (R30))

Complaints:

- **facilities:** (e.g. defaults in room (R2), parking facilities (R10, R12, R15, R21, R22, R26, R27), dining room of the restaurant (R26), room temperatures (R8) and location (R19), equipment conference rooms (R18), noise (R2, R4, R6, R9, R11, R17, R20, R23, R25, R27))

- **offer food and beverages:** (e.g. breakfast time too short (R29), bigger offer within the minibar (R29), not enough types of cereals (R30), improve new food of menu (R25))

- **regulations:** (e.g. waiting times (R1, R4), allergies (R4), opening hours restaurant No. 4 (R13), prices (R14))

- **external factors:** (e.g. noise (R2, R4, R6, R9, R11, R17, R20, R23, R25, R27), public transport within the region (R24))

- **cleanliness:** (e.g. cleanliness (R2) of bed linen (R5))

- **information:** (e.g. not enough information material at the reception and in the room (R28))

A2- Negative influence communicative skills on communication:

- **behaviour:** (e.g. oblivion (R2), humour (R7), lack of patience (R15, R20) and patient reaction (R22), more open contact (R16), lack of guest approach (R19), insecure how to react to complaints (R21), openness (R23), fast reaction (R11))

- **oral expression:** (e.g. clear wording (R10), improvement of English language (R13))

- **knowledge:** (e.g. guest knowledge (R14))

A3- Tips of improvement for communication staff- guest:

- **procedure:** (e.g. more intensive assistance through head of department (R1), improved flow of information between departments (R1))

- **management:** (e.g. more intensive assistance through head of department (R1), training with regards to complaint management (R6), flatter hierarchy (R9), open criticism (R9))

- **innovation:** (e.g. hotel application (R11, R15, R17, R20, R30), feedback button on website (R21, R25) and forms (R28) in the rooms, the restaurant and at the reception (R24), send wishes and complaints to the hotel digitally (R27), guest book (R29))

- **staff:** (e.g. remember to read trace lists (R2), speak more openly (R7), more patient communication (R13), more guest knowledge (R19), more time for conversations with guests (R26))

A4- Role description:

- **management:** (e.g. imprecise explanations (R18), no consultations with the manager (R19))

- **staff:** (e.g. insecure how to react (R21))

A5- Responsibility description:

- **management:** (e.g. imprecise explanations (R18), no consultations with the manager (R19), lack of specification (R21))

- **staff:** (e.g. unclear how to react (R30))

A6- Ambiguities role and responsibility:

- **management:** (e.g. missing briefing (R18), unclear announcements of manager (R19))

- **staff:** (e.g. responsibility for setting up the terrace (R15), extent of which reacting to guest wishes unclear (R28))

XX. Code trees- interviews

On the very left, the axial codes are listed, whereas on the right side there are the open codes in the form of main categories. They are all based on the list of open and axial codes of all interviews.

```
                              ┌──────────────┐
                              │   Behavior   │
                              └──────────────┘
                              ┌──────────────┐
                              │   Emotions   │
┌──────────────┐             └──────────────┐
│ Communication│             ┌──────────────┐
│  structure   │─────────────│ Relationship │
└──────────────┘             │ guest- hotel │
                              └──────────────┘
                              ┌──────────────┐
                              │  Strategies  │
                              └──────────────┘

                              ┌──────────────┐
                              │ Relationship │
                              │    staff-    │
                              │  management  │
                              └──────────────┘
                              ┌──────────────┐
┌──────────────┐             │Direct/indirect│
│Personal channel│           └──────────────┘
│     of       │─────────────┌──────────────┐
│ communciation│             │Directing center│
└──────────────┘             └──────────────┘
                              ┌──────────────┐
                              │ Communication│
                              │ colleague vs.│
                              │  complaint   │
                              └──────────────┘

                              ┌──────────────┐
┌──────────────┐             │Intranet software│
│Electronic tools│           └──────────────┘
└──────────────┘             ┌──────────────┐
                              │ Email program│
                              └──────────────┘
```

Communication guest feedback

- Traces
- Direct reaction
- Direct/ indirect registration
- Mutual responsibility
- Distrinction responsibility serious vs. less serious complaint
- Distinction distribution serious vs. less serious complaint

Roles and responsibilities

- Proactiveness and awareness
- Distinction responsibility serious vs. less serious complaint
- Management direct spread of information
- Link to staff competence
- Distintction daily business and challenges

```
                                          ┌─────────────────────────┐
                                          │  NSB Extranet and HotelKit │
                                          └─────────────────────────┘

┌──────────────────┐                      ┌─────────────────────────┐
│ (IT) possibilities │                    │      Face-to-face         │
└──────────────────┘                      └─────────────────────────┘

                                          ┌─────────────────────────┐
                                          │  Separate system for wishes │
                                          │   and complaints of guests  │
                                          └─────────────────────────┘
```

- NSB Extranet and HotelKit
- (IT) possibilities
- Face-to-face
- Separate system for wishes and complaints of guests

