THE HONG KONG
POLYTECHNIC UNIVERSITY
香港理工大學
Pao Yue-kong Library
包玉剛圖書館

Copyright Undertaking

This thesis is protected by copyright, with all rights reserved.

By reading and using the thesis, the reader understands and agrees to the following terms:

1. The reader will abide by the rules and legal ordinances governing copyright regarding the use of the thesis.

2. The reader will use the thesis for the purpose of research or private study only and not for distribution or further reproduction or any other purpose.

3. The reader agrees to indemnify and hold the University harmless from and against any loss, damage, cost, liability or expenses arising from copyright infringement or unauthorized usage.

If you have reasons to believe that any materials in this thesis are deemed not suitable to be distributed in this form, or a copyright owner having difficulty with the material being included in our database, please contact lbsys@polyu.edu.hk providing details. The Library will look into your claim and consider taking remedial action upon receipt of the written requests.

The Hong Kong Polytechnic University

School of Hotel and Tourism Management

The Resort Hotel Experience: Conceptualization, Measurement,

and Relation to Antecedents and Consequences

YANG Yun, Sunny

A thesis submitted in partial fulfillment of the requirements for the

Degree of Master of Philosophy

October, 2008

CERTIFICATE OF ORIGINALITY

I hereby declare that this thesis is my own work and that, to the best of my knowledge and belief, it reproduces no material previously published or written, nor material that has been accepted for the award of any other degree or diploma, except where due acknowledgement has been made in the text.

_____

YANG Yun, Sunny

ABSTRACT

Resort hotels have sprung up all over China in recent years, providing customers with pleasurable and memorable experiences. The concept of customer experience was first introduced into the consumer behaviour literature by Holbrook and Hirschman in 1982, and the notion was quickly taken up by numerous researchers. However, the way in which customer experience is formed and the ways in which products and services affect the formation of customer experience are unclear. This study developed and tested a structural equation model of customer experience in the resort hotel setting in an attempt to better understand the nature, antecedents, and consequences of customer experience.

The research model includes six exogenous variables (reception, room, food and beverage, recreation and entertainment, open public areas and customer involvement) and three endogenous variables (customer experience, satisfaction, and behavioural intention). Base on the work of Rust and Oliver (1994) and Holbrook (1994), the study developed two scales to measure resort hotel service performance and customer experience. Customer involvement was measured using Mittal's (1995) revised personal involvement inventory; customer satisfaction was measured using three items from Crosby and Stephens (1987); and behavioural intention was measured using the loyalty and willingness-to-pay scales developed by Zeithaml, Berry, and Parasuraman (1996). All of the scales used in this study were pretested and refined using exploratory and confirmatory factor analysis.

An on-site survey was conducted in three resort hotels in the province of Yunnan, and 497 questionnaires were successfully completed. The collected data were first analyzed through structural equation modelling (SEM) with LISREL. The results suggested that the proposed

model fit the observed data well, with acceptable model fit indices. The results from confirmatory factor analysis (CFA) indicated that the scales had good reliability and validity. Customer experience was confirmed to be a significant mediator between service performance and customer satisfaction, and in addition to service performance, customer involvement was found to be an antecedent of customer experience, directly having a positive impact on behavioural intention. Taken together, the results suggest that service quality is important, but not as important, as customer experience in a resort hotel which has a direct effect on customer satisfaction. Therefore, resort hotels should make every effort to create a special customer experience and promote it among customers.

ACKNOWLEDGMENTS

During the past two years at the School of Hotel and Tourism of Hong Kong Polytechnic University, I have concentrated on only one thing—how to complete a better thesis. I was anxious about finding a good topic, but found consolation in the framework of my thesis. I devoted great effort to writing the confirmation proposal, and was nervous when waiting for the result of the assessment of my thesis proposal. I was busy in data collection. I racked my brains over the data analysis and completion of the thesis. In summary, almost all of my joy, anger, sorrow, and happiness over the past two years has been related to my thesis. Looking back now on my master of philosophy studies, I realize that they are not only about obtaining a degree. Rather, the learning process has given me a richer and more significant life experience through which I have really matured, and in which, if not for the help of so many people, I could never have succeeded. I would like to thank those people who offered their help to me in my studies.

First, I would like to express deep gratitude to my chief supervisor, Dr. Andrew Chan. I am greatly honored to have studied for my MPhil under his excellent supervision. He patiently taught me how to conduct research, encouraged me not to give up when I had problems, and generously gave of his time to guide my research work. Without his patience, encouragement, and guidance, I believe I could not have completed this thesis on time. He is a real scholar and enjoys teaching and doing research with all his heart. He is willing without reserve to help any student solve research problems. From him, I learned what a real teacher is, and fully

understand Hanyu[1]'s famous words[2] on "Mentor Lecturing" (*Shi Shuo*). "古之学者必有师。师者，所以传道受业解惑。"

Special gratitude also goes to my co-supervisor, Professor Bob McKercher. He also is a good teacher and respected researcher. When I was an MSc student in 2003, I took two courses from him. His knowledgeable lectures and patient individual guidance impressed me, and aroused my interest in doing research. His comments and advice on this thesis have helped me to be more conscientious in carrying out research.

I also highly appreciate the supervisory committee members of my thesis, Professor Cathy Hsu, Dr. Hanqin Zhang, and Dr. Ada Lo, who gave of their valuable time, offering further guidance on the proposal of my thesis.

Conducting research can feel like drifting about on a boundless sea. Of course, if it were not for the supervision of experts, one would not be able to navigate and would be lost in this sea. However, without the love and sincere support of relatives and friends, the journey would be boring and lonely. Therefore, I would like to take this opportunity to express my great thanks to my husband. He has always supported my study career without a word of complaint, and shared with me the joys and sadness of my study life. My thanks go also to my parents and older brother. With their enduring and selfless love, I could set my heart on pursuing my long and tortuous research studies and overcome difficulties time and again. I also want to thank my good colleagues at Kunming University—Ling Xing and Hong Liu, and my students at

---

[1] Han Yu 韩愈(768-824) was a great educationist in the Tang Dynasty, whose educational ideology, especially that related to mentor lecturing, has had a far-reaching influence on Chinese education.

[2] "古之学者必有师。师者，所以传道受业解惑。": That is, every scholar must have a teacher. A teacher's responsibilities are to preach, teach, and answer.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER 1 INTRODUCTION

1.1 Introduction

Today, consumption is more of an experience than a necessity. Surrounded by a rich variety of products and services, consumers want products that can express their lifestyles and identity. It has been said that post-modern consumers pursue the aesthetic and symbolic values of a product rather than its substance (Corrigan, 1997; Williams, 2000). In other words, contemporary consumption is not merely the act of buying and using products or services. It is the seeking of experience through consumption.

"Experience" has become a buzz word in marketing. Phrases such as "the shopping experience," "the hotel experience," and "the restaurant experience" are seen everywhere. Companies have realized that creating special experiences through products and services can attract more customers. Pine and Gilmore (1999) believe that profits are generated through the creation of experience and the staging of products and services for customers. Today's economy has evolved from pure product to product with service and then from product with service to the creation of a special experience.

The customer experience concept was introduced into the marketing literature by Holbrook and Hirschman (1982) and was quickly taken up by numerous researchers (e.g., Jensen, 1999; Pine & Gilmore, 1999; Schmitt, 1999; Wolf, 1999; Gobe & Zyman, 2001; Davenport & Beck, 2002; Chan, 2003; LaSalle & Britton, 2003). Recent research has shown that the customer experience is linked to service performance and customer satisfaction (e.g., Otto & Ritchie, 1996; Wakefield & Barnes, 1996; Barlow & Maul et al., 2000). Yet, the way in which the customer

experience is formed and the way in which products and services affect the formation of the customer experience are unclear. There is an urgent need to understand more fully the experiential aspects of consumption.

Resort hotels came of age with the advent of rail travel. Thanks especially to further improvements in air transportation and automobiles after Word War II, large numbers of travellers could arrive quickly and safely in exotic, though remote, destinations, and increasing numbers of resort hotels then sprang up in beautiful natural locations (Walker, 2006). Resort hotels provide ample opportunities for guests to relax in picturesque surroundings. Their emergence represents a trend in which, in addition to the need for the supply of physical life products and services, the hotel also becomes a medium through which the consumer expression of dynamic and multiple selves can be sustained and communicated, thus enabling customers to act out their own desired social roles and make and maintain social relationships (Morrison, Rimmington & Willams, 1999; Beardsworth & Keil, 1997). Simply put, a successful resort hotel should now deliver its products and services in a way that creates and exchanges pleasurable and memorable experiences, because guests are looking for a total experience rather than just a room to sleep in (Walker, 2006).

Compared with business hotel customers, resort hotel customers expect special and additional experiences during their stay. For example, when a customer lodges in a resort hotel that is located in a beautiful, natural tourism destination, he or she wants to obtain total relaxation and forget the trivial matters of life or do something new and exciting and make new friends. Therefore, it is not enough for a resort hotel to merely supply good service. If customers are only interested in accommodation, then they can stay at any downtown hotel, rather than in a resort hotel. What differentiates resort hotels? And what attracts consumers to resort hotels? In

essence, it is the experience that a guest gains during the stay. Therefore, in this study, the customer experience is introduced in the resort hotel setting. It is proposed that the customer experience in a resort hotel is firstly driven by the hotel service performance, and that total satisfaction and loyalty after consumption are the results of a favourable and memorable experience.

Furthermore, the customer experience is the personal and psychological recognition of the consumption process. Therefore, the perception of the customer experience may be distinct because of different individual demands and the personal relevance of the activities that are participated in. For example, when two customers lodge in the same resort hotel, one may actively take part in various leisure programmes and become fully involved in the hotel's service surroundings, whereas another may stay in his or her room or in other parts of the hotel to deal with business. Of course, these two customers will perceive their lodging experiences differently. The former may evaluate the experience in the resort hotel as more multivariate, including relaxation, excitement, and even curiosity and refreshment. The latter may just perceive the hotel as a quiet place of accommodation with convenient and good service. To explain the special characteristics of the customer experience, the present study considers that customer involvement may be one of its antecedents or may have a potential impact on its perception.

To fill the gaps in the customer research of resort hotels and to fully understand the nature of the customer experience in the resort hotel setting, the present study introduces customer experience as a psychological outcome of the resort hotel's service offerings and to understand its antecedents and consequences. Customer involvement was also introduced as an antecedent variable.

1.2 Resort Hotel Service

The measurement of service performance has been discussed in the services marketing literature. Researchers generally adopt two approaches. One was initially offered by Gronroos (1984), who classified two dimensions of service quality: functional quality and technical quality. Functional quality represents how the service is delivered, that is, customer perceptions of the manner of service delivery. Technical quality reflects the outcome of service offerings or what the customer receives in the service encounter. This model was developed along with the concept of instrumental and expressive performance (Swan & Comb, 1976). The first corresponds to the performance of a physical product, and the latter relates to the psychological level of performance. Another is the SERVQUAL model (Parasuraman, Berry & Zeithaml, 1988), which has always been dominant in the service literature. It uses five dimensions to describe the characteristics of a service encounter: reliability, responsiveness, empathy, assurance, and tangibles. These two models are based on the conceptualization of the expectancy-disconfirmation paradigm (Oliver, 1981). However, the validity of the paradigm has been criticized, as there are limitations to its application in practical operations (Cronin & Taylor, 1992) for which a performance-based measure is highly recommended.

Later, a number of services marketing scholars and practitioners advanced modified models to reflect the complex state of service performance in the service delivery process. For example, Rust and Oliver (1994) offered the three-component model: service product; service delivery, and service environment. Among these components, the service delivery process is directly linked to the role performance of the service encounter. Likewise, Grove et al. (1998) proposed the services theatre model, in which service performance was also identified as the dyadic

interaction between the customer and the service provider and metaphorically elaborated service encounters as role performance.

Meanwhile, in an attempt to understand fully how service performance judgment evolves, some researchers have recommended that the entire delivery process be segmented into distinct service encounters. Bitran and Lojo (1993) concluded that the six service encounters of every professional service firm are (1) access, (2) check-in, (3) diagnosis, (4) service delivery, (5) check out, and (6) follow-up. This simple and practical segmentation of service performance has been commonly applied in hotel research. For example, Danaher and Mattsson (1994a) divided the hotel conference process into four encounters: (1) arrival, (2) coffee-break, (3) lunch, and (4) conference room. In another study of hotel service, they (1994b) also segmented the hotel stay into five encounters: (1) check-in, (2) room, (3) restaurant, (4) breakfast, and (5) check-out. According to the specialties of business customers in hotels, the business hotel service delivery process was partitioned into five encounters by Yung and Chan (2001): (1) check-in, (2) room, (3) restaurant, (4) business centre, and (5) check-out. This approach can provide a better understanding of the strengths and weaknesses of the relevant operation departments.

Since the economic boom of the 1960s, resort hotels have become one of the most dominant segments of the accommodation industry (Inkabaran, Jackson & Chhetri, 2004). For customers, internal services play an important role in the general quality of resort hotels. If a variety of resort hotel services are not available, then how can customers enjoy the lodging experience? Yet, resort hotels generally need further advantages outside of their dramatic and desirable natural surroundings, because they can set off the resort hotel theme and provide ample opportunities to stage leisure experiences. Therefore, unlike a business hotel, when a customer

lodges in a resort hotel, the experience stems not only from the internal basic hotel service offerings, such as reception, room, food and beverages, recreation and entertainment, and so on, but also from the external natural surroundings and outdoor facilities.

Following previous work, the present study investigates resort hotel service delivery through a multidimensional conceptualization. The primary dimensions of the perception of resort hotel service are the frontline department services. According to the concept of the service encounter and the nature of resort hotel services, the encounters in this study are categorized as (1) reception, (2) room, (3) food and beverage, (4) entertainment and recreation, and (5) open public areas. To measure performance in these service areas, Rust and Oliver's (1994) three-component model including service product, service delivery, and service environment was adopted.

1.3 Customer Experience

In both the practical and academic arenas, the consumer is presented as feeler and thinker; he or she needs fun and pleasure beyond the simple consumption of a product. Therefore, to attract more consumers or to differentiate itself from its competitors, a company must better design specific and memorable consumption experiences that bring psychological feelings in addition to physical products. For example, the experiences of eating ice cream from a supermarket and in a Häagen-Dazs ice cream shop are totally different. The former consumers just eat ice cream to satisfy their own basic physiological need for ice cream. However, when a consumer goes to Häagen-Dazs with his or her lover, eating ice cream is not important for the final consumption intention; it just becomes one of the ingredients for creating the romantic or childlike experience that the consumer ultimately needs. Therefore, it is clear that the creation

of a special and appropriate experience with products and services is more important than the mere supply of various service attributes.

Holbrook and Hirschman introduced the sociological notion of experience into consumer behaviour research in 1982. They identified the consumption process as not merely a collection of information and goods, but as also involving complicated internal psychological demands. Customer experience is defined as the subjective psychological states that link to the emotions, meanings, or images of consumption.

Researchers in earlier studies have been interested in an exploration of the role of emotion in the customer experience. For example, Holbrook et al. (1984) explored the role of emotions in the customer play game experience. Havlena and Holbrook (1986) then compared the effectiveness of the two emotion measuring scales, PAD (pleasure-arousal-dominance) (Mehrabian & Russell, 1974) and EC (emotion categories) (Pluchik, 1980). Gradually, the focus of research was transferred to the relationship between emotion and the service experience. The research not only categorized emotional patterns in the customer experience (see Holbrook & O'Shaughnessy, 1984; Westbrook & Oliver, 1991), but also found relationships among emotion and customer satisfaction and behavioural intention during service offerings (see Mano & Oliver, 1993; Tu, 2004). These results have also been confirmed in the tourism and hospitality industries (see Basky & Nash, 2002; Chan, 2003; Bigne et al., 2004; Yuksel, 2007).

In addition to the role of emotion in consumer experiential measurement, the significance of symbolism or customer value is also recognized in the literature. Customer value was confirmed as the most important competitive key and the foundation of the customer

experience by the precursors of economists in the middle of the last century (Holbrook, 2006). A number of service researchers also investigated the role of customer value in the consumption context in the 1990s (e.g., Zeithaml, 1988; Dodds et al., 1991; Woodruff et al., 1997). A number of hospitality studies also reported on customer value (e.g., Jayanti & Ghosh, 1996; Bojanic, 1996; Oh, 1999, 2000). Unfortunately, these researchers simply repeated the viewpoints of Zeithaml (1988), who identified customer value as the direct antecedent of a purchase decision and a direct consequence of perceived service quality or defined simple customer value as value for money. These researchers did not explore the nature of customer value or develop an instrument to measure it.

As the researcher who first introduced the customer experience to consumer behaviour, Holbrook (1994, 1996 & 2006) also extended his insights concerning the role of customer value in the customer experience. Based on the "Three Fs" of a customer's experiential aspects, which are fantasies (dreams, imagination, unconscious desires), feelings (emotions, such as love, hate, anger, fear, joy, and sorrow), and fun (hedonic pleasure derived from playful activities or aesthetic enjoyment) (Holbrook & Hirschman, 1982), Holbrook (1994, 1996, 2006) concentrated his efforts on the nature and types of customer value from the experiential service-based perspective and developed the typology of key values in the customer experience. This customer value model was segmented into two underlying dimensions: (1) extrinsic versus intrinsic value and (2) self-oriented versus other-oriented value. He then proposed an eight-celled typology of customer value, including efficiency (O/I ratio or convenience); excellence (quality); status (success); esteem (reputation); play (fun); aesthetics (beauty); morality (virtue or ethical acts); and spirituality (faith or ecstasy). Drawing upon Holbrook's experiential value categories, Mathwick, Malhotra, and Rigdon (2001) derive an experiential value scale (EVS) to assess the retail shopping experience in the Internet and catalogue

shopping context. The results indicated that Holbrook's experiential typologies are useful in describing the perception of customer value. Following previous work, and according to Holbrook's experiential value categories, the present study establishes an instrument that can be used to assess and understand the customer experience in the resort hotel context.

1.4 Customer Involvement

Customer involvement has been widely recognized as a significant variable by marketing scholars and practitioners. Since the initial examination of involvement by Sherif and Cantril (1947), the involvement theory has been extensively applied to identify the influences between the degree of involvement and relevant marketing objects and consumer actions (Gursoy & Gavcar, 2003). Finn (1983) examined involvement in consumer research from three main perspectives: stimulus-centred, subject-centred, and response-centred. Although customer involvement has been discussed from different orientations, it has generally been considered to be a matter of the "personal relevance" of an object, situation, or action (Zaichkowsky, 1985). That is, the level of customer involvement with an object or product, advertisement, or purchase decision is driven by that customer's inherent needs, values, and interests. Harvitz and Dimanche (1990) reviewed the involvement concept in the leisure and tourism domains, and they also identified involvement as a psychological state that is related to personal needs and the perception of internal value.

Depending on their level of involvement within consumption, customers differ greatly in the extent of the purchase decision process or in the evaluation of the consumption process (Zaichkowsky, 1985; Laurent & Kapferer, 1985). Generally, high-level involvement impels consumers to produce active actions towards the objects of consumption, such as gathering

information about the objects, feeling satisfied with the product, having loyalty towards brands, and so on. In contrast, consumers with a low involvement level tend to gather little information to evaluate their buying choices and then follow relatively simple consuming steps. Zaichkowsky (1986) state that in addition to acting as a mediating variable in determining that the advertised product is effectively relevant to the receiver, customer involvement is also an important personal element that directly affects the perception product categories and purchase decisions. That is, a different level of involvement results in different preferences of product categories, product evaluations, and the purchase action.

In the 1990s, customer involvement was also applied to recreational research. For example, in their study of satisfaction in national parks, Hwang et al. (2005) found that tourist involvement has a direct positive and significant effect on the perceived interpretation of service quality. Some researchers (e.g. Laverie & Arnett, 2000; Richins & Bloch, 1991) found that a high level of customer involvement leads to an increase in satisfaction. Suh et al. (1997) identified the impact of customer involvement on a consumer's perception of hotel service quality, satisfaction, and purchase intention. They also found three factors that are highly perceived when the level of consumer involvement is high. Following these studies of customer involvement, this study intents to explore how individuals become involved in services and how their feelings are engaged in the consumption experiences.

Among the measurements of customer involvement, Zaichkowsky's (1985) personal Involvement inventory (PII) has been used and tested extensively in consumer behaviour researches (Flynn & Goldsmith, 1993; Dimache & Havitz, 1994). The PII scale was designed to measure the extent of the personal relevance of a particular product, advertisement, or situation to a consumer. In tourism and leisure studies, several researchers have utilized the PII

and found that it is a useful tool to examine tourist vacation behaviour and their participation (Havitz & Dimanche, 1997, 1999). The original scale comprises 20 seven-point semantic differential items with a unidimensional structure. However, Zaichkowsky (1987) found that product involvement was perceived by consumers to have an emotional aspect. Other researchers (e.g. Mittal, 1989; McQuarrie & Munson, 1986, 1991) have also found that it captures two facets of involvement. Mittal (1991) rearranged the 20 items under four headings, and argued that the items under the "importance/significance" headings really reflect consumer involvement in the product itself or behaviours. After examining similarity coefficient and conducting confirmatory factor analysis, in the Zaichkowsky scale, involvement is measured more appropriately by five items underlying the "importance/significance" construct. This study uses therefore the modified five-item PII (Mittal, 1995) to investigate the influence of customer personal relevance of having a holiday in a resort hotel on resort hotel service performance and customer experience.

1.5 Customer Satisfaction

Customer satisfaction has been a central topic in the service marketing literature for many years. Since Cardozo's (1965) initial study of customer effort, expectations, and satisfaction, the body of work in this field has grown extensively. There were more than 900 articles that focused on customer satisfaction behaviour between 1982 and 1991 alone (Perkins, 1991). However, even now, there is some controversy surrounding the definition of customer satisfaction.

The main issue is what the orientation of satisfaction judgment in consumption is. Is a customer satisfied with the quality of service or with the quality of the service experience (Yi, 1990)? In the former, satisfaction judgment is directed towards the good or bad service

attributes or the consumed products. The latter refers to the total consumption process, which may extend to the psychological values that a customer attaches to consumption and his or her motives beyond the consumption of goods (Buttle, 1992). When a customer buys satisfactory goods and is also satisfied with the related service attributes, he or she may define the consumption experience as a very general consumption process. For example, a good hotel may only supply a good quality of services or products, but an elaborately designed resort hotel with relevant leisure programmes may create pleasure and a memorable lodging experience. Although the significance of customer value has been identified as a complex mediator in the evaluation of customer satisfaction with service offerings, little research has been undertaken to examine the value dimensions of customer satisfaction (Soutar, 2001).