- Intranet software
- HotelKit
- Loyalty programs
- Common examples
- Email program
- Written forms of communication
- Directing reception as center

```
                              ┌──────────────┐
                              │   Direct     │
                              │communication │
                              └──────────────┘
                              ┌──────────────┐
                              │ Connection   │
                              │ departments  │
                              └──────────────┘
                              ┌──────────────┐
                              │ Customized   │
                              │  approach    │
                              └──────────────┘
┌──────────────┐             ┌──────────────┐
│  Points of   │─────────────│Pre-calls and │
│ improvement  │             │guest         │
│              │             │evaluation    │
└──────────────┘             └──────────────┘
                              ┌──────────────┐
                              │Anticipation  │
                              │and           │
                              │investigation │
                              └──────────────┘
                              ┌──────────────┐
                              │Selection     │
                              │tools and     │
                              │strategy      │
                              └──────────────┘
                              ┌──────────────┐
                              │ Confirmation │
                              │    staff     │
                              │ performance  │
                              └──────────────┘
```

XXI. Code tree qualitative data- guest survey

```
                              ┌──────────────┐
                              │   Welcome    │
                              └──────────────┘
                              ┌──────────────┐
                              │ Information  │
                              │   /advice    │
                              └──────────────┘
                              ┌──────────────┐
                              │  Service/    │
                              │  Equipment   │
                              └──────────────┘
┌──────────────┐             ┌──────────────┐
│   Wishes     │─────────────│  Quality/    │
│   phases     │             │ offer of f&B │
└──────────────┘             └──────────────┘
                              ┌──────────────┐
                              │  Procedure   │
                              └──────────────┘
                              ┌──────────────┐
                              │    Room/     │
                              │  Facilities  │
                              └──────────────┘
                              ┌──────────────┐
                              │    Staff     │
                              └──────────────┘
                              ┌──────────────┐
                              │ Cleanliness  │
                              └──────────────┘
```

```
                                    ┌─────────────┐
                                    │   Welcome   │
                                    └─────────────┘
                                    ┌─────────────┐
                                    │ Environment/│
                                    │  facilities │
                                    └─────────────┘
                                    ┌──────────────────┐
                                    │ Information/ advice│
                                    └──────────────────┘
                                    ┌─────────────┐
                                    │   Service   │
                                    └─────────────┘
    ┌─────────────┐                 ┌─────────────┐
    │ Complaints  │─────────────────│  Procedure  │
    │   phases    │                 └─────────────┘
    └─────────────┘                 ┌─────────────┐
                                    │    Staff    │
                                    └─────────────┘
                                    ┌──────────────────┐
                                    │  Offer/ quality f&b│
                                    └──────────────────┘
                                    ┌─────────────┐
                                    │ Cleanliness │
                                    └─────────────┘
                                    ┌─────────────┐
                                    │ Technology  │
                                    └─────────────┘
```

XXII. Code tree qualitative data- staff survey

```
                                    ┌──────────────────┐
                                    │  Offer of food and│
                                    │     beverages     │
                                    └──────────────────┘
                                    ┌─────────────┐
                                    │  Facilities │
                                    └─────────────┘
                                    ┌─────────────┐
                                    │   Service   │
                                    └─────────────┘
    ┌─────────────┐                 ┌─────────────┐
    │Common guest │─────────────────│ Information  │
    │ wishes and  │                 └─────────────┘
    │ complaints  │                 ┌─────────────┐
    └─────────────┘                 │ Regulations │
                                    └─────────────┘
                                    ┌─────────────┐
                                    │  External   │
                                    │   factors   │
                                    └─────────────┘
                                    ┌─────────────┐
                                    │ Cleanliness │
                                    └─────────────┘
```

```
                                          ┌─────────────┐
                                          │   Behavior  │
                                          └─────────────┘

┌──────────────────────┐                  ┌─────────────────┐
│ Negative influence   │──────────────────│ Oral expression │
│ skills on            │                  └─────────────────┘
│ communication        │
└──────────────────────┘                  ┌─────────────┐
                                          │  Knowledge  │
                                          └─────────────┘
```

```
                                          ┌─────────────┐
                                          │  Procedure  │
                                          └─────────────┘

                                          ┌─────────────┐
                                          │  Innovation │
┌──────────────────────┐                  └─────────────┘
│ Tips improvement     │
│ communication staff  │                  ┌─────────────┐
│ and guests           │                  │ Management  │
└──────────────────────┘                  └─────────────┘

                                          ┌─────────────┐
                                          │    Staff    │
                                          └─────────────┘
```

```
                                          ┌─────────────┐
                                          │ Management  │
┌──────────────────────┐                  └─────────────┘
│ Roles,               │
│ responsibilities,    │
│ ambiguities          │                  ┌─────────────┐
└──────────────────────┘                  │    Staff    │
                                          └─────────────┘
```

XXIII. Overview of evaluation alternative solutions

Criteria/ alternative solutions	Internal communication plan	Additional workforce	Further education communication
Staff costs	1	1	n.a.
Connectivity	5	4	3
Efficiency	5	5	4
Communication staff	4	3	5
Strategic combination	5	3	4
Course costs (training)	n.a.	n.a.	5
Software costs (installation, maintenance, assistance, user fee)	2	n.a.	n.a.
Print costs	3	3	3
Draft costs	3	3	3
Total score	28	22	27