The divergence of definitions results in different measurement constructs of customer satisfaction. Because satisfaction with service attributes emphasizes consumption outcomes, the evaluation of service satisfaction only covers a consumer's cognitive measurement of service offerings (Parasuranman, Zeithaml, & Berry, 1994). In contrast, measurement of the service experience further considers a consumer's subjective psychological feelings during the consumption process (Oliver, 1981). To conclude, the constructs of evaluating satisfaction with the service experience should include both cognitive and affective constructs (Oliver, 1993, 1996).

To reflect an individual's overall satisfaction level with both cognitive and affective feelings about service performance in a resort hotel, this study will test the construct of customer experience as a mediator between service performance and customer satisfaction and further identify the influences that distinct value dimensions of the customer experience have on overall customer satisfaction.

1.6 Behavioural Intention

A large amount of research discusses customer satisfaction with the aim of finally identifying the consequences of a satisfactory or unsatisfactory consumption experience (e.g., Jarvis & Mayo, 1986; Twynam, 1992, etc.) and further understanding the factors that result in customer loyalty (e.g., Backman & Crompton, 1990a, 1990b; Cronin & Taylor, 1992). Although the development of customer loyalty has always proved to be a challenge, especially in a mass-production society, it is undebatable among marketers that keeping customers is less expensive than creating new ones. Moreover, in general, if a customer has had a satisfactory experience before, then he or she will be more likely to make the same choice in a similar context (Fornell, 1992) or to recommend and persuade others to use the product or service (Rust, Zahorik & Keiningham, 1995). Thus, it is important to investigate what a customer's behavioural intentions are after a satisfactory or unsatisfactory customer experience.

1.7 Conceptual Framework

The conceptual framework of this study is presented in Figures 1.1. It consists of five major components: 1) service performance, 2) customer experience, 3) customer involvement, 4) customer satisfaction, and 5) behavioural intention. Of these components, the five service encounters of resort hotel service performance and customer involvement are the exogenous variables, and customer experience, customer satisfaction, and behavioural intention are the endogenous variables.

Resort Hotel Service Performance

- Reception
- Room
- Food and Beverage
- Recreation and Entertainment
- Open Public Areas

Customer Involvement

Customer Experience

- Economic Value
- Hedonic Value
- Social Value
- Altruistic Value

Customer Satisfaction

Behavioural Intention
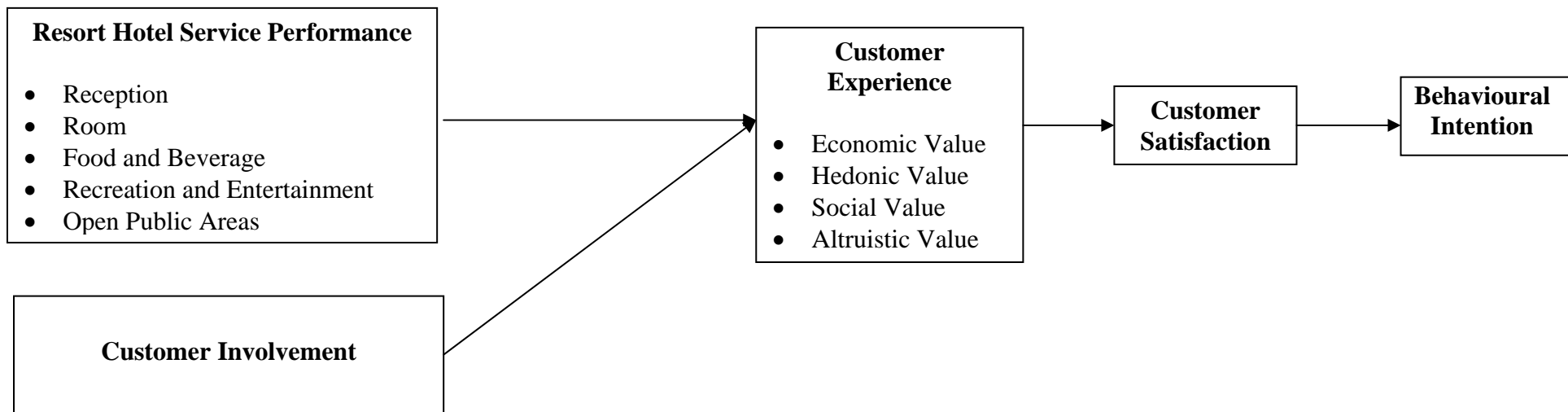
Figure 1.1: Conceptual Framework

1.8 Purpose of Study

The first purpose of this study is to ascertain the impact of resort hotel service performance on the customer experience, then investigate the properties and relationship of customer involvement with the customer experience, and, finally, confirm the influence of customer experience on customer satisfaction and behavioural intention. To explore the nature of the customer experience, instruments are developed to measure the customer experience as derived from the service performance that is supplied by different frontline departments in a resort hotel. Concurrently, relevant constructs, including customer involvement, customer satisfaction, and behavioural intention, are judged by established instruments. The findings of this study can provide relevant information to resort hotels to design and manage the customer experience to advance customer satisfaction and loyalty.

The specific research objectives are:

1) to identify the underlying attributes within the components of service performance that are supplied in a resort hotel;

2) to understand the underlying structures of the customer experience in a resort hotel;

3) to determine the impact of each service performance encounter on the customer experience in a resort hotel;

4) to determine the impact of customer involvement on the customer experience in a resort hotel; and

5) to investigate the relationships between customer experience, customer satisfaction and behavioural intention.

1.9 Contributions

1.9.1 Theoretical Contributions

The main contribution of this research to the field is the introduction of customer experience as the psychological recognition of service offerings and customer satisfaction in a resort hotel and the development of a measurement instrument to better understand the nature of the customer experience in a resort hotel. To further examine the personal relevance of the customer experience, customer involvement is proposed to have a potential impact on the extent of experiential feelings individually attained by customers. In addition, this study serves as a preliminary attempt to measure service performance in a resort hotel using Rust and Oliver's (1994) three-factor model which has not been applied in the tourism and hospitality field. The theoretical contributions can be elaborated as follows.

First, the service encounter approach was applied to group the resort hotel services into five separate encounters (reception, room, food and beverage, recreation and entertainment, open public areas). The five encounters are identified as the primary dimensions of the perception of service performance by customers. The three service performance dimensions of Rust and Oliver (1994) are adopted as the subdimensions of the five encounters. The multidimensional approach combining the service

encounters and a three-dimensional model has not been adequately examined in the practice. Thus the multilevel model tested in this study will be valuable in the development of a service measure instrument in the hospitality industry.

Second, the "customer experience" has been a popular promotional term in the post-modern consumption age, and has been discussed for more than twenty years in consumer behaviour researches. After reviewing the consumer experience literature, this study found that consumer experience concerns the internal psychological values of consumers beyond consuming products/-selves. To explore consumer experiential feelings in the resort hotel setting, this study developed items that correspond to four types of customer experiential values (economic, hedonic, social, and altruistic). The typology of experiential values by Holbrook (1994) has not been adequately and systematically developed in the tourism and hospitality industry. Thus, this study will contribute to the better understanding of customer experience by examining in-depth this subjective construct.

Third, in the hospitality industry, researchers have confirmed that the quality of service attributes is the most important factor affecting customer satisfaction. This means that when the quality of service attributes in a hotel attains or exceeds standards, customers are satisfied. However, when lodging in a resort hotel, customers want to experience special symbolic feelings and emotions that go beyond those experienced when lodging in accommodations with good quality facilities and services. Thus, to fill the gap in the knowledge of the psychological and subjective attainments through staying in a resort hotel, the relationships among service offerings, customer experience, and customer satisfaction will be examined.

Fourth, because of differences in personal needs and aspirations, this study introduces customer involvement constructs to examine the impact of personal relevance on the customer experience in the resort hotel service setting. The results from the present study will yield additional insights into the relationship between customer involvement and customer experience, and further explain the individual nature of customer experience.

1.9.2 Managerial Contributions

Today, with the growing demand for recreational outlets and changing leisure and recreational habits, resort hotels offer ample opportunities for tourists to gain more relaxation in picturesque surroundings. Resort hotels face the challenge of how to create memorable lodging experiences for their customers through service performance. This newer experiential view will offer hospitality professionals theories and applications of the "Disneyland concept" to transform the customer experience in resort hotels.

Because the experiential perspective recognizes the importance and possibilities of designing and managing the customer experience, this study will provide resort hotels with additional insight to enhance customer satisfaction in the following areas.

First, resort hotel service performance is categorized into five service encounters, and each service encounter is assessed using multiple items. This study will help management to understand how frontline departments can introduce innovations to create a memorable customer experience. Second, through this study's dimensions of

the customer experience in resort hotels, management will be able to understand guest expectations of such hotels. They will be able to design effective and innovative service products and settings to match customer psychological demands. Third, if customer involvement is confirmed to have a significant impact on the customer experience, then resort hotels should pay more attention to enhance customer involvement. Fourth, if the customer experience is found to be more influential on customer satisfaction, then it will be the most important variable in customer satisfaction. In other words, when the customer experience is matched, a customer will express his or her own subjective satisfaction of the lodging process in a resort hotel, rather than assess the hotel's service attributes objectively.

1.10 Summary

This chapter has provided an overview of the aims and related constructs of this study, which examines the nature of the resort hotel experience, including its antecedents and consequences. Accordingly, it proposes that service performance has an impact on perceptions of the customer experience. Simultaneously, the level of customer involvement is considered to be one important effecter of customer experience. Service performance in resort hotels is divided into five frontline service encounters: reception, room, food and beverage, recreation and entertainment, and open public areas.

The proposed models integrate research from a number of disciplines and extends existing theoretical work, particularly in the sphere of consumer behaviour and marketing in service sectors. The findings will help resort hotel managers create

special and memorable customer experiences through the design and management of the services they supply.

The following chapters extend the relevance of the detailed research. Chapter 2 presents a more thorough discussion of the literature concerning service performance, service quality, customer involvement, customer satisfaction, and consumer behavioural intention. Chapter 3 introduces the research methodology. The results of a series of exploratory studies that aim to identify the content and domain of resort hotel services and the customer experience, and the two instruments of service performance and customer experience are then presented in Chapter 4. In Chapter 5, a proposed theoretical framework of the resort hotel experience is presented, and the relationships among the constructs are formally hypothesized. The results and analyses of the data are discussed in Chapter 6. The implications of the findings, the limitations of the study, and directions for further research are presented in Chapter 7.

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

This chapter provides a detailed review of the previous studies that concern the key research constructs that make up the proposed framework of this study. The literature is organised based on the order of the research constructs in the theoretical framework. First, the development of the concepts of the resort hotel is examined. Second, the antecedents of the customer experience in a resort hotel, that is, "resort hotel service performance," are reviewed. Third, the "customer experience" is discussed. Finally, "customer involvement," "customer satisfaction," and "behavioural intention" are reviewed.

2.2 Resort Hotel

2.2.1 What is a Resort Hotel

Hotels can be categorized in terms of hotel location (Angelo & Vadimir, 2001), lodging establishment (Dittmer, 2002), market segment (Powers & Barrows, 2002), etc. Although it is often put into diverse types of hotel classification, the resort hotel in each category is consistent with the concept of the resort (Gee 1996, p. 22): "The core principle of the resort concept is the creation of an environment that will promote and enhance a feeling of well-being and enjoyment."

In actual design and operation, the resort concept is accomplished through the outdoor environment and amenities in addition to the provision of quality services and

relevant facilities by the hotel itself. This is the main difference between a resort hotel and a traditional or commercial hotel (Mill, 2001).

Richardson (2000) identified two criteria for a resort hotel. One is to supply sufficient indoor amenities that encompass an extremely good quality of service, pleasant physical surroundings, and convenient entertainment and other facilities. Another key factor for the resort hotel is that it must be located in a unique vacation spot that is desirable because of its climate, scenery, and recreational attractions. The resort hotel may then combine outdoor views and the local culture with its own facilities. This means that a resort hotel should have sufficient outdoor areas with beautiful views and recreational facilities to create more leisurely surroundings. These two criteria of the resort hotel are also emphasized in the hospitality literature and by practitioners (see PKF Hospitality Research, 2006; Power & Barrows, 2003; Dittmer, 2002; Angelo & Vladimir et al., 2001)

According to the literature, to ensure a customer's enjoyment and health, a resort hotel must supply multiple internal amenities that feature a convenient, recreational, and entertaining environment and, additionally, must consider the external natural views and leisure surroundings. Hence, in this study, resort hotel service includes normal internal hotel services and the nearby surroundings and recreational facilities.

2.2.2 History of the Resort Hotel

The development of the resort hotel has been explored by various authors, including Mill (1996), Gee (2001), Angelo and Vladimir (2001), and Richardson (2000). Many of them believe resort hotel development has gone through four stages: the origin

stage, from ancient Greece and the Roman Empire to the 1800s; the developing stage, from the 1600s to the 1900s; the new growth stage, from the 1900s to the mid-1950s; and the rejuvenation stage, from the mid-1950s to the present. Table 2.1 summarises the phases of the world's resort hotels.

The origin of the resort hotel can generally be traced back to the ancient Greek and Roman periods. Many of these hotels were built around public baths. Lodging in a resort hotel was a favourite recreational activity for all classes of Roman society. To better meet health and social needs in addition to baths, the services of these hotels were extensively and elaborately developed. Thus, their internal facilities not only included a series of bathing rooms, but also combined recreational and sporting facilities such as swimming baths and gymnasiums, restaurants, rooms, and shops. When these empires declined, the hotels were also destroyed.

However, the resort concept was later taken up in Europe. Especially in the United Kingdom, resort hotels were further developed in the 17th century with transportation improvements, including the invention of the stagecoach. These hotels were also originally located near hot springs and mainly provided hot baths. Latterly, other forms of entertainment were introduced to the hotels, such as gambling and dancing. Some resort hotels became as luxurious as palaces and had magnificent facilities: grand parades with gardens and fountains, theatres, luxurious apartments, and banqueting halls. Although European resort hotels dominated, by the beginning of the 19th century, resort hotels had begun to emerge in hot springs destinations on the American continent, with the expansion of the railroads. The Homestead in Hot

Springs and Greenbrier in White Sculpture Springs are two examples. Resort hotel development in Europe stagnated after World War I broke out.

In the 1900s, then, with the U.S.'s economic boom and society stable, American resort hotels gradually became the main players in the world's hotel development. During this period, spa resort hotels were still popular. However, sea resorts became more attractive because of their beautiful sea views and good weather. Waikiki Beach's Royal Hawaiian Hotel is a good example that represents the changing tastes and demands in the resort hotel market. In the 1950s, resort hotel development was put on hold due to the after effects of World War II.

With economic recovery and development after World War II, modern tourism propelled the development of resort hotels into the rejuvenation stage. To meet the different demands of large numbers of tourists, more types of resort hotels, such as theme park resort hotels, rural resort hotels, and so on, emerged. Whatever, the initial two types resort hotel: spa resort hotel and beach resort hotel, still dominated in the world. With their special culture and attractive natural views, the Asian and Pacific regions also began to explore the resort hotel market.

Table 2.1: History of the Resort Hotel (Mill, 1996; Gee, 2001; Angelo & Vladimir, 2001; Richardson, 2000)

Stages	Time	District	Resort Hotel Characteristics	Example

Origin	Ancient Greek and Roman Empires	• Europe
		  o Rome-Ostia
		  o Germany-Baden-Baden
		  o Switzerland-St. Moritz
		  o Britain-Bath and Buxton
		• North Africa
		  o Greece
		  o Turkey
			• Near the spa resort
			• Health and social pleasure
			• Combined a series of bathing rooms with extensive recreational and sporting facilities, restaurants, accommodation, and shops
				• Baths of Neptune
				• Saracen's Head

Development	1600s-1900s	• Europe
		  o Britain
		  o Switzerland
		• North America
		  o New York
		  o Boston
			• Offer new entertainment activities, e.g., gambling and more social relaxation activities
			• Casinos provided main profits
			• More magnificent resort hotels built
			• European resort hotels begin to enter maturity stage
			• American resort hotels begin to grow
			• Wars seriously impact growth
				• Switzerland
				  o Hotel a la Vue de Bernina (1815)
				  o Pension Faller (1860)
				  o Place Hotel (1896)
				• The U.S.
				  o Spa resort hotel: Putnam's Union Hall
				  o Luxury resort hotel: Tremont House
				  o Cottage colony resort hotel: Ocean House

New Growth	1900s- mid-1950s	• North America o Florida	• American resort hotel becomes main actor	• Royal Hawaiian Hotel

		o California	• Resorts become popular with improvement of transportation: railway and automobile • Spa resort hotel still popular type, and sea resorts become more attractive; other types of resort emerge • Resort hotels put on hold when World War II erupts	
Rejuvenation	mid-1950s-present	• North America • Europe • Asia and the Pacific	• Modern tourism impels the resort hotel into new marketing strategies • Resort hotel management combines new products and explores new markets to increase competitiveness • Theme park resort hotel developed • Four Seasons resort hotel emerges	• Mauna Kea Beach Hotel • Banyan Tree

2.2.3 Resort Hotel Categories

Resort hotels may be classified in different ways depending upon the criteria used. Lawson (1995) described the resort hotel's design characteristics and planning trends, based on its location and expressed theme. Power and Barrows (2003) identified resort hotel categories by geographical location and seasonal factors. Powers and Barrows (2003) also defined a resort hotel as having at least 200 to 500 rooms. Mill (2001) disagreed and categorized room quantity into four types from fewer than 25 rooms to more than 400. Dittmer (2002) described the various types of resort properties. Gray and Liguori (2003) identified the service items in a resort hotel based on two common hotel category systems: the American plan and the European plan or modified American plan. Table 2.2 shows the various types of resort hotel classifications in the literature.

To investigate the characteristics of consumer behaviour, consumer marketing research usually classifies resort hotels by the unique themes of the services they supply and the geographical characteristics of their locations. For example, Morrison Rimmington and Willams (1996) examined customer differences in four types of resorts: casino, beach, ski, and country resorts. Thus, to explore consumer experiential views of the resort hotel, this study adopts geographical characteristics and service features for classification.

Table 2.2: Resort Hotel Classification

Author	Criteria	Categories
Lawson (1995)	Geographical characteristics and service features	• Beach Resort Hotel • Spa Resort Hotel • Rural Resort Hotel • Mountain Resort Hotel
Mill (2001)	Room Quantity	• 25 rooms or fewer • 25-125 rooms • 125-400 rooms • 400+ rooms
Dittmer (2002)	Properties	• Traditional Resort • All-inclusive Resort • Resort Condominium • Resort Motel • Guest Ranch
Gray and Liguori (2003)	Supplied Services	• Self-contained Units • Support by location
Powers and Barrows (2003)	Distance and Location	• Destination Resorts • Non-destination or Regional Resorts
	Seasonal Basis	• Summer • Cold Winter • Warm Winter • Year-Round

The rapid economic development in China in recent years has led to an increasingly affluent population. With higher levels of income and increased exposure to the Western world, more and more Mainland Chinese began to seek and adopt new forms of leisure. Among all kinds of leisure activities, taking holidays in resort hotels has become popular in China. A large number of resort hotels have spread all over the country in recent years (Wei, 2006). In order to understand this phenomenon, the resort hotels in mainland China were chosen as the focus of this study.

2.3 Service Performance

2.3.1 Service Performance Measurement

In terms of developing measures of service performance in resort hotels, it is necessary to review the instruments of service quality by which customer perceptions of service performance can be measured. In the services marketing literature, the conceptualization and measurement of service quality perceptions have been the most debated and controversial topics. In this debate, the key issue to identify is what the dimensions of service quality are, that is, what should be measured in service performance? Today, two approaches to measuring service performance dominate in the service research.

The first was defined by Grönroos (1984) and is identified as the "Nordic" perspective (Brady & Jr, 2001). This instrument defines the dimensions of service quality as consisting of functional and technical qualities. Functional quality represents "how service quality is perceived by consumers." Technical quality reflects "the way service quality is influenced," that is, the outcome of the service that a customer actually receives. The former is focused on subjective evaluations by the customer, but the latter considers objective service performance.

Actually, this model was developed along the same lines as the concept of customer perceived product performance in Swan and Comb (1976). They suggested that the perceptions of a product can be divided into two sub-processes: instrumental performance, which is the technical dimension of the product, and expressive performance, which is related to the psychological level of performance. However,

29

Gronroos's instrument implies that service quality involves not only cognitive factors, but also a customer's emotional concerns.

Parasuraman, Zeithaml and Berry (1988) introduced the "American" perspective of the SERVQUAL model (Brady & Cronin, 2001), which has been widely adopted across industries. This multifaceted framework proposes five dimensions of service quality. In the beginning, researchers suggested 10 dimensions that respectively relate to customer confidence in those providing a service. As a result of numerous qualitative studies, the empirical verification has been reduced from 10 dimensions to five. These are defined as follows.

- Tangibles: Physical facilities, equipment, and the appearance of personnel.

- Reliability: Ability to perform the promised service dependably and accurately.

- Responsiveness: Willingness to help customers and provide prompt service.

- Assurance: Knowledge and courtesy of employees and their ability to inspire trust and confidence

- Empathy: Caring, individualised attention the firm provides to its customers.

The SERVQUAL model views service quality as the different scores of or gaps between expectations of service performance and customer perceptions of the service that is actually received. Thus, the SERVQUAL instrument illustrates the core of service quality meaning, namely, a comparison between excellence and actual performance.

The aforementioned two conceptualizations are based on the expectancy-disconfirmation model that was proposed by Oliver (1981). This paradigm is composed of four constructs: expectation, perceived performance, disconfirmation, and satisfaction. The disconfirmation theory posits that customers form their degree of satisfaction with a target product or services as a result of direct comparisons between their expectations and their perceptions. That is, if the perceived performance matches or exceeds expectations, then satisfaction occurs; in contrast, disconfirmation results in dissatisfaction.