XXIV. Overviews of results quantitative data analysis

Quantitative results staff survey:

Outcome	Conclusion
Collection guest information (wishes and complaints)	Mainly from guests and colleagues
Role and responsibility comprehension	No ambiguities; roles and responsibilities are clear; ambiguities theoretically have an influence on role and responsibility comprehension
Quality communication	Moderate up to good quality of communication; influence distribution of guests' wishes and complaints
Level of guest contact	Different frequencies
Communicative skills	Confidence; no negative effect on communication
Distribution of guests' wishes and complaints	Not dependent on level of contact; regularly distributed; other ways of distributing guests' wishes and complaints; influenced by quality of communication

Quantitative results guest survey:

Outcome	Conclusion
Level of interaction (e.g. personal service)	Mainly during the selected phases of check-in, breakfast, dinner
Appearance wishes and complaints selected phases	Mainly questions; mainly wishes and complaints during breakfast and personal requests; mainly personal requests
Staff's reaction selected phases	Mainly insufficient; during check-in, breakfast and personal requests adequate
Quality of distribution of guests' wishes and complaints	Good or rather good distribution or communication of guests' wishes and complaints
Interaction, wishes and complaints arrival	Mainly interaction, questions, small talk
Interaction, wishes and complaints check-in	Some interaction, hardly any wishes and complaints, some questions, small talk
Interaction, wishes and complaints breakfast	Existence interaction, wishes, complaints
Interaction, wishes and complaints dinner	Existence interaction, some wishes and complaints, influence on mentioning a wish or complaint
Interaction, wishes and complaints housekeeping	On occasion interaction, wishes and complaints, influence on mentioning a wish or complaint
Interaction, wishes and complaints personal requests	Existence interaction, some wishes, complaints

XXV. Survey questionnaires

Mitarbeiter- Umfrage/ Staff survey

Das Ziel dieser Recherche ist es, die folgende Management-Frage zu beantworten. Wie kann Navigare NSBhotel sich den Gästewünschen und -beschwerden anpassen, um die Gastzufriedenheit mithilfe einer internen Kommunikationsstruktur während des Gast- Aufenthaltes zu verbessern?

Bitte kreisen Sie Ihre Antwort(en) pro Frage ein oder schreiben Sie Ihre eigene Antwort, falls notwendig.

The purpose of this research is to answer the management question about how Navigare NSBhotel can adapt to wishes and complaints of guests in order to improve guest satisfaction by means of establishing an internal communication structure during the guests' stay.

Please circle your answer(s) per question or write down your answer in your own words, if necessary.

Männlich x Weiblich x

Male x Female x

1. "Gästewünsche innerhalb jeglicher Phasen (Ankunft, Check- In, Frühstück, Abendessen, Zimmerreinigung und persönlichen Anfragen/ Nachfragen) des Gast- Aufenthalts werden unter Mitarbeitern weitergegeben."

'Guests' wishes are shared amongst staff during any phase (arrival, check-in, breakfast, dinner, cleaning rooms, and personal requests) of the guest's stay.'

Stimme vollständig zu x x x x x Stimme vollständig nicht zu

Strongly agree x x x x x Strongly disagree

2. "Gästebeschwerden innerhalb jeglicher Phasen (Ankunft, Check- In, Frühstück, Abendessen, Zimmerreinigung und persönlichen Anfragen/ Nachfragen) des Gast- Aufenthalts werden unter Mitarbeitern weitergegeben."

'Guests' complaints are shared amongst staff during any phase (arrival, check-in, breakfast, dinner, cleaning rooms, and personal requests) of the guest's stay.'

Stimme vollständig zu x x x x x Stimme vollständig nicht zu

Strongly agree x x x x x Strongly disagree

3. Was sind Ihrer Meinung nach spezifische Gästewünsche und -beschwerden innerhalb der Phasen eines Gast- Aufenthaltes im Hotel? Nennen Sie minimal eine(n) spezifische(n) Wunsch und Beschwerde.

What are specific guests' wishes and complaints during the phases of a guest's stay at the hotel? Mention at least one specific guest wish and complaint.

4. Wie erfahren Sie von Gästewünschen und -beschwerden innerhalb der Phasen eines Gast- Aufenthalts? Mehrere Antworten sind möglich.

How do you know about guests' wishes and complaints during the phases of a guest's stay? Multiple answers are possible.

X Gäste (Direkte Kommunikation, persönliches Feedback, direkte(s) Versicherung/ Nachfragen etc.)/ Guests (Face-to-face, personal feedback, direct reassurance etc.)

X Andere Mitarbeiter (Direkte Kommunikation, persönliches Feedback etc.)/ Other employees (Face-to-face, personal feedback etc.)

X Manager/ Abteilungsleiter (Direkte Kommunikation, persönliches Feedback etc.)/ Managers (Face-to-face, personal feedback etc.)