Unfortunately, when the expectancy-disconfirmation paradigm was applied to the judgment of practical service businesses, it could not be fully accepted as the basis for measuring service quality (Miller, 1977; Carmen, 1990). After all, service consumption is a complex process. Therefore, service quality measurement is also a continuous evaluation process (Oliver, 1981, 1993). Cronin and Taylor (1992) actually argued that the paradigm was inappropriate in both the conceptualization and the operationalization of the construct. They then proposed the performance-based SERVPERF instrument, which eliminates the expectation component. Compared with the disconfirmation approach, the performance-based measure more closely matches the evaluation of customer perceptions of service performance (Dabholkar, Shepherd & Thorpe, 2000).

Subsequent studies tried to modify service quality instruments to more directly evaluate service performance. Rust and Oliver (1994) proposed the three-component service quality model, which includes service product, service delivery, and service environment. The service delivery process is directly linked to the service

performance by the service encounter for the customer. Similarly, Grove, Fisk & Dorsch (1998) introduced the services theatre model, which includes four elements: actor, audience, setting, and performance. In this model, service performance is metaphorically described as a theatre performance between the service provider and the customer in the service setting.

In an attempt to understand fully how service performance is judged, the concept of service encounters has received widespread attention in recent years. A comprehensive review of service encounters and their application in service measurement is given in the following section.

2.3.2 Service Encounter

The term "service encounter" has attained widespread use in marketing speeches, articles, and research. It was originally macro-defined as "a period of time during which a consumer directly interacts with a service" (Shostack, 1985, p. 243). This definition encompasses all aspects of the service firm with which a consumer interacts, including its service, its personnel, its physical facilities, and its other visible elements. Bitner (1990) first employed the definition to propose a model for understanding the service encounter in the evaluation of service performance.

During the service delivery process, the interpersonal exchange between customers and service providers is strongly identified as a major factor in customer evaluations of service. Hence, the service encounter is further defined as the dyadic interaction between the customer and the service provider (see Solomon et al., 1985; Surprenant & Solomon, 1987). This definition was commonly used to further discuss the

elements of the service delivery process. Studies by Bitner, Booms & Tetrault (1990) and Bitner Booms & Mohr (1994) focused on the personal interactions between customers and employees in service encounters from the customer's point of view and the employee's point of view. Grove and Fisk (1997) further discussed other customer influences on the interpersonal exchanges of the service encounter. Table 2.3 shows the dimensions of the service encounter that have been identified in the service literature.

Table 2.3: Dimensions of the Service Encounter

Author	Dimensions	Major Findings
Bitner (1990)	• Physical surroundings • Employee response	• It is important to manage and control every individual service encounter to enhance overall perceptions of service quality, including the firm's physical appearance and providing customers with logical explanations

Bitner, Booms & Tetrault, (1990); Bitner Booms & Mohr, (1994)	• Interaction between customer and employee
	  ○ Employee response to service delivery system failures
	  ○ Employee response to customer needs and requests
	  ○ Unprompted and unsolicited employee action
	  ○ Problematic customer behaviour
		• Effective communication between customer and employee has impact on service evaluation

Grove and Fisk (1997)	• The impact of other customer	• Other customers have an effect on service evaluation

The service encounter is a complex process that has a wide array of dimensions. In the literature, the three dimensions of the service encounter that have typically been discussed are the service self, the service environment, and the service interaction between service personnel and the customer. These dimensions are the same as Rust and Oliver's (1994) proposed three components for measuring service performance. This study examines the following three dimensions of the service encounter.

• Service product: the designated service product that service provider offers. Customers can gain benefits from the outcome of these services.

• Service environment: refers to the physical ambience of the service setting.

- Service interaction between customer and employee: the communication process when the service product is delivered from the employee to the customer.

Service supply is also operated along a series of consecutive phases of the service encounter. Hence, to better understand the strengths and weakness of a firm and to further refer to the different phases of the entire serving process, some researchers have segmented the delivery process into distinct service encounters. Britan and Lojo (1993), for example, developed a framework to reflect different encounters, including (1) access, (2) check-in, (3) diagnosis, (4) service delivery, (5) check out, and (6) follow-up. This framework describes service delivery as different encounters that can respectively represent distinct professional services. However, these phases are inter-related, which means that if a defect occurs in any phase, then service quality cannot be guaranteed.

In view of the distinct departments offered in hotel services, this segmentation has been commonly applied in their service performance judgment. Danaher and Mattsson (1994a) divided the delivery process of conference hotel service into four encounters: (1) arrival, (2) coffee-break, (2) lunch, and (4) conference room. In another study, Danaher and Mattsson (1994b) similarly partitioned the hotel service delivery process into five encounters: (1) check-in, (2) room, (3) restaurant, (4) breakfast, and (5) check-out. In line with this approach, Yung and Chan (2001) separated hotel services for the business traveller into five encounters: (1) check-in, (2) room, (3) restaurant, (4) business center, and (5) check-out. Different service encounters have distinct characteristics, but these simultaneous encounters make up

the whole image of service. Therefore, these researchers strongly recommend that the approach to categorizing service encounters explores the criteria of evaluation for service performance and further refers to the problems that can occur in service encounters.

2.3.3 Evaluation of Service Performance in the Hospitality Industry

Because of the service focus of the hospitality industry, practitioners have always paid more attention to the measurement of service performance. Therefore, a number of researchers have proposed models to better investigate service performance in this sector.

In the early hospitality literature, researchers identified the key attributes of hotel services, by concentrating on functional and procedural aspects to survey overall service quality. Critically reviewing the attributes that are measured by hotel studies, the great majority of them were concerned with the tangible signs of service (Saleh & Ryan, 1991). According to these attributes, the measures of hotel service performance were mainly surveyed through consumer-satisfaction ratings and mean scores at the end of hotel stays. For example, Barsky and Labagh (1992) developed a strategic customer-satisfaction matrix as a tool to evaluate the hotel attributes of service performance and to identify the related strengths and weaknesses. Similarly, Matzler and Pechlaner (2001) also employed the same approach to explore the benchmarking of customer judgment for service attribute performance.

In an attempt at more accurate analysis, researchers have applied certain effective statistical analysis programmes to examine customer measurement scores for service

performance and further classified the dimensions of service performance measurement. For example, Gundersen, Heide and Olsson (1996) assessed and distinguished the tangible and intangible aspects of hotel guest satisfaction for three hotel departments, reception, housekeeping, and food and beverage, employing LISREL 8.

To investigate service performance in the hospitality industry, researchers prefer customers to make comparisons between their perceptions after consumption and their expectations before it. Barsky (1992) proposed a customer satisfaction model and identified its reliability and validity through the results of empirical testing at a large hotel. This construct was composed of three different sub-dimensions of hotel service performance: expectations, perceived performance, and importance. According to customer expectations of fast food restaurant services, Oh and Jeong (1996) investigated the feasibility of an expectation-based market segmentation strategy and the differences in service performance perceptions among market levels. These measures were all derived from Oliver's (1981) expectation-disconfirmation theory.

In the hospitality industry, the SERVQUAL instrument is commonly applied to evaluate service attribute performance. For example, Salah and Ryan (1991) reported an application of the SERVQUAL model in the lodging industry. Their study identified the existence of gaps in the perceptions of and expectations for hotel services between hotel management and guests, and they further argued that these gaps are a source of dissatisfaction.

After criticizing the validity of the SERVQUAL model in lodging industry applications, researchers further modified the SERVQUAL instrument. For example, LODGSERV by Knutson et al. (1990) added five new questions to better capture the uniqueness of hotel service, and LODGQUAL by Getty and Thompson (1994) compressed five dimensions to three dimensions: tangibility, reliability, and contact.

In addition to measuring service attributes themselves, researchers have recently tried to examine psychological factors in customer judgments of service performance. This means that researchers are trying to explore what customers really need when they consume services. A customer's subjective and affective evaluations of service performance are of greater concern in the hospitality literature. For example, Barsky and Nash (2002) initiated further research to study affective feelings for service performance, and their research results indicated that the emotions that a guest feels during a hotel stay are critical components of satisfaction and loyalty. Furthermore, Oh (1999) identified customer value as an important variable in measuring service quality and consumer satisfaction. Mattila (1999) used a conjoint-analysis approach to discover how a hotel's physical environment and service delivery process affect guest value perceptions in a luxury hotel and implied that understanding customer value is essential for customer satisfaction. Dube and Renaghan (2000) also described and ranked a hotel's visible attributes for creating value for customer loyalty and satisfaction. Moreover, Orsingher and Marzocchi (2003) suggested that the links between service attributes and customer value provide a better explanation of overall satisfaction than do service attributes alone.

To summarise the literature on service performance evaluation in the hospitality industry, first, researchers measured the visible service attributes in a hotel through a comparison of expectation and perception. Then, the SERVQUAL model, which is based on the expectation-disconfirmation paradigm, has been broadly applied and further advanced according to hotel service specialties. Because these studies only evaluated the service attributes themselves, researchers found that attribute-oriented evaluations were not enough to explore a consumer's internal demand for services or to identify a new variable to understand the underlying psychological factors of service performance measurement. Unfortunately, although researchers have reported that the evaluation of service performance may be connected with other consumer psychological constructs, such as consumer emotion or consumer value, an effective measurement instrument for these psychological variables has not yet been developed. Thus, this study introduces the consumer experience to explore the relationship between service performance and internal consumer demands for service and further develops an effective instrument to measure the consumer experience construct.

Table 2.4: Evaluation of Service Performance in the Hospitality Industry

Authors	Study Context	Dimensions of Service in the Hospitality Industry	Research Focus	Major Findings
Knutson et al. (1990)	Hotel Service Attribute • Economy hotel • Mid-price hotel • Luxury hotel	• Tangibles • Reliability • Responsiveness • Assurance • Empathy	To develop new instruments to be relevantly applied in the hotel industry	• LODGSERV is a valid and reliable instrument by which the service performance of a hotel can be measured • Price segmentation is an effective management tool
Barsky and Labagh (1992)	Hotel Service Attribute • Employee Attitude • Location • Room • Facilities • Reception • Services • Parking • Food and Beverage	• Expectations • Importance	To propose an effective customer satisfaction research framework to evaluate hotel service attributes	• Propose a customer-satisfaction matrix • It is a simple tool that uses guest information to support strategic decision making
Salah and Ryan (1991)	• Hotel Management Expectation and Perception • Hotel Guest Expectation and Perception	• Tangibles • Reliability • Responsiveness • Assurance • Empathy	To apply the SERVQUAL model in the hospitality industry	• Gaps exist between hotel management and guests for service performance • These gaps are a source of dissatisfaction
Barsky (1992)	Hotel Service Attribute • Employee Attitude • Location • Room • Facilities • Reception • Services • Parking • Food and Beverage	• Expectations • Perceived Performance • Importance	To develop a practical method to facilitate the measurement of customer satisfaction	• Developed the customer satisfaction construct • The reliability and validity of the model was positively evaluated.
Getty and Thompson (1994)	Hotel	• Tangibility • Reliability • Contact	To advance and modify instruments to measure	• Proposed a scale to measure lodging service

			customer perceptions of service	
Gundersen et al. (1996)	• Reception • Housekeeping • Food and Beverage	• Tangible • Intangible	To identify what aspects a guest considers to be important when evaluating hotel performance	• Important factors: tangible aspects of the housekeeping department and intangible aspects of reception • Found majority of variation for explaining satisfaction between the intangible and tangible dimensions
Oh and Jeong (1996)	Fast Food Restaurant	• Expectation • Perception • Satisfaction	To investigate the effectiveness of customer expectation-based market segmentation as a predictor of customer satisfaction	• Customers from four market segments, based on the structure of their expectations, have distinct perceptions of restaurant performance
Oh (1999)	Luxury Hotel	• Service Quality • Customer Value • Customer Satisfaction	To identify the relationship among service quality, customer value, and customer satisfaction	• Customer value is an important variable to be considered in service quality and customer satisfaction
Mattila (1999)	Luxury Hotel	• Values	To examine the business traveller values factor in evaluating service performance	• Physical environment may play a prominent role in determining customer value
Dube and Renaghan (2000)	Hotel	• Value	To discuss how to make customer value visible	• Guest value lies in a customer's actual needs and satisfaction during hotel stay
Barsky and Nash (2002)	Luxury Hotel	• Guest emotions	To identify whether emotions affect evaluations of service	• Emotions are critical components of satisfaction and loyalty

			performance	
Orsingher and Marzocchi (2003)	Hotel	• Customer value	The elements of the hierarchy structure of a satisfactory experience	• Overall satisfaction refers to customer attainment of high-level benefits and value, rather than consumption the of service attribute

2.4 Customer Experience

2.4.1 The Concept of Customer Experience and its Applications

The notion of experience has been extensively applied in different scientific areas, but each discipline has its own definition of the term. More specifically, relatively distinct meanings appear in four academic areas: science, philosophy, sociology and psychology, and anthropology and ethnology (Caru & Cova, 2003) (See Table 2.5). Although these definitions are not in agreement, it is clear that the notion of experience is identified as subjective and psychological activity.

Table 2.5: The Definitions of Experience (Caru & Cova, 2003)

Area	Definition	Important points
Science	A common experience provides the individual with particular knowledge, and a scientific experience provides universal knowledge valid for all	The experience can be generalized
Philosophy	An experience is a personal trait and consciousness of experiencing reality	Experience is singular, not universal knowledge
Sociology and Psychology	An experience is a subjective and cognitive activity	Experience can be reflected as the construction of self-image or self-value
Anthropology and Ethnology	An experience is the way in which individuals live in their own culture	Experience is one's own feelings

The modern market has changed from buyer-focused to consumer-focused, and, hence, consumer behaviour has been identified not as the simple buying of a product, but as a complex subjective reflection that involves self-expression. An early study by Tauber (1972) asked "Why do people shop?" The reasons to shop went beyond a pure need for products or services. In the 1980s, to explore deeply the subjective state of consciousness and consumer reactions, Holbrook and Hirschman (1982) introduced the sociological notion of experience into consumer behaviour research. They emphasized that the consumer is a feeler, thinker, and doer and thus has a need for fun and pleasure that goes beyond pure product or service consumption. Consumer behaviour is also therefore a reflection of the self-significance and symbolism of consumption. The customer experience was defined by Holbrook & Hirschman (1982, p. 132) as "a primarily subjective state of consciousness with a variety of symbolic meanings, hedonic responses and aesthetic criteria."

Today, researchers discuss post-modern consumption not merely as an act of buying and using products or services, but as an act of the production of experience through consumption (see Corrigan, 1997; Firat & Dholakia, 1998; Williams, 2000). This newer experiential view offers a revised look at the world of consumers and represents a useful framework to explain certain aspects of consumption that are traditionally neglected by academicians, such as the role of emotion in behaviour, the significance of symbolism in consumption, the role of the consumer in product usage and brand choice, and so forth (Addis & Holbrook, 2001). Furthermore, the customer experience has also been identified as a company's competitive advantage and the foundation of the economy and marketing (Pine & Gilmore, 1999; Schmitt et al., 1999). This means that the success of the contemporary company lies in the creation of a special experience by offering products or services. In other words, the customer experience may be defined as one important key to the evaluation of service performance.

In an attempt to discover the impact of the service experience on consumer feelings, satisfaction, and service and to further understand how consumers evaluate service performance, Grace and O'Cass (2004), through an investigation of 254 bank customers, found that core service, employee service, and the servicescape make significant contributions to the service consumption experience. Furthermore, it was found that the service experience has a significant effect on feelings, satisfaction, and brand attitudes.

Edvardson, Enquist and Johnston. (2005) identified the service experience as a service process that creates a customer's cognitive, emotional, and behavioural responses,

thus resulting in a mental remark, or a memory. These researchers developed five dimensions of the service experience model, including physical artefacts, intangible artefacts, technology, customer placement, and customer involvement, and then applied them in the IKEA retail furniture company. The results of this study demonstrated that an organization can create customer value by designing a satisfactory customer experience.

After it had been largely accepted that the creation of a special experience is critical to the success of a service firm, some researchers contributed to the discussion of how to design and manage the customer experience. For example, Pullman and Gronroos (2004) indicated that experience design is an approach that creates an emotional connection with customers through the elaborate planning of tangible and intangible service elements. By investigating VIP hospitality treatment in an internationally renowned touring circus company, their study revealed that different experience design elements have a significant impact on customer emotions and loyalty behaviour. Similarly, after reviewing the literature on the relationship between the physical environment and the consumer experience, Bonnin (2006) found that servicescapes, the service encounter, and the characteristics of the person and the situation influence the service experience.

A few researchers have applied the experiential view to the analysis of service performance in the tourism industry. Otto and Ritchie (1996) suggested the measurement of tourism services from the experiential perspective and emphasized that existing service quality measures may be insufficient to assist in understanding satisfaction in the tourism industry. They further developed and tested the scale items

of experience in three tourism service sectors: hotels, airlines, and tours and attractions. Their study concluded that the service experience scale can be applied to enhance the theoretical and managerial understanding of service marketing in the tourism industry.

Chan (2003) further determined that satisfaction with tour services and satisfaction with the tour experience are different constructs. For a customer, satisfaction with service attributes involves cognitive judgment, whereas satisfaction with the service experience is more focused on the emotional feelings towards the consumption process. His results further proved that satisfaction with tour services is largely driven by tour guide performance, attractions, recreation and entertainment, and food, whereas satisfaction with the tour experience is determined by tour guide performance and support services.

Due to the nature of resort hotel services, Costa et al. (2004) emphasized that the service experience construct is particularly important to measure service performance. Unfortunately, these authors only discussed the need for an animated experience in a resort hotel and did not build any instruments to measure the customer experience construct for recreation services in a resort hotel.

2.4.2 The Typologies of Experience

To explore the nature of experience, researchers have tried to build or apply other relevant psychological approaches or theories to explain systematically its intricacies. Among these, Maslow's human needs hierarchy and Csikszentmihalyi's experience

typologies have been considered as one of representatives in conceptualizing experience (Csikszentmihalyi, 2000; Caru & Cova, 2003).

2.4.2.1 Maslow's Hierarchy of Human Needs

Maslow (1970) identified that every person has five basic levels of needs, including psychological needs, safety needs, love needs, esteem needs, and self-actualization needs. Furthermore, he argued that these needs can be arranged in a hierarchy from low to high (see Figure 3.1).
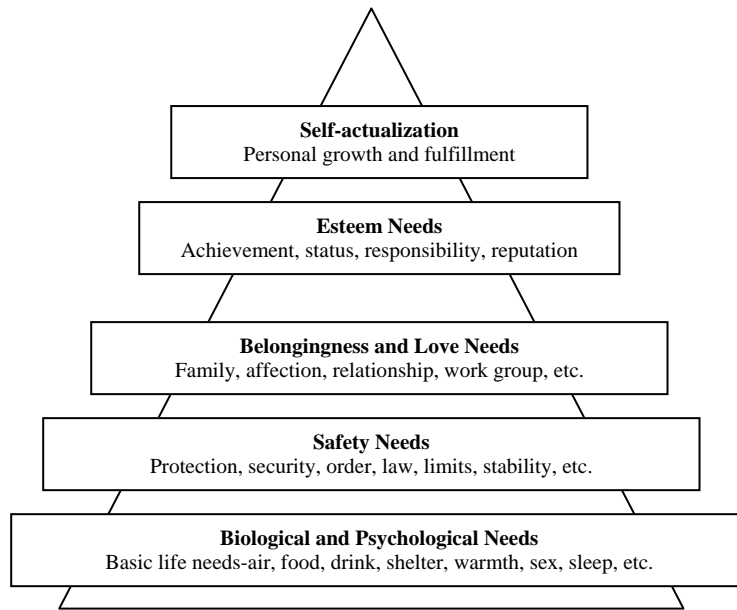
Figure 2.1: Maslow's Hierarchy of Human Needs (1980)

According to this theory, an individual normally satisfies basic needs first. When these are satisfied, he or she will move on to higher level needs. None of the higher level needs can be satisfied unless the lower level needs have been. Human needs usually follow this hierarchical order. However, there are exceptions in which higher level needs may be predominant in an individual's mind even though his or her lower level needs have not yet been met.

Although Maslow's theory has been applied to explain human behaviour in many areas, such as industry and organizational psychology, counselling, marketing, and tourism, it is too simple to explore the special nature of human behaviour in its entirety. Csikszentmihalyi (2000) criticized the theory. He found that although it was suitable for the preliminary classification of the existential needs of consumer behaviour, it could not deeply explore the nature of a consumer's extraordinary experiential needs.

2.4.2.2 Csikszentmihalyi's flow model

Csikszentmihalyi (1975) classified experience into two main dimensions: skills and challenges. When skills and challenges are both at a maximum, a flow experience is thought to occur. However, experiences in which a match exists between skills and challenges are classified as "apathy" experiences; high challenge-low skill experiences are considered to be "anxiety" experiences; and low skill-low challenge experiences are classified as "boredom" experiences. Following these four basic classifications, Csikszentmihalyi and Nakamura (1989) suggested that further detailed classifications may be built. Hence, a flow model was developed with eight experience typologies that are based on challenge-skill scores (Csikszentmihalyi, 1997) (see Figure 3.2).

The flow model has dominated the measurement of the leisure experience. For example, Csikszentmihalyi (1975) applied his own model to classify the experiences of rock climbers, chess players, rock dancers, and surgeons based on observation and interviews. Voelkl and Ellis (1998) reported the use of the flow construct to measure the daily lives of 36 undergraduate students. Vitterso et al. (2000) introduced the flow model to identify the on-site tourist experience of Norway's 36 attractions. Although the model was identified as having significance in the measurement of human experience, its application was focused on special activities and on-site experience observations (Mannell & Iso-Ahola, 1987). Because of the lack of a precise definition, quantitative research using the flow construct may be neither systematic nor comprehensive, and it is difficult to apply the concept in practice (Novak, Hoffman & Yung, 2000).
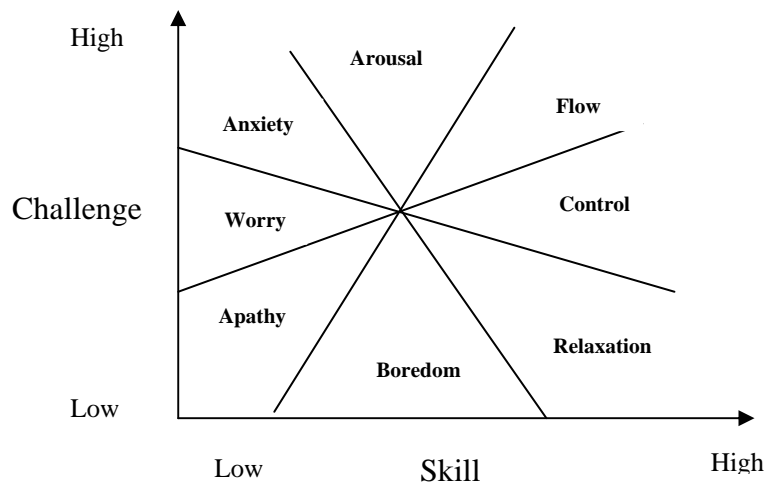
Figure 2.2 Csikszentmihalyi's Flow Model (1997)

2.4.3 Measurement of the Customer Experience

Since the introduction of the experiential perspective to consumer behaviour studies in the 1980s, researchers have tried to find a more suitable consumer behaviour approach to understand and measure the consumer experience. In the past 20 years, two representative approaches have dominated consumer research: the emotion approach and the customer value approach.

2.4.3.1 Emotion approach

In early studies of the customer experience, although customer research identified the symbolic nature of experience, researchers were also highly interested in an exploration of the role of emotion. Holbrook and O'Shaughnessy (1984) provided a model of emotional process and a typology of emotional content. Holbrook et al. (1984) then explored the role of emotion in consumer game experiences. Their results indicated that emotional responses depend on a consumer's personality, game style, and play performance.

50

To more effectively measure emotional expressions in the customer experience, researchers have applied earlier proposed emotional judgment scales. Havlena and Holbrook (1986) assessed the comparative reliabilities and validities of both PAD (pleasure-arousal-dominance) (Mehrabian & Russell, 1974) and EC (emotions categories) (Pluchik, 1980). The results indicate that PAD is more suited to investigations of the role of emotions in the consumption experience. Moreover, further research has been suggested to explore the types of emotional responses to various consumption experiences.

Researchers have also indicated greater interest in the relationship between emotional responses and customer satisfaction in the service experience. Westbrook and Oliver (1991) identified the patterns of emotional experience and suggested alternative satisfaction-measurement instruments to reflect the emotional content of the consumption experience. Mano and Oliver (1993) examined the underlying dimensionality of three aspects of the post-consumption experience: evaluation, affect, and satisfaction. Their analysis showed that the dimensions of evaluation influence feelings in the customer experience and that customer affect reflects customer satisfaction. Hence, in the creation of customer loyalty and satisfaction, the emotions play a strong role (Pullman & Gross, 2003).

Along these same lines, other relevant research into the emotional experience has recently emerged in the tourism literature. Chan (2003) made a distinction between satisfaction service attributes and experience in group tours and proved that satisfaction with experience is more focused on a customer's emotions. Bigne et al. (2005) analysed how visitor emotions in a theme park environment influence

satisfaction and behavioural intention. Their results determined that the emotions are a better reflector of a customer's subjective experience than are the constructs of satisfaction and loyalty. Yuksel (2007) found that the tourist emotions created by the shopping environment have a significant impact on shopping behaviour. These include the enjoyment of shopping, willingness to talk to salespeople, revisit intentions, and the tendency to spend more money and time.

In the hospitality industry, Barky and Nash (2002) identified the main emotional patterns of the hotel experience and demonstrated that the emotions a guest feels during a hotel stay are critical components of satisfaction and loyalty. After a survey of customer hotel experiences, Tu (2004) found emotions have a strong impact on the perception of the service experience and customer satisfaction. In contrast, the service experience mediates the effects of service quality and emotions on customer satisfaction.

The emotion approach has largely received attention in customer experience research, and it has been further confirmed to be one of the subjective constructs of the customer experience. In fact, emotion cannot be simplified as the equivalent of the customer experience; it is rather one of the physiological responses to or behavioural expressions of the customer experience. Therefore, in the literature, the emotion construct is only identified as one predictor of perceptions of the customer experience, or the customer experience has been confirmed to be the mediator of customer emotions. This means that the customer experience and customer emotions were originally two phases of consumer behaviour. Moreover, because the expression of human emotion is momentary, and easily produces unreasonable changes, the emotion

responses approach to the measurement of the customer experience cannot fully capture the psychological needs of a consumer or the nature of the customer experience.

2.4.3.2 Customer value approach

- **The concept of customer value and its application in a service setting**

After introducing the experiential perspective to understanding the interior world of the consumer (Holbrook & Hirschman, 1982), Holbrook (2006) further explained that the exploration of the customer experience actually builds a path to insights into the concept of customer value. In another words, the nature of the customer experience is equivalent to customer value, which means that an understanding of the customer values that are attached to the consumption process may contribute to the design of a satisfactory consumer experience.

The term "customer value" has been extensively defined by customer researchers. In the service marketing literature, value is defined primarily in monetary term as the ratio of "getting quality" to "price paid" or the comparison of what one receives with the cost of acquisition. The following are typical examples of these types of definitions.

Value is the customer's overall assessment of the utility of a product based on perceptions of what is received and what is [given] (Zeithaml, 1988, p. 14).

Buyers' perceptions of value represent a trade-off between the quality and benefits they perceive in the product relative to the sacrifice they perceive by paying the price (Monroe, 1990, p. 46).

Value in [the] business market is the perceived worth in monetary units of the set of economic, technical service and social benefits received by a customer firm in exchange for the price paid for a product, taking into consideration the available suppliers' offerings and prices (Anderson, Jain, & Chintagunta, 1993, p. 5).

Customer Value is market perceived quality adjusted for the relative price of your product (Gale, 1994, p. xiv).

Value [is] a customer's perceived preference for and evaluation of those attributes, attribute performances, and consequences arising from use that facilitate (or block) achieving the customer's goals and purposes in use situations (Woodruff, 1997, p. 142).

This conceptualization of value as a proxy for the quality-price ratio, which is labelled the "value-for-money approach," has been applied in a number of empirical studies of the role of customer value in service offering judgments.

Based on economic value and consumer behaviour theories, Jayanti and Ghosh (1996) formulated perceived value as a direct consequence of perceived quality and price-based transaction and acquisition utilities. A subsequent investigation of their

hypotheses in the hotel industry supported the role of value in understanding hospitality customers.

According to Zeithaml's (1988) means-end model that relates price, quality, and value, Bojanic (1996) examined the relationship between price, value, and satisfaction in hotel service. The overall results of this study indicated that there was a significantly positive relationship between perceived price and perceived quality, which supported the relationship proposed in the means-end model. A similar research approach was also employed in an analysis of value, price, and price perceptions among business and leisure travellers for rating revisit intention (Kashyap & Bojanic, 2000). The findings suggested that value plays a pivotal role in traveller's decision schema and that there are differences in the value perceptions of business travellers and leisure travellers.

Oh (1999) proposed an integrative model of service quality, customer value, and customer satisfaction, using a sample from the luxury segment of the hotel industry. This study reported that customer value is an important variable in service quality and consumer satisfaction judgment. Perceived price, however, had a negative impact on customer value and no relationship with perceived service quality. Dube and Renahan (2000) also emphasized that value for money is one of the top attributes in evaluations of hotel performance and that it has an impact on customer purchase decisions.

Oh (2000) extended the value model to incorporate the concept of brand awareness and tested it in the lodging industry. It was found that brand awareness and price fairness are significant effectors of the customer value process. A similar study that

55

simultaneously considered pre- and post-purchase decisions in a restaurant management context (Kwun & Oh, 2004) was also undertaken.

Although customer value has been confirmed as a key construct for the measurement of service performance and customer satisfaction in the value-for-money approach, research in this area has just repeatedly examined the relationship between customer value and other customer behaviour constructs and identified the concept of customer value as a trade-off between perceived quality and perceived monetary sacrifice. Lemmink, DeRuyter and Wetzels (1998) evaluated the value-for-money approach to consider customer value as a cognitive construct, as an explicit comparison between price and quality from the consumer's perspective. Therefore, to understand fully the psychological need to consume services or products, the underlying construct of customer value should be examined and incorporated with affective and cognitive aspects.

Although there have been calls for the broad exploration of customer value in service industry applications (Holbrook, 1994), some empirical studies have proposed integrative value constructs for the customer value model and applied them to judge consumer value. Among them, Mattsson's (1992a) three-dimension model and Holbrook's (1994) typologies of value in the consumption experience are considered to be the most comprehensive in conceptualizing customer value in the service setting.

- **The models of customer value**
  - Mattsson's EPL model

In his axiology studies, Hartman (1967, 1973) proposed a three-dimension value model that can be used to take both affective and cognitive aspects into account. The three dimensions are 1) extrinsic value; 2) intrinsic value; and 3) systemic value. On the basis on Hartman's axiology model, Mattsson (1992a) proposed a similar three-dimension model that was more suitable for the service context. He included the following. 1) The practical dimension reflects the original and physical benefits of service production that can be grasped by consumers, namely the utilitarian or instrumental components of the value construct; 2) the emotional dimension refers to the affective response of consumers to service performance; 3) and the logical dimension represents the customer's trade-off between what is received and what is given.

This model has been applied in a variety of settings, such as hotels (Danaher & Mattsson, 1994a, 1994b; Yung & Chan, 2001); print advertisements (Mattsson, 1992b), museums (DeRuyter, 1997), and restaurants (Lemmink, DeRuyter & Wetzels 1998). These studies unanimously found that integrative customer value is a real variable in the examination of service performance and the identification of the content of customer satisfaction.

o   Holbrook's typologies of value in the consumption experience

Holbrook concentrates his efforts on developing more suitable constructs to explain the psychological demands of the post-modern customer. To further explicate the experiential view, he categorized the internal subjective state of consumption consciousness as the "Three Fs" (Holbrook & Hirschman, 1982). These are 1) fantasies, which refer to customer imagination; 2) feelings, which refer to the

emotions involved in consumption; and 3) fun, which is equal to the hedonic pleasure derived from playful activities or aesthetic enjoyment.

After a review of the theory of value, Holbrook (1994, 1996) considered the definitions of value in philosophy that should be employed in an exploration of the customer experience. Based on axiology, he defined value as an interactive relativistic preference experience, which implies that the consumption process is not only a simple exchange of services or products, but also involves personal value identification. According to this work, Holbrook (2006) emphasized that the customer experiential approach actually examines the customer value that is attached to consumption. This means it is important to identify customer value to create a customer experience.

Holbrook (1994) also proposed a typology of customer value in the customer experience that hinges on two underlying taxonomic dimensions: 1) extrinsic versus intrinsic value and 2) self-oriented versus other-oriented value.

Dimension 1: Extrinsic/Intrinsic Value. This distinction is fundamental to such frequently encountered contrasts as those between means and ends, between instrumental or utilitarian functions and ludic (playful) emotional components, and between practical and autotelic motivations. *Extrinsic value* characterises those judgments of the consumption experience that see it as a useful means of accomplishing some purpose. In contrast, *intrinsic value* characterises an appreciation of the consumption experience for its own sake and sees it as a self-justifying end-in-itself.

Dimension 2: Self-Oriented/Other-Oriented Value. This dimension refers to the distinction between a self-oriented perspective and an orientation towards others, including relevant members of society or the social order. Briefly, *self-oriented value* encompasses those preferences that result largely from self-interest, which means that the consumer selfishly prizes the consumption experience for its own sake, on the basis of the virtue of its effect on the consumer self. *Other-oriented value* covers preferences that look beyond the self, which means that consumers prize the consumption experience because of its effect on other members of society (family members, friends, neighbours, colleagues) or on the basis of the virtue of the social order.

Combining these two distinctions generates a typology that distinguishes among four kinds of value in the consumption experience, as shown in Table 2.6.

Economic Value refers to the direct benefits that a customer wants to gain from a service. It is characterised as *efficiency* and *excellence*. *Efficiency* is focused on two aspects: economic utility (e.g., the consumption experience is worthy of the money paid) and available utility (e.g., the consumption experience is convenient to obtain). *Excellence* is a type of value that is associated with appreciation of the quality that is delivered by the service provider (e.g., the service provider is always patient and helpful).

Social Value occurs when consumption behaviour serves as a means to shape the response of others. It covers the aspects of *politics* and *esteem*. *Politics* involves the

activity of success awarded by others (e.g., I feel I am a success in the world when I experience the service or I can identify with an admired role in society); *esteem* is a reflection of favourable recognition through the opinions or attitudes of others (e.g., I feel I am a popular and favoured person).

Hedonic value arises from one's own pleasure in the consumption experience, which is appreciated for its own sake. *Play* and *aesthetics* are its main expression. *Play* involves the fun characteristics of the self-oriented experience that is enjoyed for its own sake (e.g., I can enjoy the consumption experience). *Aesthetics* represents the evaluation of beautiful style (e.g., I may feel as if I am beholding a work of art, an entertainment event, or a beautiful scenic vista).

Altruistic value entails a concern with how one's own consumption behaviour affects others and how the consumption experience is viewed by other people or the social order (e.g., it is identified as the most suitable or popular place to celebrate a marriage).

Holbrook's typologies of value model for the customer experience includes the consumer's basic economic value in obtaining products or services, namely, it emphasizes the value-of-money approach, but it further incorporates affective components of value conceptualization in the post-modern consumption experience.

On the basis of Holbrook's typologies model, Mathwick, Malhotra and Rigdon (2001) developed an experiential value scale (EVS) to measure the customer experience in

the Internet and catalogue shopping contexts. Their study indicated that Holbrook's experiential value categories are practical in measuring the customer experience.

In fact, as discussed above, when guests lodge in a resort hotel today, they really want to gain various experiences that satisfy internal psychological values, not only consume the supplied accommodation services. For instance, a resort hotel's unique and elaborately designed decor and well-dressed employees may create a fresh aesthetic experience. At the same time, the manners of the polite and friendly staff may create a family feeling in customers, or a sense of accomplishment or esteem. When customers do interesting things in a clean and cosy room with a good view, or in the outside areas of the resort hotel, they feel fully relaxed and forget trivial matters. They may even feel that life is wonderful and beautiful. Also, when customers and their families lodge in a resort hotel and attend together the designated recreational and entertainment programmes, they may finally have a good time, thus gaining a stronger feeling of belonging towards each other. In other words, a good resort hotel should create a memorable experience for customers by supplying various services. Thus, the present study develops a customer experience instrument to assess a customer's experiential value in a resort hotel according to Holbrook's value typologies of the customer experience, taking into account the special characteristics of the resort hotel.

Table 2.6: A Typology of Value in the Consumption Experience (Holbrook, 1994)

		Extrinsic		Intrinsic
Self-oriented	*Economic Value*	Efficiency (O/I ratio or Convenience)	*Hedonic Value*	Play (Fun)
		Excellence (Quality)		Aesthetics (Beauty)
Other-oriented	*Social Value*	Politics (Success)	*Altruistic Value*	Morality (Virtue)
		Esteem (Reputation)		Religion (Faith)

2.5 Customer Involvement

2.5.1 The Concept of Involvement in Consumer Behaviour

The initial research in involvement can be traced back to the early work of Sherif and Cantril (1947) and the social judgment theory developed by Sherif and Hovland (1961) and Sherif et al. (1965). According to their conceptualization, involvement was defined as the individual attitude aroused during interaction, and the level of involvement provides direction to behaviour. The implications of their work for consumer behaviour were further developed and conceptualized by Krugman (1965), who reported that the degree of a person's involvement with communication is positively related to the number of "experiences, connections, or personal references" (p. 355) between personal life and television advertisements.

In the 1980s, the involvement construct emerged as an important factor in the study of consumer behaviour. Rodgers and Schneider (1993) discussed how involvement has been subjected to extensive definitional, conceptual, theoretical, and empirical examination based on the above sociological works.

In general, involvement in consumer behaviour has been defined and examined from three main perspectives (Finn, 1983), as follows.

- Stimulus-centred

In this perspective, involvement is generally defined as an unobservable state of motivation, arousal, or interest that is evoked by a particular stimulus or situation. In this area of research, the focus is on the relationship between consumer and product, and involvement is identified as a mediating variable in determining whether an advertisement is effective or how relevant it is to how a person perceives product categories (Zaichkowsky, 1986).

- Subject-centred

The subject-centred view of involvement presumes that consumers are more or less involved with a product category insofar as it is related to some achievable end or concerns information that will have a direct impact on them. Namely, the subject-centred perspective puts consumers into situations with specific products and evaluates their level of involvement in those situations. Therefore, the concept of involvement is related to personal values, ego-involvement, and importance and risk perceptions. Zaichkowsky (1987) views the degree of involvement as stemming from both emotional and rational values.

- Response-centred

In the response-centred view, involvement is represented by active participation in the purchase decision or the "act" of purchase. Research in this application of

involvement focuses on information search variables such as time spent searching or number of shops visited (Assael, 1987).

To summarise, although there does not seem to be a single precise definition of involvement, "personal relevance" is its basic focus. Zaichkowsky (1986) concluded that a consumer's level of involvement with an object, situation, or action is associated with personal relevance, such as consumer needs and values and product information. Harvitz and Dimanche (1990) also determined that involvement is a psychological status that stems from personal values and interests. Therefore, this study employs a subject-centred view of involvement to understand the influence of involvement on the customer experience in resort hotels.

2.5.2 Customer Involvement in Tourism and Leisure Contexts

Since the first application of involvement in leisure and tourism behaviour research by Bryan (1977), there have been a number of studies on the impact of the involvement construct for other recreational behaviour variables. Hwang et al. (2005) divided this research into two fields. The first is the application of involvement in the study of leisure management, including tourist market segmentation; the influence of different levels of involvement on price; tourist location preference; tourist service quality and satisfaction; and tourist depreciation behaviour. The second is the investigation of involvement and leisure behaviour, which is relevant to tourist commitment; tourist loyalty; leisure activity purchase decisions; gender differences in leisure activities; and cultural differences in leisure behaviour.

After developing 13 propositions with respect to leisure involvement research on the basis of evidence from 52 leisure involvement data sets in 1990, Havitz and Dimanche (1997) provided a classification scheme to analyse these propositions (see Table 2.7). The 13 propositions focused on the relationships between leisure involvement and promotion, purchase decisions, and participation patterns. Moreover, the study of leisure involvement over time and attempts to link leisure involvement with socio-demographic characteristics were also critiqued. Among the propositions, Havitz and Dimanche (1999) found that three (Propositions VI, VII, and XI) had been strongly supported; two (Propositions VIII and XV) had received more attention, but suffered from methodological shortcomings; and the remaining eight (Propositions IX, X, XII, III, IV, V, XIII, and XIV) had attained little or no support. According to their review, the three most strongly supported propositions were related to leisure involvement's influence on search behaviour patterns, the ability to differentiate between facilities and destinations, and the frequency of leisure activity participation.

Ample evidence exists in support of the theory that a high level of customer involvement has a positive influence on consumer purchase and participation behaviour. Researchers have proven that customer involvement positively affects customer satisfaction (Richins & Bloch, 1991; Laverie & Arnett, 2000; Huang, Lee & Chen, 2005) and customer perception of service quality (Suh et al., 1997). Nevertheless, Dimanche and Havitz (1997) suggested that tourism researchers further the relationships between tourist involvement and services and other constructs to provide tourism marketers with practical recommendations for creating the best tourist experience through the delivery of services.

Therefore, this study applies the customer involvement construct to identify the influence of customer involvement on customer experience. In line with the aforementioned research, customer involvement is hypothesized to directly affect customer experience in resort hotels. That is, when a customer has a high level of involvement during a stay in a resort hotel, he or she can actively adapt to the resort hotel surroundings, quite willingly receive the various services supplied by the hotel, and evaluate the service performance of the hotel as relevant to his or her own values or needs, thus gaining a better lodging experience. For example, if a customer who wants to relax after working hard has a holiday in a resort hotel and takes part in the various service programmes, then he or she is highly involved in the hotel performance and gains various enjoyable and exciting experiences, makes new friends, tries something new, and even feels a sense of accomplishment or self-confidence. In contrast, customers who have a low level of involvement tend to place a low level of importance on value to individuals and just gain another type of customer experience. For example, this type of customer may just stay in his or her room and only sometimes go to the outside areas of the resort hotel. This customer will only feel that the resort hotel supplies excellent service and offers convenient surroundings.

Table 2.7: The Propositions for Leisure Involvement Research (Havitz & Dimanche, 1999)

Category	Propositions	Support Level
Does Involvement Relate with Purchase, Use, and Participation Patterns?	Leisure and tourism search behaviour patterns are positively related to involvement profile score (Proposition VI)	High
	Ability to differentiate between facilities, equipment, and destinations is positively related to involvement profile score (Proposition VII)	High
	Participants' involvement profile scores will be positively related to their frequency of participation, travel, or purchase (Proposition XI)	High
	The number of options in participants' awareness sets are positively related to involvement profile scores (Proposition VIII)	Moderate
	Participants with high involvement profile scores will have small evoked sets in proportion to the size of their awareness sets (Proposition IX)	Little
	Participants with low involvement profile scores will have evoked sets of similar size to their awareness sets (Proposition X)	No data
	Neophytes with high involvement profile scores will tend toward aspirational over-buying (Proposition XII)	Not be directly tested.
How Enduring is Involvement? Is Involvement Stable over Time?	Leisure and tourism involvement fluctuates in predictable seasonal patterns (Proposition III)	Limited
	Leisure and tourism involvement fluctuates between search, purchase, participation and purchase, participation, and the recollection phase of the experience (Proposition IV)	Limited
	Leisure and touristic involvement fluctuates over the life-span (Proposition V)	Limited
Can Involvement Profiles Assist in Leisure Service Promotion?	Participants with high involvement profile scores will respond best to persuasive forms of promotion (Proposition XIII)	Moderate
	Participants with low involvement profile scores will respond best to high repetition, entertaining forms of promotion (Proposition XIV)	Not be systematically tested
Is Level of Involvement Linked to Socio-demographic Characteristics?	Involvement profile scores can be predicted by socio-demographic characteristics (Proposition XV)	Limited

2.5.3 Personal Involvement Inventory (PII)

Among the instruments of measuring customer involvement, Zaichkowsky's (1985) personal involvement inventory (PII) has become one of the more widely used in consumer behaviour researches (Flynn & Goldsmith, 1993; Dimache & Havitz, 1994). In tourism and leisure studies, several researchers have utilized PII and found that it is a useful tool to examine tourist vacation behaviour and participation (Havitz & Dimanche, 1997, 1999).