X Online- Rezensionen (Aussagen, Kommentare etc.)/ Online reviews (Testimonies, comments etc.)

X Soziale Netzwerke (Aussagen, Kommentare etc.)/ Social networks (Testimonies, comments etc.)

X Andere Kanäle/ Other channels

5. Wie oft kommen Sie mit Gästen in Kontakt, um sie nach ihrer Zufriedenheit innerhalb aller Phasen des Aufenthaltes zu fragen?

How often do you get into contact with guests to ask them about their satisfaction during the phases of a guest's stay?

Sehr regelmäßig x x x x x Sehr selten

Very regularly x x x x x Very hardly at all

6a. "Meine momentane Rolle (Position etc.) beim Handhaben von Gästewünschen und -beschwerden innerhalb der Phasen eines Gast-Aufenthaltes ist mir klar."

'My current role (position etc.) when dealing with guests' wishes and complaints during the phases of a guest stay is clear to me.'

Ja x Nein x

Yes x No x

Falls Nein, bitte präzisieren Sie:

If No, please specify:

6b. "Meine momentane Verantwortlichkeit (Aufgabe etc.) beim Handhaben von Gästewünschen und -beschwerden innerhalb der Phasen eines Gast- Aufenthaltes ist mir klar."

'My current responsibility (task etc.) when dealing with guests' wishes and complaints during the phases of a guest stay is clear to me.'

Ja x Nein x

Yes x No x

Falls Nein, bitte präzisieren Sie:

If No, please specify:

7a. "Ich sehe bei mir persönlich Unklarheiten bezüglich meiner Rolle und meiner Verantwortlichkeiten innerhalb der Phasen des Gast-Aufenthaltes."

'With regards to me personally, I see ambiguities or uncertainties related to my role and responsibilities within the phases of a guest's stay.'

Ja x Nein x

Yes x No x

Falls Ja, bitte präzisieren Sie:

If Yes, please specify:

7b. Innerhalb welcher Phase des Gast- Aufenthaltes sehen Sie ggf. genannte Unklarheiten bezüglich Ihrer Rolle und/ oder Verantwortlichkeit beim Handhaben von Gästewünschen und – beschwerden?

'During which phase of a guest's stay do you see, when indicated, stated ambiguities or uncertainties with regards to your role and/ or responsibility when dealing with guests' wishes and complaints?

X Ankunft/ Arrival

X Check- In

X Frühstück/ Breakfast

X Abendessen/ Dinner

X Zimmerreinigung/ Cleaning rooms

X Persönliche Nachfragen/ Anfragen/ Personal requests

8. Wie würden Sie die momentane Kommunikation zwischen Ihnen und Gästen innerhalb der Phasen eines Gast-Aufenthaltes bewerten?

How would you rate the current communication between you and the guest during all phases within the stay of a guest?

X Unzureichend/ Insufficient

X Mittelmäßig/ Moderate

X Zureichend/ Fair

X Gut/ Good

X Ausgezeichnet/ Fine

9a. Beeinflussen Ihre Fähigkeiten (Kommunikation, Gastkontakt, Gast-Service etc.) Kommunikation Ihrer Meinung nach negativ?

Do you think your skills (communication, guest contact, guest service etc.) affect communication negatively?

Sehr stark x x x x x Sehr wenig

Very highly x x x x x Very hardly at all

9b. Wie beeinflussen Ihre Fähigkeiten (Kommunikation, Gastkontakt, Gast-Service etc.) die Kommunikation Ihrer Meinung nach negativ?

In what way do your skills (communication, guest contact, guest service etc.) affect communication negatively?

10. Was wären Ihre Anregungen, um die Kommunikation zwischen Mitarbeitern und Gästen zu verbessern?

What are your tips on how to improve internal communication between employees and guests?

Gast- Umfrage/ Guest survey

Das Ziel dieser Recherche ist es, die folgende Management-Frage zu beantworten: Wie kann Navigare NSBhotel sich den Gästewünschen und -beschwerden anpassen, um die Gastzufriedenheit mithilfe einer internen Kommunikationsstruktur während des Gast- Aufenthaltes zu verbessern?

Bitte kreisen Sie Ihre Antwort(en) pro Frage ein oder schreiben Sie Ihre eigene Antwort, falls notwendig.

The purpose of this research is to answer the management question about how Navigare NSBhotel can adapt to wishes and complaints of guests in order to improve guest satisfaction by means of establishing an internal communication structure during the guests' stay.

Please circle your answer(s) per question or write down your answer in your own words, if necessary.

Männlich x Weiblich x

Male x Female x

1. "Meine Wünsche und/ oder Beschwerden innerhalb der Phasen (Ankunft, Check- In, Frühstück, Abendessen, Zimmerreinigung und persönliche Nachfragen/ Anfragen) meines Aufenthaltes werden unter Mitarbeitern weitergegeben."

'My wishes and/ or complaints during any phase (arrival, check-in, breakfast, dinner, cleaning rooms, and personal requests) of my stay are shared amongst staff.'