Based on a previous study of consumer involvement and its corresponding scales, Zaichkowsky (1985) defined involvement as a person's perceived relevance of the object based on inherent needs, values, and interests. Based on this definition and scaling development procedures, 168 word pairs were initially generated to tap the domain of involvement. After justification of their face validity by two panels of expert, two groups of students were used to assess the internal consistency of the remaining items over different product categories. Twenty items were retained in the final scale. The 20-item PII was then examined again for reliability and construct validity over several samples.

The final version of the PII with 20 bipolar adjective items has been supported in its unidimensional structure as it was originally developed. However, in the application of the PII over different categories (Zaichkowsky, 1985), It has been found some items appear to represent the emotional or arousal side of involvement (Zaichkowsky, 1987). McQuarrie and Munson (1986) argued that involvement is a multidimensional construct. They also felt that the PII was contaminated with "attitudinal" variables. Thus, they revised Zaichkowsky's PII by incorporating risk and sign components into

the involvement construct. In 1991, McQuarrie and Munson proposed a new version of the PII based on their previous study of PII assessments. The new version of the PII is a 10-item semantic differential measure in which the items are evaluated on a 7-point scales. The scale has two dimensions: importance and interest.

Mittal (1995) noted that the 20 items of Zaichkowsky's PII include four parts "importance/significance; relevance/essentialness; hedonic and attitude" and argued that the items underlying the later three parts reflect concepts other than involvement. Mittal (1995) said that involvement should be defined as "'a person's perceived importance', rather than 'a person's perceived relevance' of the object based upon inherent needs, values, and interests". The abovementioned studies indicate that the construct of customer involvement actually pointes to the importance of products or some other purchasing behaviour perceived by a customer according to his or her own needs, values, and interests, not simply relevance. Using confirmatory factor analysis (via LISREL) and reliability analysis, the five items of the "importance/significance" dimension showed adequate evidence of unidimensionality and internal consistency as a measure of both purchase decision involvement and product involvement.

Following Mittal (1995), this study examines customer involvement to investigate how a customer's perceived importance of having a holiday in a resort hotel affects has or her resort hotel experience.

2.6 Customer Satisfaction

Without question, customer satisfaction is one of the most widely studied and embraced constructs in marketing. Much literature has indicated that customer

satisfaction does result in long-term benefits, including customer loyalty and increased profitability (Anderson, Fornell & Lehmann, 1994). Against this background, it is important to measure customer satisfaction from both an academic and an applied perspective.

Researchers now emphasize that satisfaction should be defined as an incorporating concept with both cognitive and affective constructs, rather than as the recognition and evaluation of service attributes. For example, Oliver (1993) identified cognitive and affective experiences as critical in the modelling of satisfaction judgments. Fournier and Mick (1999) defined customer satisfaction as the integral roles of meaning and emotion. Kempf's (1999) study found that feelings (e.g., arousal, pleasure) and cognitive information are both important antecedents of product evaluation and identified the importance of emotional and cognitive aspects based on the characteristics of a product: a hedonic product or a functional product. Smith and Bolton (2002) thought that feelings predict satisfaction levels after accounting for cognitive factors. Homburg, Koschate and Hoyer (2006) emphasized that there are differences between the roles of cognition and affect in the formation of customer satisfaction.

However, customer satisfaction is a function of cognitive and affective responses (Oliver, 1993, 1996). According to this definition, the prediction or evaluation of customer satisfaction should simultaneously investigate cognitive and affective aspects, including a customer's objective recognition of product/service attributes and subjective psychological status.

In previous decades, most of the studies of satisfaction judgment have been conducted in terms of the confirmation/disconfirmation paradigm, which posits that consumers hold pre-consumption product standards, observe product performance, compare performance with their standards, form confirmation or disconfirmation perceptions, combine these perceptions with standards levels, and then form summary satisfaction judgments. In other words, this paradigm means that confirmed standards lead to moderate satisfaction; positively disconfirmed (exceeded) standards lead to high satisfaction; and negatively disconfirmed (underachieved) standards lead to dissatisfaction.

According to Fournier and Mick (1999), there were four different approaches used in the confirmation/disconfirmation paradigm in the past: 1) predictive expectation of attribute performance; 2) desired expectation; 3) equity expectations; and 4) information-based norms. These four approaches reflect the principal aspects of customer satisfaction.

Nevertheless, in the marketing literature, previous research has mainly examined the cognitive aspects of customer satisfaction by the classic confirmation/disconfirmation paradigm. Namely, in this research, customers were asked to evaluate the technical attributes of a service or product, review their original, pre-consumption expectations, and then compare them to conclude satisfaction or dissatisfaction. Therefore, a consumer's subjective feeling has been neglected. Yi (1990) noted that the evaluation of customer satisfaction with consumption can be studied at various levels and indicated two satisfaction judgment constructs: satisfaction with the service offered and satisfaction with the consumption experience. The former refers to satisfaction

judgment directed towards the attributes of a service, whereas the latter includes the totality of the consumption process, which not only involves the simple cognitive evaluation of the service attributes themselves, but also extends to the psychological value customers attach to the act of consumption and their motives beyond the consumption of the goods (Baker & Crompton, 2000).

Therefore, this study introduces the construct of customer experience, which is defined as the overall cognitive and subjective psychological consciousness that is based on personal emotional values for lodging in a resort hotel, to further test the mediating effects to customer satisfaction from the customer experience. Although customers gain a good customer experience from service performance, they are really satisfied with overall service performance, not only with service attributes.

2.7 Behavioural Intention

In the hospitality business, customer satisfaction stems from building customer loyalty, because keeping customers is less expensive than creating new ones. In an attempt to explore the consequences of customer satisfaction/dissatisfaction, researchers have summarized customer behavioural consequences. Among these, two categories are the most prominent and widely adopted.

Oliver (1996) divided behavioural intention into two types: short-term and long-term consequences. Short-term behavioural consequences involve "word of mouth," "complaining or complimenting," and "recommendations," and long-term consequences involve loyalty, which is divided into non-action loyalty and action loyalty.

Zeithaml, Berry and Parrsuraman (1996) explored 13 items and grouped them into five dimensions of behavioural: 1) loyalty to company, 2) propensity to switch, 3) willingness to pay more, 4) external response to problems, and 5) internal response to problems. Through a mail survey of 2400 customers in four companies, the study found that two behavioural factors get the highest level of support. The largest is loyalty, with five favourable behaviour-intention items: saying positive things about the company; recommending the company to someone who seeks advice; encouraging friends and relatives to do business with the company; considering the company as the first choice from which to buy services; and doing more business with the company over the next few years. Another item is willingness to pay more, with two items: continuing to do business with the company even if its prices increase somewhat and paying a higher price than competitors charge for the benefits currently received from the company.

When Baker and Crompton (2000) examined the relationship between performance quality, satisfaction with performance experience, and behavioural intention, they used the behavioural intention instrument developed by Zeithaml, Berry and Parrsuraman (1996). In this study, they also employed the two domains of loyalty (five items) and willingness-to-pay more (two items), which were given the highest level of support by Zeithaml, Berry and Parrsuraman (1996). Following their work, the present study conceptualises behavioural intention as a two-dimensional construct that covers loyalty and willingness to pay more.

2.8 Summary

This chapter has reviewed prior research that relates to the four key constructs of this study. The literature is divided into five main parts: 1) resort hotel, 2) service performance, 2) customer experience, 3) customer involvement, 4) customer satisfaction, and 5) behavioural intention. These areas provide the concepts that are necessary to introduce the experiential view to evaluate and justify service performance in the modern hospitality industry.

In reviewing the five research areas, some points should be carefully considered when developing a conceptual model of customer experience evaluation in a resort hotel. First, a number of earlier studies have been conducted to evaluate service performance in the hospitality industry from different approaches. Among these, SERVQUAL, which is based on the expectation-disconfirmation paradigm, has been broadly applied and further advanced according to hotel service specialties. This research has contributed to the customer evaluation of service attributes. However, these studies had difficulty in exploring the internal needs or psychological factors of customers when measuring service performance. From the experiential view, service evaluations omitted the most important factor – the customer experience, which lies between service performance and customer satisfaction. Thus, this study introduces Holbrook's noted consumer experience approach to examine the consumer psychological value attended to in the consumption of services. Also, to identify the nature of personal relevance in the customer experience, the construct of customer involvement is used to test the individual impact of the delivery of service on the customer experience.

To determine the needs of the customer experience in different hotel departments and service components, the concept of the service encounter and Rust and Oliver's (1994) three-dimensional service performance model are adopted. Additionally, unlike in the case of business hotels, open public areas are also one of the most important considerations for customers who choose a resort hotel. Hence, in addition to measuring service performance in a resort hotel's internal frontline departments, open public areas are identified as one of the important service encounters.

Finally, due to calls for customer satisfaction to be viewed from the integrated perspective of service offerings and the service experience, this study examines the mediating effect of the customer experience on service performance and overall customer satisfaction, which integrates cognitive and affective responses for service offerings. With respect to behavioural intention in customer satisfaction, two dominant behavioural dimensions will be judged: loyalty and willingness-to-pay more.

CHAPTER 3 METHODOLOGY

3.1 Introduction

This chapter describes the methodology used in the study and is divided into six sections. First, the research design is elaborated and an outline is given of the research, including the nature of the research, research phases, and data collection methods. Second, the development of the research instrument is described, including the theory behind the instrument development and steps. Third, the pilot test is discussed in detail. Fourth, the data collection and sampling procedures in the final survey are described. Fifth, the data analysis methods are specified. Finally, the limitations of the research methods used in this study are discussed.

3.2 Research Design

The intent of this study was to examine the relationships among service performance, customer involvement, customer experience, customer satisfaction, and behavioural intention, and to explore the underlying dimensions of resort hotel service and customer experience. To accomplish these research objectives, the study adopted both qualitative and quantitative methods.

To understand the nature, antecedents, and consequences of customer experience, the study generated a preliminary item pool to assess service performance using the service encounter and Rust and Oliver's (1994) three-component service model. It probed resort hotel customer experience using Holbrook's (1994) typology of experiential value, and applied existing measurement instruments to investigate

customer involvement, customer satisfaction, and behavioural intention in the resort hotel setting. Because of the absence of direct measurement items for service performance in different service encounters in resort hotels and for the customer experience of lodging in a resort hotel, a qualitative study in which in-depth interview were conducted was used to collect different ranges of opinions about these two constructs (refer to chapter 4).

Based on the findings of the in-depth interviews and literature review, a preliminary questionnaire was developed. A questionnaire survey and quantitative data analysis technique (SEM) were employed to verify the proposed conceptual framework. Before the main survey, a pilot study of the questionnaire was conducted to test its length, format, clarity, scale reliability, and content validity. After collecting data from this pilot test, item analysis and factor analysis were conducted. On the basis of these results and pre-set criteria, the items were revised and purified to ensure their reliability and validity. The final standardized questionnaire served as a research instrument in field surveys to collect the data. Compared with other data collection methods, such as observations and experiments, field surveys with a standardized instrument require less time and money, are easier to administer, and the collected data are easier to analyze (DeVellis, 1991).

3.3 Instrument Development

3.3.1 Instrument Development Procedure

Based on the instrument development procedure outlined by Churchill (1979) (see Figure 3.1), this study created a survey instrument to answer the research questions

77

posed in chapter 5. Getty and Thompson (1994) noted that Churchill's procedure is particularly appropriate to develop a reliable and valid multi-item instrument and that the structured procedure has been successfully applied in diverse settings. To explore customer experience, Otto and Ritchie (1996) also applied Churchill's procedure to develop a general scale for assessing service experience across tourism industries.

Figure 3.1: Instrument Development Procedure (Churchill, 1979)

```
        ┌──────────────────────┐
  ┌────►│  Specify Domain of   │◄────┐
  │     │     Construct        │     │
  │     └──────────┬───────────┘     │
  │                ▼                 │
  │     ┌──────────────────────┐     │
  │ ┌──►│  Generate Sample     │◄──┐ │
  │ │   │     of Items         │   │ │
  │ │   └──────────┬───────────┘   │ │
  │ │              ▼               │ │
  │ │   ┌──────────────────────┐   │ │
  │ └───│   Purify Measure     │   │ │
  │     └──────────┬───────────┘   │ │
  │                ▼               │ │
  │     ┌──────────────────────┐   │ │
  │     │  Assess Reliability  │───┘ │
  │     └──────────┬───────────┘     │
  │                ▼                 │
  │     ┌──────────────────────┐     │
  └─────│   Assess Validity    │─────┘
        └──────────────────────┘
```
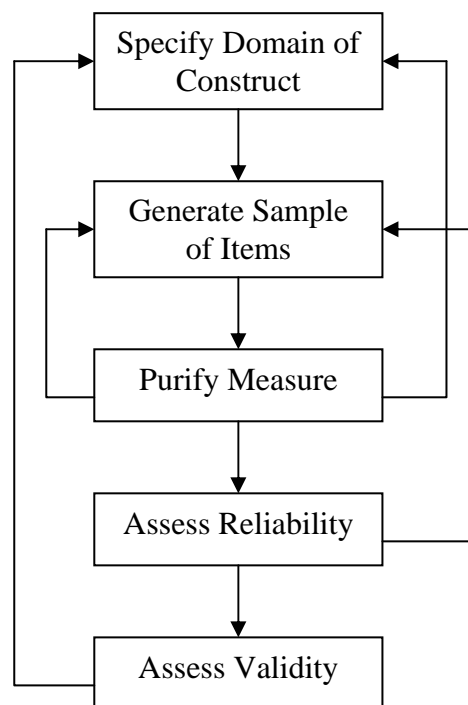
In line with that procedure, this study involved the following steps. First, an in-depth literature review yielded the conceptual constructs of the antecedents and consequences of the customer experience in a resort hotel (refer to chapter 2). Second, through in-depth interviews with customers staying in resort hotels and a literature review, the relevant items for the study's constructs were derived (refer to chapter 4). Third, the validity of item wording and content was pretested among a group of hospitality professionals. Fourth, a pilot study was undertaken to assess the reliability of the items (refer to chapter 4). The process is repeated if a valid and reliable

instrument is not obtained. Fifth, a main survey was carried out using the final instrument. Finally, SEM was employed to analyze the data collected from the main survey (refer to chapter 6).

3.3.2 Specification of the Construct Domain

To develop an instrument to measure related constructs, researchers have to give definitions that clearly reflect each construct's conceptualization. The definitions of the constructs used in this study, and the underlying measuring dimensions of two of the constructs, service performance and customer experience, are explained in detail as follows.

- Resort hotel service

Service performance in a resort hotel is categorized into five service encounters based on the service characteristics of frontline departments: (1) reception, (2) room, (3) food and beverage, (4) recreation and entertainment, and (5) open public areas. To evaluate these service encounters, three service performance dimensions were considered: service product-service offerings, service environment-service physical ambiance, and service interaction-communication of service delivery between consumers and staff members.

- Customer experience

Customer experience is defined as a subjective and cognitive activity with important emotional significance that is founded on the interaction with products or services (Holbrook & Hirschman, 1982). In this study, customer experience is defined as the cognitive and subjective psychological consciousness associated with the emotional

significance related to the performance of specific services in a resort hotel, and was examined using the four key values of consumption experience: economic, hedonic, social, and altruistic value. Economic value concerns service efficiency and excellence; hedonic value, the pleasure gained from consumption; social value, success and feelings of esteem; and altruistic value, the feeling of being in agreement with others and with the social order.

- Customer involvement

Customer involvement is defined by Zaichowsky (1985) as the personal relevance of stimuli within a specific setting based on inherent needs, values, and interests. Accordingly, customer involvement is defined in this study as the level of perceived personal importance evoked by the services experienced in a resort hotel.

- Customer satisfaction

Customer satisfaction is defined as the cognitive and affective responses after experiencing resort hotel service performance.

- Behavioural Intention

Behavioural intention refers to the verbal or non-verbal (i.e., behavioural) consequence of a satisfying or dissatisfying consumption experience.

3.3.3 Generation of a Sample of Items

The instrument included the five constructs of this study: service performance, including the five frontline departments of a resort hotel, customer involvement, customer experience, customer satisfaction, and behavioural intention. Measurement

scales for service performance and customer experience in a resort hotel were specially developed for this study. In addition to an extensive literature review of service performance and consumer behaviour studies, in-depth interviews were employed to gain more objective opinions and information from participants who had had relevant experience of resort hotels (refer to chapter 4). The other three constructs, customer involvement, customer satisfaction, and behavioural intention, were adopted from existing scales.

When developing the items of the measurement scales of the constructs based on the findings from the in-depth interviews and the related literature, the following guidelines suggested by Campbell and Stanley (1963) were followed.

- Purify the number of items concerned to the most essential questions.
- Present concise and comprehensive sentences to express the key content of the questions.
- First develop five to seven statement items for each dimension.

3.3.4 Purification of the Measures

Purification is intended to identify those items that best represent each dimension of the quality construct. Therefore, the preliminary item pool generated from exploratory studies was first translated into Chinese by the researcher because the sampling population was mainland Chinese residents. The translation followed the blind translation-back-translation method (Brislin, 1970). The initial Chinese version of the questionnaire was reviewed by Chinese academics for comparison of the content and language of the preliminary items with the conceptual definitions of the constructs in

this study. The wording of some items in Chinese was changed upon the recommendation of several judges. Additionally, the revised questionnaire was pretested using three mainland Chinese residents. Their suggestions about the Chinese expression of items were also considered in the final version for the pilot test.

The revised items were combined in the initial survey questionnaire, which included six sections. Section I included screening questions to select qualified respondents, that is, those who had stayed in a resort hotel. Sections II to VI were designed, respectively, to measure the customer experience of the accommodation in the resort hotel, the service performance of the resort hotel, and customer involvement, customer satisfaction, and behavioural intention related to lodging in the resort hotel. The questions in section VII concerned respondent demographics, including gender, age, marital status, occupation, education, and monthly income, and information such as intent to lodge in a resort hotel, number of days of stay in the hotel, and relevant past resort hotel experience (see Appendix III).

3.3.5 Reliability and Validity

In the development of an instrument to measure a construct, the instrument's reliability and validity are of concern (Churchill, 1979). Researchers must determine whether the items developed to collect data are reliable and valid. The following paragraphs give the definition of reliability and validity.

3.3.5.1 Reliability

Reliability is the level of internal consistency or stability of the measuring instrument; that is, the degree to which all of the items in the scale measure the same object and yield the same result each time (Babbie, 1990). To measure the internal consistency of a set of items, the coefficient alpha is recommended as the first method (Churchill, 1979). Generally, low coefficient alphas of items indicate that the items have low correlation in measuring the construct. Thus, reliability coefficients that range from 0 to 1 are desirable in most exploratory studies.

3.3.5.2 Validity

Validity refers to the extent to which a measuring scale adequately reflects the obvious supposed theoretical meanings (Babbie, 1990); that is, it indicates whether the measuring instrument is valid based on the agreement between the measurement values and the developed research objectives. The different types of validity include face, criterion-related, content, and construct validity (Babbie, 1990).

- **Face validity and content validity**

Face validity and content validity are used to assess whether the scale measures the concept that is intended to be measured; and whether the meanings of the items in the scale are associated with the conceptual definition. Face validity can be attained when a group of qualified individuals who read the instrument agree unanimously that the items truly reflected the concept. No more subjective than face validity, content validity is based on comparison with repeated and systemic literature reviews, in addition to expert judgment.

- **Criterion-related validity**

Criterion-related validity refers to the establishment of measuring scales with specific criteria that can prove that the hypothesized relationship is significant (Devellis, 1991). For example, guests often choose the same resort hotel when deciding on a holiday destination. Then, "the number of times that the guest has been to the resort hotel" can be one useful criterion of guest satisfaction. Criterion-related validity is also called concurrent validity, based on allotted time. In addition, as "Recommendation to one's friends or relatives after lodging at the resort hotel" can be another criterion of guest satisfaction, and this statement is related to a guest's future behaviour, criterion-related validity is also called predictive validity. Normally, correlation coefficients are used to assess criterion-related validity.

- **Construct validity**

Construct validity refers to the degree to which the measure of a construct measures the intended concept; that is, supports the intended interpretation of the variables (Jennings, 2001). Churchill (1979) gave two rules for establishing the construct validity of a measure. The first is correlation of the designed measure with other designed measures to judge the same thing; the second concerns the extent to which the measure behaves as expected. Construct validity is typically substantiated by the convergent and discriminate validity. Convergent validity refers to measures that are highly correlated with other measures of the same things. In contrast, discriminate validity refers to measures that are uncorrelated with other measures concerning irrelevant targets.

3.4 Pilot Test

To ensure its validity and reliability, the initial instrument was pilot-tested with 388 mainland Chinese adults who had lodged in resort hotels. After conducting the pilot test, the instrument's theoretical structure was reviewed, and changes in wording and terms were made based on the understanding of the respondents. In addition, the measurement scales for different constructs were revised to an acceptable length. The assessment of the initial instrument's reliability and validity is reported in chapter 4.

3.5 Data Collection

3.5.1 Main Survey

In mainland China, resort hotel development has demonstrated tremendous growth since 2002 (Wei, 2006). According to primary estimates by the China National Tourism Association, there are 111 resort hotels based on China's hotel star standards. Of these, 20 have five stars (Liu, 2006). In Yunnan, because of the province's rich natural resources and local ethnic culture, the tourism industry has developed in recent years. With the best abundant hot spring resources (Liang, 2000), Yunnan has always made efforts to develop the spring tourism product (Huang, 2008). In recent years, increasing numbers of spa resort hotels have been built in the province. Among these, some rank among China's best spa or resort hotels.

To explore various customer views, the sample included guests from three resort hotels in Yunnan. The resort hotel selection criteria were based on the definitions of resort hotels given in a number of studies (see Gee, 1996; Richardson, 2000; Angelo et al., 2001; Mill, 2001; Dittmer, 2002; Power & Barrows, 2003; PKF Hospitality

Research, 2006). That is, a resort hotel must be located in a unique vacation area and create leisure surroundings by offer good service quality and pleasant physical surroundings. Also, to gain sufficient, qualified samples from each hotel during the limited period of time, and to ensure the comparability of the samples, the three hotels were four-star spa resort hotels, and located in two famous vacation areas in Yunnan.

Table 3.1: Profiles of the Three Resort Hotels

Name of Hotel	Location	Star Rank	Room Number
Dianchi Garden Resort Hotel	Kunming Dianci Resort Areas	Four Stars	289
Yijing Garden Resort Hotel		Four Stars	120
Spring Soul Garden Resort Hotel	Anning Hot Springs Resort Area	Four Stars	259

To obtain permission to collect data in the hotels, a formal letter (refer to Appendix V) that introduced the aims of this study was distributed by the Yunnan Tourism Bureau. After obtaining the consent of the three hotels, an on-site main survey was conducted from June to August of 2008 in each hotel for around 10 days.

3.5.2 Sample Design

Based on the objectives of this study, the sampling frame was defined as all mainland Chinese guests aged 18+ who had stayed in the resort hotels for at least one day during the designated survey period. To ensure stable results in the subsequent data analysis and to follow the principles of structural equation modelling (SEM), which was employed as the main statistical technique in this study, the sample size was set at approximately 500 (Stevens, 1996). To collect enough and qualified samples in the limited time available, convenience sampling was used.

To avoid bias from the sample with similar characteristics and to collect more representative samples, quota sampling was used in the main survey. The quota percentage in this study was based on the age groups of respondents, referring to the 2006 sampling of domestic tourists in China published by the China National Tourism Bureau (2007). Table 3.2 presents the sampling quota for age groups in this study. To control the quota percentages, the designed table of the intercepted interviewee record (refer to Appendix VI) was filled out by interviewers during data collection.

Table 3.2: Sampling Quota for Age Groups

Age Group	Sampling Proportion of Domestic Tourists in China	Proposed Sample Size in Main Survey	Expected Number of Respondents in Each Age Group
<14	7.80%	500	---
15-24	8.60%		43
25-44	35.40%		180
45-64	40.90%		205
>65	7.30%		40

3.5.3 Survey Procedure

The on-site survey was conducted from June 30 to August 1, 2008, in three resort hotels. The data collection was carried out for 10 days in each hotel's lobby, public areas, and outdoor gardens. Guests who were waiting to check out and guests who were in the public areas were invited to participate in the survey. Before going through the questionnaire, two screening questions were asked to confirm that the respondents had stayed in the hotel at least one day, and had been its restaurants and leisure areas.

The questionnaires were finished under the guidance of three interviewers who were studying in the Tourism Department of Kunming University. Interviewer-administered interviews reduce the number of missing values because the

questionnaire questions, asked one by one by the interviewer, are all answered. If respondents do not fully understand the meanings of the questions, then interviewers can explain them, which prevents the problem of untrue or ambiguous responses.

Given the sampling frame of mainland Chinese respondents aged above 20 years, questionnaires finished by residents of Hong Kong, Macau, and Taiwan and those aged below 20 were selected out based on the personal information of respondents.

To encourage participants to answer all of the questions carefully and completely, in addition to offering them a small souvenir, those who completed the questionnaire had the chance to enter a lucky draw for six RMB100 coupons (2 coupons per hotel) to shop at Wal-Mart Supercenter in Kunming.

3.6 Data Analysis

According to the research model previously discussed, the principal objective of this study was to understand the relationships among the research constructs, and these constructs were combined with latent variables that cannot be observed directly. The collected data were analyzed by the principles and procedures of structural equation modelling (SEM).

SEM modelling has been widely used in the last decade in a number of disciplines, including psychology, sociology, economics, and management, and especially in a number of marketing areas, such as consumer behaviour, organization, and service satisfaction (Reisinger & Turner, 1999). SEM was first applied in the hospitality industry in the 1990s (e.g., Gudersen et al., 1990; Getty & Thompson, 1994). It has

been suggested that tourism and hospitality researchers apply SEM to explore interrelated questions (Reisinger & Turner, 1999).

The goal of SEM is to explain the pattern of a series of interrelated dependent relationships through simulations of unobserved or latent constructs that can be measured by multiple observed variables. When measures are unreliable, it is more difficult to estimate the relationships in a model. SEM can model latent constructs while taking into account the unreliability of the indicators (Diamantopoulos & Siguaw, 2000).

Following the two-stage procedure proposed by Anderson and Gerbing (1988), data analysis of the main survey was divided into two steps. First, confirmatory factor analysis (CFA) was carried out to examine the relationships among latent variables and their related indicators. Compared with exploratory factor analysis, which was used in the pilot test, CFA can more accurately differentiate random errors and identify systematic errors because items in CFA load only on a specific factor while all other loadings are fixed to zero. The second stage was to test and estimate the relationships among the latent constructs. When assessing the overall model fit, it is generally recommended that a range of fit indices be considered. These indices are described as follows.

- Chi-square ($\chi 2$)

The chi-square test is most widely used test to assess the overall fit of a structural equation model. A large chi-square value indicates a poor model fit to the data, whereas a small chi-square value indicates a good fit. In general, a value greater than

89

0.05 reflects an acceptable fit, while values between 0.05 and 0.20 indicate a good fit. However, the chi-square value is very sensitive to the sample size. Even when the chi-square reflects an unacceptable fit, the fit is usually acceptable. Hence, other indices need to be used.

- RMR

The root-mean-square residuals (RMR or RMSR or RMS) reflect the average amount of variance and covariance not accounted for by the model. RMR values close to 0 reflect a good fit. A marginal acceptance level is 0.08.

- GFI

The goodness-of-fit index (GFI) is an indicator of the relative amount of variance and covariance jointly accounted for by the model, and shows how closely the proposed model comes to a perfect fit. GFI values between 0 and 1 reflect a good fit, and the closer to unity, the better is the model fit. A marginal acceptance level is 0.90.

- RMSEA

The approximation of the root mean square error (RMSEA or RMS or RMSE) estimates how well the fitted model approximates the population covariance matrix per degree of freedom. RMSEA values below 0.05 reflect a good fit, and those between 0.05 and 0.08 reflect a reasonable fit.

- CFI

The comparative fit index (CFI) or Bentler comparative fit index, which penalizes for sample size, gives the best approximation of the population value for a single model. CFI values above 0.09 reflect a good fit.

Based on the above indices, the model proposed in this study is an acceptable fit to the observed data when the likelihood ratio of the chi-square to the degree of freedom is below 5, the RMR and RMSEA are below 0.05 or between 0.05 and 0.08, and the CFI and GFI are 0.09 or above.

3.7 Limitations of the Survey Methods

Several limitations of the survey methods used in this study need to be noted. First, because of time and resource constraints, the sample was taken from only three four-star spa resort hotels in the province of Yunnan in China; hence, the results may not be generalizable to other resort hotels in other regions. Also, the sample was defined as guests who had stayed in a resort hotel for one day and spent time in the resort hotel. Therefore, the findings and conclusions may be limited and not applicable to all guests in a resort hotel.

Second, to measure service performance, respondents were asked to evaluate service encounters one by one. Originally, and for greater accuracy, each measurement should be conducted immediately after the service is obtained. However, doing so would make the whole survey procedure too difficult to carry out smoothly, and respondents oftentimes would not be be able to answer many of the questions. Therefore, post-experience measurement may not capture exactly the feelings of respondents concerning service performances.

Third, to collect enough samples during the limited time and in the designated areas, the samples included those who had come to the end of their stay at the resort hotel, and those who had only begun their resort hotel experience, although they had lodged at least one or more days, and had experienced all five types of frontline encounters. Therefore, some true feelings could have been forgotten after time had passed, or would not appear until later.

Last, by using interviewer-administered interviews, the response rate and data accuracy were enhanced. However, owing to different interpretations by different interviewers, answers that did not truly reflect the feelings of respondents could have been produced. Also, respondents may have felt uncomfortable answering some questions in the presence of an interviewer, and may not have responded honestly.

3.8 Summary

This chapter described the research methods employed in this study. To attain the research objectives to explore the antecedents and consequences of the resort hotel experience and develop an instrument to measure customer experience in a resort hotel, the study adopted both qualitative and quantitative methods. First, an extensive review of the service quality and consumer behaviour literature was undertaken for the development of a conceptual framework for the resort hotel experience. To examine the nature, antecedents, and consequences of the resort hotel experience, based on the procedures outlined by Churchill (1979), the study developed a preliminary instrument from the exploratory study (refer to chapter 4). Then the reliability and validity of the preliminary items were tested with a sample of 388

guests who had lodged at resort hotels. Based on the pilot test and feedback of respondents, some items were deleted, changes were made in the wording, and certain terms were added to ensure that the items could be easily understood and were more relevant to the theoretical constructs (refer to chapter 4). The finalized instrument was then used in the main survey in interviewer-administered interviews. The questionnaires were finished by approximately 500 mainland Chinese guests who had lodged in a resort hotel for at least one day and had had encounters with five different frontline departments at the resort hotel. The collected data were analyzed using the principles and procedures of structural equation modelling (SEM) carried out with the LISREL computer programme. The proposed model and objectives of this study were then evaluated (refer to chapter 6).

CHAPTER 4 EXPLORATORY STUDIES AND

INSTRUMENT DEVELOPMENT

4.1 Introduction

An extensive review of the literature failed to identify previous research that has explored Rust and Oliver's (1994) three-factor model and customer experiential values in a resort hotel context. Most of the items herein were developed for the present study, with some being drawn from previous studies. Exploratory studies were first conducted to investigate the underlying perceptions and feelings of customers about service performance and their experience while lodging at a resort hotel. To refine the preliminary items generated from the exploratory studies, a pilot test was conducted. This chapter includes two parts. The first reports the research method used and the related findings derived from the exploratory studies, and the second presents the pilot test results.

4.2 Exploratory Studies

4.2.1 Research Approach

Chapter 2 discussed the lack of knowledge in two domains: Rust and Oliver's (1994) three-factor model and the nature of customer experience in resort hotels. To gain a better understanding of these two concepts, a qualitative research approach was used. Morgan, Anderson, and Mittal (2005) state that qualitative research methods are appropriate to provide an understanding of phenomena in relatively undeveloped areas of knowledge. These methods have been successfully applied to developed

service measurement models, including SERVQUAL (Parasuraman, Zeithaml & Berry, 1985) and LODGQUAL (Getty & Thompson, 1994), and have been applied recently to explore customer experience (e.g., Lo, 2007; Huang, 2008). The underlying dimensions and attributes of service encounters and customer experience in resort hotels that are used in the proposed model were identified based on information synthesized from the literature review and researcher interviews. The exploratory studies included three stages.

In the first stage, the literature on service performance and customer experience and the related literature were reviewed to develop a resort hotel definition and categories (refer to chapter 2). Based on the literature review, an initial conceptual framework was developed (refer to chapter 1). To measure service performance in resort hotels, the concept of the service encounter and Rust and Oliver's (1994) three dimensions were applied. In addition, based on the characteristics of resort hotels, service encounters were divided into five categories: reception, room, food and beverage, recreation and entertainment, and open public areas. For customer experience in the resort hotel, Holbrook's (1994) four categories of experiential value – economic, hedonic, social, and altruistic value – are considered.

To explore the underlying dimensions of the three service areas of the five types of encounters and the five experiential values of resort hotels, this study employed in-depth interviews to gain more objective opinions and information. Patton (1990) states that interviewing provides a way to derive an in-depth understanding of the issues from the thoughts and feelings of participants, followed by more objectively considering the question from different angles.

Based on the insights gained from the literature review, a semistructured interview protocol (see Appendix I) was constructed for open-ended, in-depth interviews. An interview protocol enables researchers to focus their attention on interviewee responses, and ensures that all research objectives are discussed (McCracken, 1988). The predetermined questions in the protocol cover two areas (see Appendix I). The first concerns the criteria for assessing the service performance of frontline departments in a resort hotel, and includes descriptions of the performance of those departments in a resort hotel in which the respondent has lodged. The second seeks information on the reasons for lodging in a resort hotel and experiential feelings about and expectations of various resort hotels.

In the second stage, different opinions were collected from distinct groups on two questions: the attributes of service performance in a resort hotel, including its five frontline departments, and the attributes of customer values related to the resort hotel experience. The selection of respondents was purposive and based on whether or not they had recently lodged in a resort hotel. To control sample variation in terms of age, sex, and occupation, the following criteria were used. Twenty-five people from five age groups (25-29, 30-34, 35-40, 40-45, 46 and above) were initially interviewed by telephone. Nine respondents who had lodged in resort hotels were invited for interviews. All but one agreed to participate in the interviews, which were conducted in January 2008, in Kunming. Each interview lasted from 60 to 90 minutes. The interviews were tape recorded, and notes were also made about the key ideas and themes that emerged during or immediately following the interviews. To collect a breadth of information and increase the utility of the discussions, at the end of the

interviews, the participants were asked to complete a self-administered written questionnaire that was designed to gather personal and demographic data and information about their previous resort hotel experience (see Appendix II). They were informed that all data would be treated as confidential.

To code the data, this study used content analysis following the guidelines of qualitative data analysis proposed by Spiggle (1994). The analysis involved the following iterative stages.

- Gather all interview tapes and notes.
- Listen to the tapes and review the notes, transcribe the data, and word process the abridged transcripts.
- Review the transcripts several times and identify the categories.
- Code the data into different categories and interpret and summarize the content of the categories.

Then, the results of the analysis of the interviews were compared and combined together with another review of the literature on service performance measurement in the hospitality industry and experiential values related to the service industry and leisure activities. Finally, the dimensions and underlying attributes were summarized based on the initial conceptual framework of the three service dimensions (service product, service environment, and service interaction) underlying the five types of service encounters, and four categories of experiential value (economic, hedonic, social, and altruistic value) in resort hotels.

4.2.2 Profile of the Interview Participants

The demographic profile of participants is shown in Table 4.1. There were three women and five men. The 30-34 and 34-39 age groups each included one woman and two men, and the 40-45 age group included one woman and one man. Most of them were married. Their occupations were in different domains, with four white-collar workers, one business person, two in special trades, and one housewife. Seven had a college-level education or above. Save for one respondent with no income, all earned a monthly income above RMB3000. Each of the participants had lodged at least two times in a resort hotel, and most had chosen to stay for three to four nights.

Table 4.1: Profile of In-depth Interviewees

Demographic Items		No. of people
Gender	Female	3
	Male	5
Age	30-34	3
	35-39	3
	40-45	2
Marital status	Married	5
	Divorced	2
	Single	1
Occupation	White-collar worker	4
	Businessperson	1
	Unemployed	1
	Other	2
Education	Middle School(or professional high school)	1
	2-3 years college	1
	4 years university	5
	Postgraduate or more	1
Personal monthly income	3,001-4,500 RMB	2
	4,501-6,000 RMB	2
	6,000-7,500 RMB	2
	More than 7,500RMB	1
	No income	1
Length of stay at resort hotels	1-2 nights	1
	3-4 nights	7
Number of times lodging at resort hotels	2-3 times	3
	4-5 times	3

4.2.3 Data Analysis and Findings

The following paragraphs present the in-depth interview findings of the underlying attributes of five resort hotel service encounters and four experiential values related to these hotels. Comparing the findings with the relevant literature, the underlying dimensions and related themes for measuring service performance and customer experience in a resort hotel were identified.

4.2.3.1 Resort Hotel Service Performance

To measure service performance in resort hotels, the service encounter concept and the three dimensions of Rust and Oliver's (1994) service model were applied. Participants were asked to indicate the degree of their satisfaction with their resort hotel experience. Specifically, they were asked to rate service performance in the resort hotel in terms of five encounters: reception, room, food and beverage, recreation and entertainment, and open public areas. The following sections describe the underlying dimensions – service product, service environment, and service interaction – of the five resort hotel service encounters.

- **Service product**

A service product is the designated service product that a service provider offers. Owing to the distinct functions of the five resort hotel service encounters, each encounter was perceived differently.

  o Reception

Regarding the reception department, the participants usually emphasized efficiency, accuracy, hospitality, and sufficient information. They wanted a smooth check-in and

check-out experience. Two points were specifically mentioned regarding the efficiency of reception services: quick and effective service, and ease of the check-in and check-out procedures.

In2[3]**:** *For the handling process of reception services, I don't want to spend too much time. So, the services should be efficient and careful.*

In3: *The receptionist efficiently finished the check-in and check-out procedures in the resort hotel at Australia's Gold Coast.*

In5: *I expect that I can quickly and easily finish the check-in and check-out procedures. I do not want to spend a long time on them.*

In6: *For reception services, I have not many demands. I just expect that the check-in and check-out procedures should be easy to follow and quickly finished. They should not take much time. At the resort hotels in which I lodged, the check-in procedure was good and fast, but to check out, guests had to wait a long time and handle many procedures.*

In7: *When I lodged in Guangfan Hotel Lijiang Garden Villa, the receptionist took a long time to check guests' reservation information during check-in and bills during check-out. As its lobby is not large, because of the slow service, the front desk became crowded. Overall, the check-in and check-out procedures must be convenient and fast.*

---

[3]"In" represents the interviewee and the number is based on the interview schedule of the eight interviewees.

In8: At the domestic resort hotels in which I lodged, I was not satisfied that guests had to wait a long time to check in and check out.

In general, the accuracy of the guest's personal information, reservation data, and bills was also a concern.

In2: The reception was good at Golden Palm Resort Sanya. When I told the staff member my name at check-in, she/he quickly and accurately gave my reservation data.

In5: I like best that the hotel can accurately and clearly know the guest's information, even including the past lodging record at the hotel.

In6: Reservation information must be accurate. If [it is wrong], then it must be changed.

Early works in the hotel guest satisfaction literature identify efficiency and accuracy as important factors of reception services. For example, Guderson et al. (1996) identify six items of reception measurement, two of which concern quick and accurate service. In the application of SERVQUAL in the hotel industry, researchers have identified two reception service attributes among the five dimensions of the model. Regarding the LODQUAL scales, Getty and Thompson (1994) break down efficiency and accuracy of check-in and check-out into tangibility, reliability, and responsiveness. Among the four critical relational attributes of a hotel reception

encounter examined by Scanlan and Mcphail (2000), reliability factors indicate that the receptionist should quickly and correctly carry out check-in and check-out procedures. In general, the service encounter measurement literature puts great emphasis on the efficiency and accuracy of reception services (e.g., Danaher & Mattsson 1994a; Lemmink et al., 1998; Oh, 1999; Yung & Chan, 2001).

Some participants suggested that in addition to providing efficient and accurate check-in and check-out services, reception should supply sufficient information on the service products and facilities offered by the hotel and interesting information about the hotel's location.

> *In1: When we arrived at Golden Palm Resort Sanya, the baggage man promptly helped us with our luggage, and guided us to registration and then to our room. On the way to the room, he introduced the hotel's facilities and products.*

> *In2: Generally, in the resort hotels [in which I have lodged], [in the lobby] there is a guide outlining the hotel's facilities and services. Unfortunately, details of the free and paid services have not been clearly presented. I have had to check them on my own in the room.*

> *In3: At a resort hotel, the front desk should provide local weather information. Then, I can learn about the state of the weather today and tomorrow in order to schedule my activities while lodging there.*

Hospitality services were also mentioned, including complimentary services such as airport pick-up and drop-off, free drink coupons in the lobby, a special frequent-guest programme, a welcoming ceremony, and so forth.

In3: The resort hotel at Australia's Gold Coast supplied us with free airport pick-up service. When arriving in Australia, we saw the driver from the hotel. He was very cordial, and communicated with us in a friendly way. So, all of us were very comfortable and our feeling of unfamiliarity gradually disappeared.

In5: At Holiday Inn Sanya Bay Resort, it was satisfying that the check-in and check-out procedures were easier and more convenient for guests who had been there before.

In7: I really want to spend a holiday at Baiyan Tree Lijiang Resort. Its services are the best. At night, the general manager leads staff members in a welcoming ceremony for guests and makes a campfire on the hotel grounds, with Naxi cultural features.

Saleh and Ryan (1991) state that information about hotel activities and services is important in the evaluation of hotel services. In the LODGSERV instrument, Patton et al. (1994) identify sufficient information as one of the underlying attributes of assurance. They incorporate the provision of complimentary services, such as courtesy shuttles, morning coffee, and the morning newspaper, into the empathy dimension. Knutson et al. (1992) also identify complimentary services as part of the empathy dimension. More recently, Scanlan and McPhail (2000) examine social

bonding and personalization in reception services, and Dubè and Renaghan (2000) identify a frequent-guest programme as a driver of hotel customer value.

Accordingly, four dimensions and six related themes of reception service products were identified (see Table 4.2).

Table 4.2: Reception Service Product Items

Dimensions	Themes	Related Literature
Efficiency	• quick service • easy to follow	Getty & Thompson (1994), Danaher & Mattsson (1994a), Gunderson et al. (1996), Oh (1999), Dubè & Reaghan (2000), Scanlan & McPhail (2000), Yung & Chan (2001)
Accuracy	• correct information and bills	Getty & Thompson (1994), Danaher & Mattsson (1994a), Gunderson et al. (1996), Lemmink et al. (1998), Scanlan & McPhail (2000), Yung & Chan (2001)
Information	• sufficient information about hotel's services and facilities • basic information about hotel's location	Saleh & Ryan (1991), Getty & Thompson (1994), Patton et al. (1994)
Hospitality	• frequent-guest programme • complimentary registration services	Dubè & Reaghan (2000), Scanlan & McPhail (2000)

   o Room

Room service products are constituted by three dimensions: convenience, hospitality, and effectiveness.

The dimension of convenience was derived based on the demands of the interviewees regarding aspects of room facilities. The eight interviewees indicated that rooms should be fully equipped with facilities that are useful. Some of them mentioned that the hotel information directory in rooms needs to be clear and detailed, so that they can learn all about the hotel's facilities and services and related prices by reading it.

In1: *The room facilities were complete at Golden Palm Resort Sanya – there was even a foot massage machine. That was very considerate.*

In2: *The equipment of the guestroom should be complete and useful. The first night of our stay at Cabana Resort in Thailand, we were all stung by mosquitoes because the room had no electric mosquito repellent. It was finally sent to our room after we asked staff for it. But you know, my legs, arms, and everywhere on my body had been stung before getting the mosquito repellent.*
Basically, in a hotel, a consumer should be able to find information about the hotel's services and related prices in the directory. I think every consumer wants to spend some time checking out the directory, so its content should be simple and clear.