Stimme vollständig zu x x x x x Stimme vollständig nicht zu

Strongly agree x x x x x Strongly disagree

2. Innerhalb welcher Phase(n) (s. unten) Ihres Aufenthaltes findet Interaktion (persönlicher Service etc.) mit Mitarbeitern in Bezug auf Ihre Wünsche und Beschwerden statt? Mehrere Antworten sind möglich.

During which specific phase(s) (s. underneath) of your stay does employee interaction (personal service etc.) with regards to your wishes and complaints occur? Multiple answers are possible.

X Ankunft/Arrival

X Check-In

X Frühstück/Breakfast

X Abendessen/ Dinner

X Zimmerreinigung/ Cleaning rooms

X Persönliche Nachfragen/ Anfragen/ Personal requests

3. Was sind Ihre spezifischen Wünsche und Beschwerden innerhalb jeder Phase (s. unten) Ihres letzten Aufenthaltes im Hotel? Nennen Sie minimal eine(n) spezifischen Wunsch und Beschwerde.

What are your specific wishes and complaints during each phase (s. underneath) of a stay at the hotel? Mention at least one specific wish and complaint.

Ankunft/Arrival:

Check-In:

Frühstück/Breakfast:

Abendessen/ Dinner:

Zimmerreinigung/ Cleaning rooms:

Persönliche Nachfragen/ Anfragen/ Personal requests:

4. Haben Sie irgendwelche spezifischen Wünsche und Beschwerden in Bezug auf die Ankunft während Ihres Aufenthaltes angegeben? Wenn ja, wie reagierte der Mitarbeiter?

Did you specify any special wishes and complaints with regards to the arrival during your stay? And if so, how did the staff respond to these questions?

Ja – Nein

Yes – No

Falls Ja: Der Mitarbeiter reagierte gut – angemessen – unzureichend

If Yes: the staff responded well – adequately – insufficiently

5. Haben Sie irgendwelche spezifischen Wünsche und Beschwerden in Bezug auf den Check- In innerhalb Ihres Aufenthaltes angegeben? Wenn ja, wie reagierte der Mitarbeiter?

Did you specify any special wishes and complaints with regards to the check-in during your stay? And if so, how did the staff respond to these questions?

Ja – Nein

Yes – No

Falls Ja: Der Mitarbeiter reagierte gut – angemessen – unzureichend

If Yes: the staff responded well – adequately – insufficiently

6. Haben Sie irgendwelche spezifischen Wünsche und Beschwerden in Bezug auf das Frühstück während Ihres Aufenthaltes angegeben? Wenn ja, wie reagierte der Mitarbeiter?

Did you specify any special wishes and complaints with regards to the breakfast during your stay? And if so, how did the staff respond to these questions?

Ja – Nein

Yes – No

Falls Ja: Der Mitarbeiter reagierte gut – angemessen – unzureichend

If Yes: the staff responded well – adequately – insufficiently

7. Haben Sie irgendwelche spezifischen Wünsche und Beschwerden in Bezug auf das Abendessen innerhalb Ihres Aufenthaltes angegeben? Wenn ja, wie reagierte der Mitarbeiter?

Did you specify any special wishes and complaints with regards to the dinner during your stay? And if so, how did the staff respond to these questions?

Ja – Nein

Yes – No

Falls Ja: Der Mitarbeiter reagierte gut – angemessen – unzureichend

If Yes: the staff responded well – adequately – insufficiently

8. Haben Sie irgendwelche spezifischen Wünsche und Beschwerden in Bezug auf die Zimmerreinigung während Ihres Aufenthaltes angegeben? Wenn ja, wie reagierte der Mitarbeiter?

Did you specify any special wishes and complaints with regards to the cleaning of rooms during your stay? And if so, how did the staff respond to these questions?

Ja – Nein

Yes – No

Falls Ja: Der Mitarbeiter reagierte gut – angemessen – unzureichend

If Yes: the staff responded well – adequately – insufficiently

9. Haben Sie irgendwelche spezifischen Wünsche und Beschwerden in Bezug auf persönliche Anfragen/ Nachfragen innerhalb Ihres Aufenthaltes angegeben? Wenn ja, wie reagierte der Mitarbeiter?

Did you specify any special wishes and complaints with regards to any personal requests during your stay? And if so, how did the staff respond to these questions?

Ja – Nein

Yes – No

Falls Ja: Der Mitarbeiter reagierte gut – angemessen – unzureichend

If Yes: the staff responded well – adequately – insufficiently

10. Haben Sie irgendwelche Anregungen, wie die Kommunikation zwischen Hotel und Gast verbessert werden kann?

Do you have any suggestions as to how to improve the communication between the hotel and the guest?

XXVI. Interview guide

Management- Interview/ Management interview

Das Ziel dieser Recherche ist es, die folgende Management-Frage zu beantworten. Wie kann Navigare NSBhotel sich den Gästewünschen und -beschwerden anpassen, um die Gastzufriedenheit mithilfe einer internen Kommunikationsstruktur während des Gast- Aufenthaltes zu verbessern?