In3: *Guestroom equipment should be complete. In Australia, it was very impressive. The room even had a microwave oven, so we could cook for ourselves in our room.*

In4: *The equipment installed in rooms should be complete and convenient, in working order, and easy to use. I should be able to easily do everything myself, without always asking for help from staff members.*

In5: *[When lodging at a resort hotel], it is convenient to log on to the Internet using my own computer. It is even better if wireless Internet is also supplied.*
Some resort hotels at which I have lodged have sent up free snacks or milk at night. I like these hotels

In6: In my room, I should be able to log on to the Internet.

In7: At Thailand's Cabana Resort, the room facilities are very complete and one even has free Internet.

The hotel information directory of Cabana Resort is very nice in appearance. The content is very detailed and accurate and really considers the demands of guests lodging at hotels (i.e., away from home).

In8: Room facilities should be complete. [They should be installed] keeping in mind the demands of consumers, and make consumers feel at home. Some beach resort hotels at which I have lodged have had very well-equipped rooms. [For example,] two pairs of slippers were provided for guests: one pair for the room, and the other pair for the beach.

The hotel information directory must be clear and detailed. When I need help, I need to know which number to dial. And put it in an obvious place, where the customer can easily find it.

I was not happy about having to pay for so many room service items at Holiday Inn Sanya Bay Resort. Most room service products in Yalong Bay Mangrove Tree Resort were free, including Internet service. However, the cost of Internet service at the Holiday Inn was RMB200-400 per hour. That was too expensive.

A subsequent review of the literature provided substantial support for the importance of complete and useful facilities. In the hotel service performance measurement models of Knuston et al. (1992), Patton et al. (1994), and Getty and Thompson (1994),

complete room facilities are identified as a tangible dimension. In more recent studies of hotel room measurement, researchers (e.g., Oh, 1999; Dubè & Renaghan, 2000; Yung & Chan, 20001) also emphasize the importance of equipment and furniture that is easy to use and in working order.

Although the participants did not talk directly about complimentary room services, some of them implied that they expected complimentary services such as free Internet service, or free lifestyle articles and facilities (refer to the abovementioned comments of In1, In3, In 5, and In8). One interviewee (In8) complained about the high price of many room service items. Therefore, the demand for complimentary room service products and price of service items were combined into the dimension of hospitality. The service quality models for measuring lodging service performance of Knutson et al. (1992) and Patton et al. (1994) locate the provision of complimentary room services in the empathy dimension.

When discussing formal housekeeping services, all of the interviewees thought these services must be effective. However, consumer demands have changed and become greater with the development of society. It emerged that effective room services involve not only a high response rate and working speed, but also personal privacy during one's stay. Most of the interviewees said that housekeeping services should be carried out when guests are not in their rooms. That is, formal room services were expected to be invisible and non-disruptive. However, studies of room service attributes discuss only promptness and effectiveness of room service, and do not mention dimensions related to the provision of invisible/non-disruptive room services.

In1: The provision of room services at Cabana Resort absolutely should not involve disturbing guests. Housekeeping services were carried out when I was away from my room. I really liked that.

In3: When I have lodged at Australian resort hotels, I have rarely met or even seen the employees. Room services such as cleaning and changing the linen have all been finished when I was outside. I like the service environment, that is, not being disturbed by employees, and that every service related to me is carried out smoothly.

In4: Regarding room cleaning services, I hope the staff can do them when I am outside. When I come back, everything is done and changed.

In5: I prefer non-disruptive services such that when I call staff members, they promptly come and help me solve the problem.

After categorizing the descriptions of the interviewees and comparing them with hotel service measurement attributes that have been developed by hospitality researchers, the room service product included three dimensions and six themes (see Table 4.3).

Table 4.3: Room Service Product Items

Dimensions	Themes	Previous studies that contain the same or similar themes
Convenience	• complete and well considered room facilities • clear and detailed hotel information directory	Saleh & Ryan (1991), Knuston et al. (1992), Patton et al. (1994), Danaher & Mattson (1994a,1994b), Getty & Thompson (1994), Oh (1999), Dubè & Reaghan (2000), Matzler & Pechlaner (2001)
Hospitality	• complimentary room services	Knutson et al. (1992), Patton et al (1994)
Effectiveness	• efficiency • non-disruptive/invisibility	---

    o Food and Beverages

The requirements for food and beverage service products focus on four aspects: food features, food quality, dining style, and serving effectiveness.

All of the interviewees mentioned that when dining at a resort hotel, not only should physiological requirements be satisfied, but also the food should be unique and varied. Regarding the quality of food, most of them emphasized the importance of freshness and good food hygiene practices. Some interviewees also noted that portion sizes not give value for money.

> *In1: There were some top-level restaurants at Golden Palm Resort Sanya. Nevertheless, although the food was carefully prepared, it did not have special characteristics; it was the same as that found in luxurious restaurants anywhere. Also, portion sizes were small and the prices were higher here. We didn't get value for money.*

In2: Of the food provided by the resort hotels at which I have stayed, I was most dissatisfied with that of a Russian resort hotel. The food was of poor quality and tasted bad.

The food [provided by a hotel] must be of good quality and unique.

In3: I most like to enjoy the special and delicious food of different areas. The resort hotels at which I have stayed have just provided Western style food, even in Thailand. So we always went outside the hotel to have dinner because the food was more delicious and cheaper than that of the hotel.

I expect hotel food to be varied and safe (good food hygiene practices).

In4: Basically, hotels prefer to offer formal and high-grade food and beverages. However, when spending their holidays at a resort hotel, guests want to try specialties of the local cuisine, and not have luxury food items, such as abalone or shark's fin. So, the restaurants of resort hotels would be advised to provide specialties of the local cuisine.

At the resort hotel in which I stayed in Thailand, although its main guests came from Europe and North America, the main style of food was Western; however, Thai food was also provided.

In5: The food provided in resort hotels should be varied and delicious.

In6: The food provided by resort hotels should reflect their location. Especially for Chinese food, the resort hotels I have been to in China all feature Yue and

Huaiyan cuisine. Do you think that if guests go to [resort hotels] outside the provinces of Guangdong and Zhejiang, they want to taste these types of cuisine?

In7: A buffet lunch and dinner would be better because guests can take their favourite items and less food is wasted. The food should be varied and fresh. On BBQ night at Cabana Resort, there are various grilled foods.

In8: I have not been at all satisfied with the food and beverages provided by the resort hotels at which I have stayed. These hotels all follow the buffet pattern. I highly recommend that resort hotels promote and offer local cuisine. I believe [their not doing so] is the main reason that guests do not dine at the hotel but rather at the local restaurants.

A body of work (e.g., Cadotte & Turgeon, 1988; Oh & Jeong, 1996; Lemmink et al. 1998) considers taste, price, and quality to be the important measurement factors of restaurant satisfaction attributes. Patton et al. (1994) group consistently high-quality food and beverages into the tangibility dimension of LODGSERV. Food quality, variety, and price are also considered attributes in the evaluation of the hotel food and beverage encounter (Barsky & Labagh, 1992; Danaher & Mattsson, 1994a, 1994b; Matzler & Pechlaner, 2001; Yung & Chan, 2001).

In addition to the abovementioned formal requirements for food and beverages, the interviewees commented on the dining atmosphere, or style, when having dinner at resort hotels. They all thought that the dining style was a prominent factor affecting their decision whether or not to have dinner at a resort hotel restaurant. Unfortunately,

the identification of food and beverage service products in the hospitality industry does not include attributes to describe dining style.

In1: I most enjoyed the outdoor dining style at Jinning Resort. The outdoor BBQ was set up on a grassy area beside the swimming pool. . . . We could wear our bathing robes to have dinner.

In2: It was most impressive having dinner at Jinning Resort. They offered outdoor dining on a grassy lawn near the beach.

In5: The outdoor BBQ at Yalong Bay Mangrove Tree Resort was a special dining experience as it offered a change from the traditional indoor dining mode.

In7: The outdoor nightly BBQ party at the beach bar was to me the most impressive dining style.

In8: I prefer to have open-air dinner.

Serving effectiveness was also commented on by one interviewee, who said that the serving procedure in restaurants should be consistently in perfect order and efficient.

In 3: When I had breakfast in a Thai resort hotel, although the room was not large, the working order was consistently in perfect order. Despite the large number of guests dining, everything went smoothly and efficiently.

To conclude, food and beverage service products of resort hotels were divided into four dimensions, food features, food quality, dining style, and serving efficiency, and focused on seven themes (see Table 4.4).

Table 4.4: Food and Beverage Service Product Items

Dimensions	Themes	Previous studies that contain the same or similar themes
Food features	• unique and local characteristics • various choices	Lemmink et al. (1998), Oh & Jeong (1996), Matzler & Pechlaner (2001), Dubè & Reaghan (2000)
Food quality	• freshness and hygiene • value of money	Cadotte & Turgeon (1988), Basky & Labagh (1992), Patton et al. (1994), Danaher & Mattsson (1994a, 1994b), Lemmink et al. (1998), Oh & Jeong (1996), Dubè & Reaghan (2000), Matzler & Pechlaner (2001), Yung & Chan (2001)
Dining style	• creative and untraditional	---
Effectiveness	• good working order • efficient	Lemmink et al. (1998)

o   Recreation and Entertainment

The recreation and entertainment department in resort hotels, that is, the recreation and entertainment facilities and programmes, include three aspects: characteristics, promotion of information, and creative, organized leisure programmes.

The interviewees discussed the characteristics of these facilities based on their variety, appeal, and value for money. Some suggested that resort hotels should organize theme parties, performances, or training courses so that guests can attend these wonderful activities instead of only sleeping and eating at the hotels. The interviewees said that they would like to meet new friends and learn more from others through attending these programmes. Some of them complained that resort hotel life mainly involves the bar, gymnasium, and spa club, with the same patterns, and that unique programmes

that reflect themes and local culture are not offered. They recommended that to promote these recreational activities, different types of promotion should be organized by the hotel, and that hotels not use only the hotel information directory in rooms. Owing to the differences between traditional and resort hotels, the instruments developed to measure hotel service performance rarely consider this department. As discussed in chapter 2, these hotel service instruments are based mainly on traditional or business hotels.

In1: In Golden Palm Resort Sanya, there were various recreation and entertainment facilities. In addition to different sized swimming pools and other gym facilities, two-person bicycles were for rent. The fishing pool was also appealing.

I hope the resort hotel can organize some get-togethers. Through these activities, the guests can get to know each other.

In2: Among the features of the resort hotels at which I have stayed, the fishing pool at Golden Palm Resort Sanya gave me a surprise. In a word, the entertainment facilities should be unique. The guests can relax by using these facilities.

I obtained detailed information about the recreation and entertainment facilities by reading the hotel information directory in my room or talking to the receptionists.

The recreation and entertainment programmes at the resort hotels [at which I have stayed] are all much of a muchness. I hope the hotel can organize some

activities, such as theme parties or get-togethers, which can create more amenities for having a holiday.

In3: The resort hotels in Australia at which I have stayed have not had novel or especially interesting entertainment facilities. So, we have spent more time swimming in the sea and playing on the beach.

In4: Resort hotel recreation and entertainment facilities should be as novel and interesting as possible.

In5: Resort hotels would do better to promote information on the hotel recreation and entertainment facilities, and supply various and complete facilities.

In6: It would be better if resort hotels arranged activities for guests and gave a detailed schedule. These recreational activities must be special. I remember that at one resort hotel I stayed in, under Fujisan in Japan, the special recreational activities included a Japanese-style spring spa in the basement of the hotel.

In7: I would hope that resort hotels would not install noisy facilities, such as karaoke. For me, it is better that the hotel organize some national and cultural lectures, or performances that reflect the local culture.
I think the prices of recreation and entertainment products should not be as high as those of a business hotel. Guests who lodge in resort hotels are already paying a lot, so their sensitivity to added costs is high.

In8: Regarding the recreation and entertainment service products of the resort hotels at which I have stayed, I have not been satisfied. I think these hotels have all installed better and complete facilities, but do not promote them. For example, resort hotels could provide personal trainers in the gymnasium, or develop courses or offer lectures, and promote these attractions to guests.

Resort hotels should organize theme entertainment activities and promote them to guests. Guests could then have a more wonderful resort hotel experience, without ever having to leave the resort.

In summary, three dimensions and five themes of recreation and entertainment service products were identified (see Table 4.5).

Table 4.5: Recreation and Entertainment Service Product Items

Dimensions	Themes	Previous studies that contain the same or similar themes
Characteristics	• various facilities and programmes • interesting facilities • value for money	---
Information	• different promotional ways	
Creative programmes	• creative programmes organized by the resort hotel	

    o Open Public Areas

When the interviewees described the open public areas, they generally spoke about the hotel's outdoor environment, so the service products in open public areas will be combined into the analysis of the service environment of the open public areas.

- **Service environment**

Service environment refers to the physical ambience of the service setting. The interviews revealed that the service environment of the five resort hotel encounters included three dimensions, comfort, aesthetics, and ambience, among which aesthetics and ambience were more distinct. The following presents the analysis of the interviews in detail.

o Reception

The descriptions of the appearance of reception areas by interviewees were basically consistent with those found in the hotel literature (e.g., Knutson et al., 1992; Patton et al., 1994; Getty & Thompson, 1994; Gunderson et al. 1996; Oh, 1999; Kashyap & Bojanic, 2000, Dubè & Reaghan, 2000). Interviewees focused on the comfort and visual attractiveness of reception areas. Owing to the different reception area design style favoured by interviewees (for example, some interviewees liked a large, and even luxurious, palace-like style, whereas others preferred a simple and graceful style), it is impossible to use one word to represent reception area atmosphere. Hence, three dimensions of the service environment of resort hotel reception areas were identified: comfort, aesthetics, and ambience (see Table 4.6).

In1: I like it when the lobby in resort hotels is spacious and bright, like the lobby of Golden Palm Resort Sanya, because that makes me feel comfortable. The appearance of the lobby of Golden Palm Resort is more attractive than that of Jinning Resort.

117

In2: I was impressed by the front desk of Cabana Resort, which was compact and graceful. Its appearance gave me a feeling of home.

Certainly, in China, the visual appearance of the reception areas of some resort hotels that have been built in recent years is also attractive. These areas are more spacious, bright, and comfortable.

In3: The resort hotels at which I have stayed did not have any unique features; they were the same as traditional hotels. But the Lotus Hotel in Thailand was attractive to me, even though it was a business hotel. The lobby was decorated with sandalwood, like an ancient palace. So I personally think that whatever the kind of hotel, the lobby should be spacious and light, and decorated with special characteristics. After all, the lobby area is the hotel's facade and gives the first impression.

In4: The reception area in the resort hotel was not decorated as luxuriously or as formally as a business hotel is. The reception decoration in a resort hotel should be different from that of a business hotel, and impart a feeling of relaxation to guests. The resort hotels in China [at which I have lodged] were similar to business hotels.

In5: Regarding the decoration of the resort hotel reception area, I prefer a special style, spacious and bright. For example, the lobby at Yalong Bay Mangrove Tree Resort is my favourite.

In6: *The decoration of the reception area in the resort hotel was not very luxurious. A simple and natural style can help guests relax. Of course, it should be creative and special.*

In7: *The decoration of the reception area was not important for me. It must be clean and tidy.*

In8: *Regarding the visual attractiveness of the reception area, Yalong Bay Mangrove Tree Resort's was impressive. It was special, bright, and large. There were water views from the lobby, and the lobby bar was surrounded by coconut trees. Through the coconut trees were the beach and sea.*

Table 4.6: Reception Service Environment Items

Dimensions	Themes	Previous studies that contain the same or similar themes
Comfort	• spacious and bright • clean and tidy	Knutson et al. (1992), Patton et al. (1994), Getty & Thompson (1994), Gunderson et al. (1996), Oh (1999), Kashyap & Bojanic (2000), Dubè & Reaghan (2000)
Aesthetics	• special decoration	
Ambience		

   o Room

The service environment of resort hotel rooms was discussed by interviewees in detail. The comfortableness of a room was indicated by its safety, quietness, cleanliness, and coziness. The decorative style and atmosphere were consistently expected to impart a feeling of home, which was represented by the same words: warm and pleasant. A review of the literature (Knutson, 1988; Knutson et al., 1992; Getty & Thompson, 1994; Patton et al., 1994; Danaher & Mattsson, 1994a, 1994b; Gunderson et al., 1996; Oh, 1999; Kashyap & Bojanic, 2000; Dubè & Reaghan, 2000; Yung & Chan, 2001,

Mazler & Pechlaner, 2001) confirmed that these items are important factors in the evaluation of resort hotel rooms.

In1: *The room decoration at Golden Palm Resort Sanya was cosy, and the bed was very large. Everything in the guestroom and bathroom was very clean and new. Their quality was also very good. There were two chairs on the balcony. The feeling in the room was very warm and pleasant.*

In2: *The room of a resort hotel must be clean, and the decorations should be cosy and fragrant. Especially, the bed must be clean and large. You know, sleeping became the most important part of being away from home. I liked my room at Cabana Resort. The room was cosy, and the colours used in the decor were warm, comfortable tones. The bathroom did not have a luxurious bathtub, just a large shower, but it was very clean and tidy. The furniture in the guestroom was also very clean and neat. It was very comfortable living there, like being in one's own home.*

In3: *Regarding resort hotel rooms, I care most about their safety. The cleanliness of the guestroom and bathroom are also important.*
The quietness of the room was important to me. You know, when having a holiday away from home, sleeping becomes the most important thing. Initially, sleeping is not easy when one is staying in a new place. If noise comes from outside the room, then one's sleep is disturbed.
The decoration and design style in the resort hotel should have a homelike feeling.

In4: The decoration and furniture of rooms in the three resort hotels at which I have lodged were not terribly special. Actually, I think the rooms in resort hotels should be homelike – comfortable and convenient.

In5: I think that the guestroom in a resort hotel should be large, and the size of the bed 2.2 m x 2.4 m. That is very comfortable. The colour of the decor should be harmonious and elegant. The bedding should be clean and neat. The lighting in the guestroom should be warm and comfortable, but in the bathroom it should be bright.

In6: Resort hotel rooms must be clean. Initially, I did not like to have a bath in the hotel room's bathtub. But in one resort hotel at which I stayed, the bathroom was decorated so very warmly and was so fragrant and clean that I could not help having a bath in its bathtub. It was very relaxing.

In7: The room decoration and furniture at Cabana Resort [in Thailand] impressed me and made me feel like I was staying in a local residential home. It was delicate and convenient.
Overall, a resort hotel room should be safe and clean and have a comfortable and warm homelike atmosphere.

In8: The room design style at Yalong Bay Mangrove Tree Resort was special and embodied a leisurely manner. When in one's room, one could totally relax.

In addition, owing to the main differences between resort and traditional hotels, the interviewees all emphasized the view from the guestroom. They all expected that it should be much better and that the balcony provide a good view. Because the literature on the evaluation of hotel service performance focuses on traditional hotels, this aspect has not been raised.

> *In1: A resort hotel room should provide a beautiful view; that is, guests should be able to see wonderful scenery from their rooms. The two beach resort hotels at which I have stayed both had beautiful views. I preferred that at Jinning Resort because I could look at the beautiful sea and watch the sun rise and set over the ocean.*

> *In2: I was impressed by my guestroom balcony at Cabana Resort. There was a reclining chair from which one could enjoy the beautiful view.*

> *In3: I like a resort hotel room with a balcony. In Australia, standing on the room's balcony, I could see the boundless sea, and feel the fresh ocean breeze. That feeling was very authentic and natural.*
> *The balcony of my room at Dianchi Garden Spa and Resort was very large and designed attractively. I could saw the hotel's beautiful gardening and Sleeping Beauty Mountain. The atmosphere was very quiet and relaxing.*

> *In4: A resort hotel room should overlook beautiful scenery. I like the guestrooms at Xian' Weishui Resort Hotel because they have beautiful and different views.*

In5: *I prefer the rooms at Holiday Inn Sanya Resort, from which one can see the sea. In fact, the rooms at Holiday Inn Sanya Resort and Yalong Bay Mangrove Tree Resort offer different views.*

In7: *The design of a resort hotel room should blend with the hotel's surroundings. It is much better if the room has a balcony.*

In total, three dimensions of resort hotel service environment were identified, comfort, aesthetics, and amenities, as well as six themes (see Table 4.7).

Table 4.7: Room Service Environment Items

Dimensions	Themes	Previous studies that contain the same or similar themes
Comfort	• safe • clean and tidy • quiet and comfortable	Knutson (1988), Getty & Thompson (1994), Gunderson et al. (1996), Oh (1999), Kashyap & Bojanic (2000), Dubè & Reaghan (2000), Mazler & Pechlaner (2001)
Aesthetics	• special decoration • blends with surrounding views	Knutson et al. (1992), Patton et al.(1994), Dubè & Reaghan (2000)
Ambience	• warm and fragrant	Danaher & Mattsson (1994a,1994b), Gunderson et al.(1996), Yung & Chan (2001)

o   Food and Beverage

The creation of a distinctive dining atmosphere was emphasized by interviewees. They expected to enjoy not only delicious food but also a special dining style and nice dining amenities. The amenities could be created by music and entertainment, or the special decoration of a restaurant.

In1: Live music and cooking performances were held nightly in the lobby bar of Golden Palm Resort Sanya. We could enjoy the music while drinking. The atmosphere was very relaxed.

When drinking at the outdoor night bar beside Jinning Resort, we could look at the sea and listen to the waves, which gave us a natural, quiet feeling.

In2: My most impressive drinking experience was not at a resort hotel but at a famous business hotel in Guangzhou: the White Swan Hotel. Its lobby bar has very large French windows through which guests can see one of the eight famous sights in Guangzhou: moonlight on White Swan Pool. Listening to soft music and seeing the Pearl River and beautiful moonlight was so great. When having dinner outdoors on Jinning Resort's lawn, it was great as the band played your favourite songs. Overall, the dining atmosphere was important for me.

In4: The restaurant at the Thailand resort hotel [at which I stayed] was not large. The decoration was delicate and unique. The walls were made of bamboo railings. When dining, we could enjoy the natural scenery.

In5: The dining environment should embody a particular style. Colours should be simple. This style helps people to relax.

The dining equipment should be attractive, complete, and of the same pattern.

In6: The resort hotel's beerfest was unforgettable. The celebratory atmosphere was very cheerful. The guests and servers sang and danced together.

In7: The evening BBQ party at Cabana Resort was impressive. A live concert was held. The atmosphere was pleasant and relaxing.

In8: My favourite dining atmosphere involves live music, which can create happy and pleasant feelings.