Das Interview und die Antworten zu den Fragen werden aufgenommen.

The purpose of this research is to answer the management question about how Navigare NSBhotel can adapt to wishes and complaints of guests in order to improve guest satisfaction by means of establishing an internal communication structure during the guests' stay.

The interview and answers to the following questions are being recorded.

1. Wie würden Sie die Kommunikation zwischen Gastgeber und Gast in Bezug auf Gästewünsche und -beschwerden während aller Phasen (Ankunft, Check-In, Frühstück, Abendessen, Zimmerreinigung, persönliche Nachfragen/ Anfragen) des Gast-Aufenthalts beschreiben?

How would you describe the communication between host and guests with regards to guests' wishes and complaints during the phases (arrival, check-in, breakfast, dinner, cleaning rooms, and personal requests) of a guest's stay?

2. Inwieweit benutzen Sie persönliche Kommunikationskanäle wie beispielsweise direkte Kommunikation zwischen Ihnen und Mitarbeitern?

To what extent are you using personal channels of communication such as face-to-face communication between you and employees?

3. Inwieweit benutzen Sie elektronische Kommunikationsmöglichkeiten wie beispielsweise Online-Medien (Intranet Software etc.) und/ oder - Publikationen (interne Newsletter etc.) zwischen Ihnen und Mitarbeitern?

To what extent are you using electronic tools of communication such as online media (Intranet software etc.) and/ or online publications (internal newsletters etc.) between you and employees?

4. Auf welche Art und Weise wird Gäste- Feedback bezüglich Wünschen und Beschwerden innerhalb der verschiedenen Phasen (s. oben) des Aufenthaltes verarbeitet?

In what way is feedback from guests (wishes and complaints) processed during the different phases (s. above) of their stay?

5. Inwieweit existieren klare Rollen (Aufgaben, Positionen etc.) und Verantwortlichkeiten (Gastinformationen priorisieren, weitergeben, eintragen etc.) beim Handhaben von Gästewünschen und -beschwerden während aller Phasen des Aufenthalts?

To what extent do clear roles (tasks, positions etc.) and responsibilities (prioritizing, spreading, entering guest information etc.) exist when dealing with guests' wishes and complaints during all phases of a stay?

6. Was wären Navigare NSBhotels (IT-) Möglichkeiten, um eine interne Kommunikationsstruktur einzuführen?

What are (IT-) possibilities of Navigare NSBhotel to implement an internal communication structure?

7. Was sind gängige Beispiele von internen Kommunikationsstrukturen innerhalb vergleichbarer Hotels?

What are examples of internal communication structures within comparable hotels?

8. Was sind in Ihren Augen Verbesserungsmöglichkeiten in Bezug auf die Kommunikation zwischen Gastgeber und Gast?

What are points of improvement with regards to communication between host and guest?

XXVII. Descriptive within case analyses

Description of within case analyses of interviews:

1) Starting with the "within case analysis" and looking at the management interview with the hotel manager Mr. Schied, it can first of all be said that he is looking for a balanced internal communication structure focusing on oral and electronic or indirect communication (IE 1, ll. 13-16, 32-33). In his opinion, the current structure can be seen as personal, direct, advisory and supportive (IE 1, ll. 15-16, 20). He also thinks that it is important to be adaptive and spontaneous in communication depending on the guest's mood (IE 1, ll. 18-20). Beside this, it is also necessary to communicate in a relaxed, fair, friendly and calm way (IE 1, ll. 23-34, 27-28). Mr. Schied also mentions that within communication with guests it is important to be proactive and to offer incentives when guests make complaints or have problems (IE 1, ll. 60-61). When it comes to the manager's opinion about the second research questions focusing on channels of communications that are used, Mr. Schied argues that this form of communication is mainly used and very personal, loyal and open but also strict and critical in some cases (IE 1, ll. 36-37, 38-39). This way of communicating with staff is done via meetings and conversations (IE 1, l. 36). In contrast to this, the manager states that only a few electronic tools of communication are used, namely an email program, a reservation and an NSB Intranet software (IE 1, ll. 45-49). Apart from that, when dealing with distributing or spreading guest feedback, according to the manager, it is important to feel responsible and to react directly (IE 1, ll. 54-55). However, there a few

cases where the manager himself takes the initiative and responsibility in order to react to a major and serious issue (IE 1, ll. 57-59). The same underlying rule applies to the manager's opinion about whether or not roles and responsibilities are clear. Yet again, if there are major and serious issues or complaints, it is the manager's own responsibility to handle them (IE 1, ll. 72-74). But other than that, mutual responsibility, pro-activeness and a problem-solving attitude is required from staff (IE 1, ll. 66-69). When it comes to what kind of possibilities Navigare NSBhotel has in order to introduce an internal communication structure, Schied mentions an IT-possibility such as the NSB intranet software, called Extranet (IE 1, l. 81). He is of the opinion that getting access to this platform would be useful for the hotel's data resources and operations as well as in order to gain more guest knowledge (IE 1, ll. 82-84). Besides, Schied views certain common examples as effective and thinks they ought to be used within the hotel like memos, notes and logbooks (IE 1, ll. 98-99). But he rejects the use of the common example such as loyalty program software due to the hotel's size (IE 1, ll. 95-96). Finally, when it comes to formulating his own communication structure preferences, the manager is looking for an effective, communicative connection between departments when spreading guests' wishes and complaints (IE 1, ll. 102-104). In addition to this, he also wishes for an effective reaction of staff to those wishes and complaints of guests focusing on a fast, immediate and binding approach (IE 1, ll. 105-106).

2) According to Mrs. Braun's answers, the hotel's service director, with regards to the first research question about the current internal communication structure, she thinks that a guest experience approach is necessary in order to describe communication and to know how to communicate with guests (IE 2, ll. 10-11). In this sense, according to her, it is important to investigate and react proactively upfront before arrival. She also thinks it is important to be open, clear, friendly and to keep a customized focus (IE 2, ll. 10-16). Beside this, looking at to what extent personal channels of communication are used, Braun says that the reception is the directing center in spreading information and that in general there is very open communication (IE 2, ll. 21, 25-26). She also mentions that communication is very intertwined amongst departments and takes place regularly (IE 2, ll. 21-24). Connected to this form of communication, electronic tools play a role as well. According to Braun, two Intranet software programs are used in order to leave so-called traces about guests' wishes, complaints, proposals or other individual information (IE 2, ll. 31-34). With regards to how information is filtered or categorized, the service head of department thinks that new guest data are entered immediately and spread orally upfront in order to be prepared for every guest (IE 2, ll. 38-42). Apart from that, Braun is of the opinion that it is the management's and heads of department's responsibility to gather and directly spread guest information to staff through the use of logbooks or memos (IE 2, ll. 48-50). In general, she thinks that individual roles and responsibilities are clearly structured (IE 2, l. 54). Considering the hotel's possibilities of introducing an internal communication structure, Braun thinks that a system is needed where guest feedback can be entered and evaluated. The focus of such a system should lie on guests' wishes and complaints only (IE 2, ll. 58-60). On behalf of common examples of similar hotels, the service head of department mentions that the reception is often the directing center in spreading guests' wishes and complaints and says that an oral and electronic way of communication is very common (IE 2, ll. 71-73). Finally, points of improvement within communication in her eyes are first of all to better visualize and communicate positive guest feedback about staff performance to staff themselves as it increases the feeling of confirmation, self-esteem and reassurance (IE 2, ll. 62-65). In her opinion it is necessary to improve communication by anticipating

guest wishes and complaints and by investigating more intensely upfront (IE 2, ll. 77– 79). Another aspect is also improving note taking and saving and spreading guest data (IE 2, ll. 79–81).

3) On the basis of the transcript of the cuisine chef, Mr. Rittmeyer, it can be said that with regards to the description of the current communication structure, he also thinks that the reception is the directing center (IE 3, ll. 11–12). He describes it as having direct guest contact about preferences and healthy aspects as well as aiming for a relationship between being accommodating and generating additional income (IE 3, ll. 13–16, 21–22). Regarding personal ways of communication, Rittmeyer mentions that direct communication is key and can be achieved with the help of morning line-ups (team meetings and briefings) (IE 3, ll. 25–27, 31–32). Part of indirect personal communication, is the use of hardcopy print-outs with comments by Rittmeyer concerning information necessary for his department (IE 3, ll. 26–28). In contrast to this, he highlights the importance of electronic tools such as the program OpenTable where guest wishes are recorded, the use of so-called traces or route cards and an email program (IE 3, ll. 12–13, 17–18, 36–38). When it comes to categorizing and filtering information like guest feedback, either the telephone or emails are used in order to spread it, depending on how urgent or serious the information is (IE 3, ll. 41–43). If it is feedback concerning his department directly, the information is spread orally or again via hardcopy print-outs with additional comments (IE 3, ll. 45–46). With regards to roles and responsibility description, the cuisine chef thinks that in general challenges influence business and roles and responsibilities (IE 3, ll. 51–53). He further distinguishes between the clarity of both aspects related to daily business and special challenges and says that on a daily basis, there exist clear roles and responsibilities, which however often lack a detailed description (IE 3, ll. 53–54). Especially during challenges, these aspects are often unclear and it is highly required to always ask when there are individual ambiguities (IE 3, ll. 58–59). In his opinion, the hotel has the technological possibilities to introduce an internal communication structure, namely a software like the hygiene software (IE 3, ll. 63–65). In Rittmeyer's eyes, this is a good example as all kinds of standards, guidelines and descriptions are structured and indicated that can be used for other role and responsibility descriptions, too (IE 3, ll. 63–68). He thinks that it is important to find suitable software in times of challenges (IE 3, ll. 68–70). Concerning common examples of an internal communication structure, Rittmeyer mentions Intranet software as a possible potential for the hotel as long as it is not too costly, not too time-consuming and as long as there are enough human resources (IE 3, ll. 76–78). According to the head of department of the kitchen, points of improvement related to communication lie in establishing a more customized approach as well as selecting tools and the right strategy (IE 3, ll. 84–87). Besides, using pre-calls in order to clarify guest wishes upfront as well as encouraging guests to evaluate and leave feedback are also important points to improve (IE 3, ll. 89–93).

4) When looking at the answers of the direction assistant Mr. Mertz, it becomes obvious that for him the first impression is key. According to him, certain emotions and mannerisms can prevent complaints (IE 4, ll. 11–14). In his opinion being kind and sincere as well as interpersonal, welcoming and knowing the limits of using emotions is important while communicating with guests (IE 4, ll. 12–15, 17–20). Furthermore, he also points out when to use personal channels of communication. Mertz is of the opinion that face-to-face contact is often to be preferred, but that in cases of complaints or conflicts, it is strategically better to use written forms like an email program (IE 4, ll. 23–28). In contrast to this, he mentions two systems, ProTel and OpenTable as convenient electronic tools of communication, next to the use of emails (IE 4, ll. 30–31, 41–42). Mertz emphasizes that these software tools save and

spread guest data concerning their wishes and preferences, their restaurant reservations and leave traces for staff in order to get to know about individual guest wishes (IE 4, ll. 32–38, 41–42). Considering the research question about the way of filtering and categorizing guest data like feedback, Mertz mentions the importance of everyone's mutual responsibility to effectively and easily spread feedback and react to guest complaints (IE 4, ll. 45–48). Besides, in the eyes of Mr. Mertz, the role and responsibility description highly depends on management and heads of department as they have to lead, instruct, assist and be present (IE 4, ll. 60–63). According to Mertz, such a description should also be in line with the staff's competences (IE 4, ll. 61–62). Focusing on what kinds of possibilities Navigare NSBhotel has in order to set up an internal communication structure, Mertz highlights the need to use more face-to-face communication as well as the opportunity of using the software HotelKit, which offers easier communication, individual messaging, leaving so-called traces as well as the fact that it is more direct and quicker in responding to a complaint (IE 4, ll. 69–77). Finally, when determining common communication structures, the direction assistant mentions HotelKit, as a tool once again as well as hotel software and programs in general, next to emails and the use of hardcopy print-outs and blackboards (IE 4, ll. 80–85).

Description of within case analysis qualitative data guest survey:

Considering the open codes of all guest surveys listed within appendix XVIII, it can be said that with regards to the wishes during the phases of arrival and check-in, the main positive aspects mentioned are about staff behavior, service and information (s. appendix XVIII). Positive aspects about fast and efficient service are also mentioned, especially when there are personal requests or when room equipment is missing (s. appendix XVIII). Besides, the main positive codes and wishes are about problem- solving and interested staff behavior (s. appendix XVIII). When looking at the codes of the phases "breakfast" and "dinner", it can be said that the wishes are mainly about staff assistance and the offer of more varied food (s. appendix XVIII). However, the main complaints within the phases of "cleaning of rooms" and "personal requests" are about cleanliness and technology inside the rooms (s. appendix XVIII). The main complaints within these two phases are about parking facilities, information and advice with regards to internal aspects such as payments, opening hours, check-in/ check-out times as well as service. With regards to service, most complaints are about information about the hotel (s. appendix XVIII). Regarding the main complaints within these phases, it can be said that they are linked to the aspects of the quality and offer of food and beverages as well as reaction to specific wishes and orders and recommendation of dishes (s. appendix XVIII).

Description of within case analysis of qualitative data staff survey:

When looking at the open codes of the staff survey, it can be said that most common guests' wishes belong to the categories "offer of food and beverages", "service", "facilities" and "information" (s. appendix XIX). Considering the most common complaints that are mentioned by guests in the staff's opinion, it can be concluded that they are about facilities, offer of food and beverages and regulations (s. appendix XIX). Other examples are noise, and the equipment or appearance of facilities such as the restaurant and conference rooms (s. appendix XIX). With regards to offer of food and beverages and regulations, guests mainly complain about waiting times, opening hours, service times, prices and the way of handling allergies (s. appendix XIX). Concerning the qualitative data of the question related to the negative influence of individual communicative skills on communication, it can be said that it mainly derives from aspects such as behavior, oral expression and knowledge (s. appendix XIX). The

main problems are patience, reaction, oblivion, insecurity of how to react to and approach guests as well as wording, the English language and guest knowledge (s. appendix XIX). With regards to tips of improvement for communication between staff and guests, it can be said that common aspects mentioned are patience, openness, a better flow of information, assistance, a flatter hierarchy as well as the importance of more guest knowledge (s. appendix XIX). However, innovative aspects like digitality, a hotel application, ways of giving feedback are mentioned, too. (s. appendix XIX). Finally, when considering open questions about role and responsibility understanding as well as ambiguities within these areas, the main problems are about imprecise explanations, missing or no consultations and specifications of the manager or head of department. Besides, staff criticizes that often announcements are unclear, that they do not know to what extent they can answer guests' wishes and that there are not enough briefings (s. appendix XIX).