These attributes, such as a quiet or calm atmosphere, nice atmosphere, or pleasant environment, have gradually been incorporated into measurement scales of hotel food service performance in the hospitality literature since the mid-1990s (Danaher & Mattsson, 1994a, 1994b; Dubè & Reaghan, 2000; Matzler & Pechlaner, 2001; Yung & Chan, 2001). Ryu and Jang (2007) explored customer perceptions of dining environments in the upscale restaurant setting and found that the ambience of the restaurant setting has a significant impact on two customer emotions: pleasure and arousal. Therefore, the three attributes are comfort, attractiveness of the decor, and the creation of a pleasant atmosphere (see Table 4.8).

Table 4.8: Room Service Environment Items

Dimensions	Themes	Previous studies that contain the same or similar themes
Comfort	• comfortable	Danaher & Mattsson (1994a, b), Dubè & Reaghan (2000), Matzler & Pechlaner (2001), Yung & Chan (2001), Ryu and Jang (2007)
Aesthetics	• restaurant decoration • dinning equipment • outdoor views	
Amenities	• music • Live performances • Relaxed and pleasant	

   o Recreation and Entertainment

None of the interviewees had much to say about the requirements of the recreation and entertainment environment. However, some items related to comfort, aesthetics,

and amenities were suggested from the descriptions by the interviewees of their experiences at resort hotels.

> *In1: The swimming pool at Golden Palm Resort Sanya was large and clean, but that at Jinning Resort was too small and dirty to rouse any interest in swimming in it.*

> *In2: I think that the recreation and entertainment atmosphere should be nice.*

> *In3: In the resort hotel [at which I stayed] in Thailand, although its swimming pool was indoors, its atmosphere was nice. You could have breakfast beside the swimming pool and read a book on a reclining chair.*

> *In4: The recreation and entertainment environment could be better.*

> *In5: The creation of recreation and entertainment amenities would also be nice.*

> *In6: The design of the swimming pool at Yalong Bay Mangrove Tree Resort was great. It blended with the outdoor views. After swimming, guests could rest or read a book on a sleeping pool raft. It was relaxing.*

After refining the interview terms, the factors for the measurement of the recreation and entertainment service environment were identified as cleanliness, comfort, attractive appearance, and the creation of a leisurely atmosphere (see Table 4.9).

Table 4.9: Recreation and Entertainment Service Environment Items

Dimensions	Themes	Previous studies that contain the same or similar themes
Comfort	• Clean and comfortable	
Aesthetics	• Appearance attraction	---
Amenities	• Nice and relaxing	

    o   Open Public Areas

The discussions about the service product and service environment of resort hotel open public areas were combined by interviewees. Examination of the interview transcripts revealed three main aspects, hotel architecture, landscape, and the design of the outdoor environment, and six themes (see Table 4.10). Although most studies do not emphasize these aspects, Dubè and Renaghan (2000) list the top ten attributes driving leisure travellers' hotel-purchase decision and creating value during leisure travellers' hotel stay, among which the hotel's exterior and public space received respectively third and top ranking. Inbakaran et al. (2004) find that a resort hotel's eco-design (blending with the surroundings) gives the highest satisfaction level with resorts.

In1: I like the environment of a resort hotel's open public areas to be creative and novel; for example, the palm forest at Golden Palm Resort Sanya, or the lawn close to the sea at Jinning Resort. They were relaxing.

In2: The outdoor palm trees at Golden Palm Resort Sanya were impressive. Among the palm trees were hammocks. At night, we would lie on these hammocks and look at the moon and the stars in the sky. It was authentic. I also enjoyed the bars at Jinning Resort because they were close to the sea. We could see the sea and hear the sound of the waves. It was very nice.

In resort hotels, I think that the outdoor gardening is very important. The main reason that I like the Cabana Resort is its beautiful tropical garden.

The resort hotels at which I have stayed all devote great effort to their outdoor garden areas. I think that novelty and blending with the surroundings are the most important design style elements.

In3: *A resort hotel must be located in beautiful natural surroundings. Then guests can enjoy the local scenery.*

In4: *The physical scenery in a resort hotel's open public areas should be good. You know every guest wants to enjoy a leisurely environment when lodging at a resort hotel. Thus, the hotel must have sufficiently spacious grounds on which guests can participate in leisure activities.*

The route signs and maps in the outdoor areas of resort hotels must be clear so that guests can easily identify where a path goes or find a desired destination.

In5: *The outdoor areas of resort hotels should be clean and tidy. The design of the gardens and grounds should be innovative and nice. One example is Guanfang Gardens Villa Resort Hotel in Tengchong, Lijiang.*

In6: *Resort hotels should be located in good, natural surroundings, and the garden design should be better.*

In7: *The open public areas of resort hotels must be clean. The outdoor gardening design should create a relaxed atmosphere.*

The facilities in outdoor areas, such as the waste bins and lamps on the road,

should be in harmony with the design style.

In8: The design of the open public areas at Yalong Bay Sanya is very nice. The

scenery in these areas blends in with the local natural surroundings

Table 4.10: Open Public Area Service Product and Service Environment Items

Dimensions	Themes	Previous studies that contain the same or similar themes
Architecture	• appearance	Dubè and Renaghan (2000), Inbakaran et al. (2004)
Landscape	• location's surrounding**s** • blends with surroundings	
Outdoor gardening	• the style of gardening • comfort of outdoor garden • understandable route signs and map	

- **Service interaction**

Service interaction is a communication process by which a service product is delivered by an employee to a customer. Its dimensions related to the five encounters include employee appearance, attitude, and responsiveness.

Employee appearance mainly concerns being well dressed and neat. These two attributes have much support in the hotel service measurement literature (Cadotee & Turgeon, 1988; Saleh & Ryan, 1991; Knotson et al., 1992; Patton et al., 1994; Getty & Thompson, 1994). The interviewees all emphasized that the design of the uniforms of resort hotel employees should be creative. The style reflected not only cultural characteristics but also created a feeling of relaxation and pleasure.

In2: I like the apparel of staff at the Cabana Resort in Thailand. It reflects

Thailand's national dress, and is unlike the uniform of staff at other resort hotels

at which I've stayed in China, where staff members wear suits and ties. Their uniform design is the same as that of traditional or business hotels.

In3: The employees at the two resort hotels that I stayed at in Australia all wore T-shirts. That created a leisurely feeling.

In4: The uniform of resort hotel employees does not have to be formal. The design can express an easy and pleasant style. I prefer the dress at a resort hotel I stayed at in Thailand because the style was relaxed. At the resort hotels in China at which I've stayed, the staff all wore suits, shirts, and ties, attire that was too serious [for a resort hotel].

In6: Resort hotel employee uniforms should not be too formal. It is better if they can reflect the local clothing design.

In7: The aim of lodging at a resort hotel is to relax, so the design of the uniforms of employees should be relaxed and pleasant. Employees should not wear identical formal and serious suits.

In8: The apparel of employees of resort hotels should be smart and informal, but should also be creative and novel and reflect the local culture's clothing style.

The measurement scales developed by researchers all emphasize that the customer-employee relationship depends on employee attitude and responsiveness. The interviewees all described a good service attitude as helpful, friendly, and enthusiastic.

And, when guests have a problem or need extra services, employees willingly provide prompt and quick service, and satisfy reasonable demands as quickly as possible. However, because of the different functions of the five encounters, the interviewees also brought up some points that related specifically to the differential nature of the five encounters. The themes that emerged included the receptionists' beauty, smile, polite greetings, and knowledge of the services offered by the hotel; the professionalism of employees in the entertainment and recreation department, that is, their ability to give customers professional guidance and customized suggestions; and the polite greetings of employees to customers when meeting them in the open public areas.

In1: Generally, if I want to obtain information about the hotel's facilities or other services, then I directly dial the number of the reception counter. So, the receptionists must have extensive knowledge of the hotel.

In2: In addition to her efficient service, the receptionist's smile at Cabana Resort made an unforgettable impression on me. When she served customers, she always smiled in a natural and friendly fashion. You know, I cannot speak English well. But when I asked her question in English, she always patiently listened and answered my questions with a smile. So, I felt very comfortable and not nervous because of my poor English speaking skills. She greeted every customer with a smile. Overall, I could feel her sincere friendliness, and thus did not experience any strange feelings from not being in my native country.

In3: When hotel guests have demands, they generally talk to the receptionists first. So, receptionists should have good communication skills as well as employees in other departments.

In4: I think that the employees in the recreation and entertainment department should give professional suggestions or teach guests some skills.

In5: The entertainment and recreation department should have professional coaches or trainers.

In7: Receptionists should often smile [when serving guests].
Employees in the recreation and entertainment department should be professional and give customized professional direction and suggestions.

In8: The employees (receptionists and the other employees) of Yalong Bay Mangrove Tree Resort always smiled whenever they met guests anywhere in the hotel.

To conclude, employee appearance, serving attitude, and responsiveness were identified as attributes of service interaction in the five encounters. Two aspects of the appearance of employees in the room, food and beverage, and recreation and entertainment departments, and open public areas were also identified: well dressed and neat, and the novelty of the uniform design. Because of the special demands made on receptionists and staff members in the recreation and entertainment department and open public areas, beauty, smiling, and knowledge of receptionists, professionalism of

recreation and entertainment department employees, and greetings of receptionists and meeting employees in open public areas were recategorized (see Table 4.11).

Table 4.11: Service Interaction Items of the Five Encounters

Dimensions	Themes	Previous studies that contain the same or similar themes
Appearance	• attractive employees • well dressed and neat • novel design style	Cadotte & Turegeon (1988), Saleh & Ryan (1991), Knotson et al. (1992), Patton et al. (1994), Getty & Thompson (1994), Ryu & Jang (2007)
Attitude	• friendliness • greetings • smiling	Knuston (1988), Saleh & Ryan (1991), Basky & Labagh (1992), Getty & Thompson (1994), Oh & Jeong (1996), Lemmink et al. (1998), Oh (1999), Kashyap & Bojanic (2000), Scanlan & McPhail (2000), Yung & Chan (2000), Kashyap & Bojanic (2000), Matzler & Pechlaner (2001)
Responsiveness	• prompt and quick responses • satisfactory • professionalism • knowledgeable	Knuston (1988), Saleh & Ryan (1991), Knuston et al. (1992), Patton et al. (1994), Getty & Thompson (1994), Kashyap & Bojanic (2000), Scanlan & McPhail (2000)

4.2.3.2 Resort Hotel Customer Experience

As interviewees described their unforgettable resort hotel experiences, it could be seen that they all expected more than accommodation or some other technical service when they were staying at a resort hotel. They mentioned special symbolic feelings and emotions that stemmed from the consumption of service products, the hotel atmosphere, and the relationship established with hotel employees.

> *In1: I like Golden Palm Resort in Sanya the most. I was satisfied with everything, including its service, decor, atmosphere, and so on. The employees all made me feel comfortable and relaxed. While lodging there, everything went smoothly, and I was always happy.*

In2: The most impressive resort hotel experience I had was at Cabana Resort. I experienced a totally different, relaxed culture. From the services and environment provided by the hotel, I felt I became one with nature, and had an authentic experience.

In3: The most unforgettable resort hotel experience I had was on Australia's Gold Coast. It was the first time I had been close to the sea. You know, I could see the Atlantic Ocean from my room's window. It was a mind-expanding experience.

In4: Every one of my experiences at resort hotels has given me a different feeling. For example, the physical appearance of Xian's Weishui Resort Hotel, which was a totally new design style, is still impressive to me, even though I was there about 20 years ago. At the resort hotel in Thailand at which I stayed, I could totally relax.

In6: Every resort hotel experience has been special to me. For example, a resort hotel in Hainan gave me a novel experience. At resort hotels in Zhuhai and Hawaii, the feeling was relaxed and leisurely.

In7: Until now, my experiences at resort hotels have not been unforgettable because the services and amenities have not been wonderful. I hope my coming experience at Lijiang Bayan Tree Resort will be.

In8: *Yalong Bay Mangrove Tree Resort Hotel made a favourable impression on me. I enjoyed the sandy beach bar, and I was able to sleep very well because of the very friendly environment, beautiful decor, and nice employees. It was very comfortable and friendly.*

Although the interviewees had different expectations about what a resort hotel experience should be, their expectations generally belonged to one among 10 dimensions, which, according to the customer experience value typology proposed by Holbrook (1994), can be further divided into four categories of experiential value: economic, hedonic, social, and altruistic value.

When the interviewees assessed their resort hotel experiences, they usually mentioned high-quality services and the atmosphere created by the hotel as important affecting factors. They all considered the ratio between their economic investment and their perception of service excellence. This consideration of economic value is supported by previous studies of customer value and service quality (e.g., Zeithaml, 1988; Bojanic, 1996; Oh et al., 1999, 2000; Kashyap & Bojanic, 2000, Mathwick et al., 2000; Kwun & Oh, 2004). The results of these studies indicate that the quality and price of service affect each other, that is, together, they produce value for money. Therefore, economic value is defined by two dimensions: service excellence and value for money. The interviewees further elaborated that excellent service is efficient and convenient. Their responses also revealed that value for money was determined by two aspects: value equal to money spent and value greater than money spent (see Table 4.12).

In1: When lodging in a resort hotel, I want to experience its atmosphere and excellent services. That means the enjoyment from the resort hotel experience originates from the convenient and beautiful surroundings, the excellent services, and satisfaction of my requirements.

In2: The resort hotel must supply convenient and relaxed surroundings that make my life [there] quiet and smooth.

Compared to Gold Palm Sanya Resort, Jinning Resort was less expensive. However, it provided me with a better and different experience.

In3: To decide at what resort hotel one should spend one's holidays, high-quality services is the first factor to consider.

In4: When lodging at a resort hotel, I expect to have a convenient living space and facilities. At home, I have to drive long distances to go to the gym or attend entertainment activities. So I want to do everything smoothly and easily, on my schedule. In the hotel I can get up late every day, and then swim, or read a book and have afternoon tea.

In5: Relaxation at the hotel was based on the excellent service and convenient living environment provided by the hotel satisfying my requirements. You know the resort hotel is a higher level kind of hotel, so I want to get the highest quality environment.

In6: The best experience in a resort hotel that I could have would be based on its prompt and quick service, so that I did not have to spend more time and energy on trivial matters than was necessary.

Table 4.12: Economic Value Experiential Items

Dimensions	Themes	Previous studies that contain the same or similar themes

Excellence	• Convenience
	  o manage own time schedule
	  o easy rhythm
	  o makes life easier
	  o do not spend time on trivial matters
	• Efficiency
	  o prompt response and solves problems
	  o excellent service
	  o high-level and special environment
		Zeithaml (1988), Bojanic (1996), Oh et al.(1999), Oh et al.(2000) Kashyap & Bojanic, (2000) Mathwick et al. (2000), Kwun & Oh (2004)

Value for money	• Money's worth
	  o money=get service
	  o money higher, excellent service
	  o money lower, get more	

In addition to high-quality service, the interviewees also indicated that they were seeking psychological satisfaction, which is related to hedonic value. The interviewees expected that during their stay in a resort hotel, they would enter into a pleasant physical and mental state, which means that they would be able to have a good rest and totally relax. They also wanted to escape from the trivial matters of day-to-day life and get away from the pressures of life and work, take part in interesting and exciting activities, and have fun and enjoy themselves in aesthetic surroundings. These aspects are reflected in the five dimensions of comfort, escapism, excitement, entertainment, and aesthetics. In previous studies of customer experience in the tourism and hospitality industry (Otto & Ritchie, 1996; Chan, 2003; Lo, 2008), these dimensions have been employed to investigate the psychological state of customers.

In1: When lodging in a resort hotel, the most important aim is that I be completely relaxed. During this time, I can totally forget the boring things and troubles I encounter in my daily life. I can try new and different things and find something that I really like to do. For example, before I went on a holiday with my husband to a resort hotel in Hainan, my husband and I were having troubles. However, I was very happy during our stay in Hainan. Those unhappy things were put aside.

In2: The main reason that I choose to holiday at a resort hotel is to get into a relaxed state. When people are relaxed, they feel pleasure. What contributes to a feeling of relaxation? I must not be disturbed by the outside environment, and can put aside temporarily the trivial matters related to life and career. I can enjoy quiet and calm days and attend some novel activity.
The environment and amenities of a resort hotel allow me to experience the authenticity of nature.

In 3: I want to experience things that I have not experienced before and broaden my horizons. Trivial matters can be put aside temporarily. Then I can relax and enjoy myself, and forget the dull things I deal with in my daily life.

In4: The main reason to spend one's holidays at a resort hotel is to relax. There are so many boring things one must deal with in day-to-day life, but when staying at a resort hotel, career and life concerns can be forgotten temporarily, and one can do fun and simple things.

I enjoyed the design of Weishui Resort in Xian and remember it still although I stayed there more than 20 years ago.

In5: Mostly, I want to relax at a resort hotel, to experience total physical and psychological relaxation and not think about everyday matters.

In6: The aim of lodging at a resort hotel was to find a quiet environment in which I could be alone to think about some career problems that I was having, and enjoy a relaxing enjoyment without being disturbed by others.

In7: Because of excessive work pressure or the dullness of daily life, there is a desire to enjoy the easy and relaxed life provided by a resort hotel. The comfortable and pleasant amenities created by the hotel allow me to totally relax, physically and mentally. And, the prompt and efficient services mean that I need not spend energy on day-to day matters; then, I can have a good rest and be full of energy.

In8: Because I work so hard in the city, I want to be able to relax at a resort hotel. At Yalong Bay Mangrove Tree Resort, every day, after I had woken up naturally, I went for a walk on the beach. Then I had lunch after showering. I could enjoy myself for hours without going outside the hotel grounds.

To help guests to relax, the resort hotel environment should be comfortable and provide views on which guest can feast their eyes. And, in this environment created by the hotel, I can get to know some new friends and do things that I have never done before.

The five dimensions underlying the hedonic value related to resort hotels include comfort, escapism, excitement, entertainment, and aesthetics (see Table 4.13).

Table 4.13: Hedonic Value Experiential Items

Dimensions	Themes	Previous studies that contain the same or similar themes
Comfort	• Physical o have a good, comfortable rest o full of energy • Mental o peace of mind o relax	Otto & Ritchie (1996), Chan (2003), Lo (2008)
Escapism	• escape city life • escape disturbance • get away from trivial everyday matters • get away from life/career pressures	
Excitement	• new and different things • new friends • broaden one's vision • in another world	
Entertainment	• have fun • enjoyment • memorable	
Aesthetics	• visual appearance of hotel/surrounding landscape o attractive o appealing o authentic	

The interviewees also identified the resort hotel experience as the best way to spend time with family members and friends, noting that after they had lodged in a resort hotel, their relationships with family and friends were closer. Thus, a satisfactory experience in a resort hotel is worth sharing with others. Some of them indicated that the experience obtained at a good resort hotel is a once-in-a-lifetime experience, and that it has become the fashion to holiday at such hotels.

In1: After holidaying at resort hotels in Hainan, I forget my quarrels with my husband, and our relationship recovers to become as good as it was before.

I think lodging in resort hotels has become a fashionable way to spend one's holidays.

In2: I have really enjoyed the time I've spent with my wife and friends at resort hotels in Hainnan. I am planning to share my next lodging experience with my mother and father.

In3: To holiday together at a resort hotel is the best way to enjoy a family gathering.

In4: After my stay at Weishui Resort Hotel, I think that if I ever have another chance or free time, then I will go there again with my mother, father, and daughter. That would be great.

To lodge in a good resort hotel is a once-in-a-lifetime experience. I should like to experience different resort hotels by travelling to different places.

In5: After staying at different resort hotels, I can recommend the better ones to my friends or describe my lodging experiences there.

In6: Vacationing with family members at a resort hotel is the best way to experience family happiness and togetherness.

In7: I want to go to a resort hotel with family members and friends to enjoy happy times.

In8: After lodging at Yalong Bay Mangrove Tree Resort, I thought I would like to go back with my mother and father when I am free.

Social values such as success and esteem have been identified as important for luxury business hotel guests (Mattila, 1999; Oh, 1999; Basky & Nash, 2002), but while some interviewees talked about these values, most did not emphasize them. However, to confirm this theme with respect to the experiential value of resort hotels, the related items were kept in the initial item pool for the pilot test.

In1: The high quality of services and surroundings of the resort hotel gave me a sense of being esteemed by others.

In2: After having a good rest at the resort hotel, I was full of energy and ready to face the difficulties of real life and make more money to enjoy the beautiful things in life.

When lodging at a resort hotel, I want to enjoy refreshing surroundings. Of course, I expect to be respected by employees. Compared to lodging in a business hotel, though, a sense of accomplishment, self-confidence, and so on become less significant.

I also felt that lodging at Cabana Resort was a status symbol.

In5: Because the cost of lodging at a resort hotel is higher than at other kinds of hotels, the hotel provides everything, which gives me a sense of pride and makes me feel that I am esteemed by others.

In7: Receiving the best services, of course, strengthens my confidence and makes me feel that I am esteemed by others.

In8: When lodging in a resort hotel, I just want to totally relax. Fame, reputation, and other such things I prefer to forget temporarily, although I actually seek them in my daily life.

In summary, the social value of the resort hotel experience included two dimensions, sentiment and esteem, and four items. Altruistic value was refined as social recognition (see Table 4.14).

Table 4.14: Social and Altruistic Value Experiential Items

Typologies	Dimensions	Themes	Previous studies that contain the same or similar themes

Social Value	Sentiment	• family and friends together
		   o enjoy happy times with family members/friends
		   o bring people closer together
			Mattila(1999), Oh (1999) Basky & Nash (2002)

	Esteem	• respect from others • confidently accept future challenges	
Altruistic value	Social recognition	• "once in a lifetime" • share this experience with others	

4.3 Instrument Development

In this section, the instrument development is described. The development procedures have been explained in chapter 3. The following paragraphs and tables illustrate the initial instrument and the refined final instrument. The items of the initial instrument are presented with codes; for example, "RecSP1" refers to reception service product item number 1. The codes are also used in the presentation of the pilot test results.

4.3.1 Initial Instrument

The initial instrument covered the five constructs of this study: service performance, including the five frontline departments of a resort hotel, customer involvement, customer experience, customer satisfaction, and behavioural intention.

4.3.1.1 Exogenous Variables

- **Service performance**

In total, 75 resort hotel service items were developed based on personal interviews and the literature review, with 16 items in the reception department, 17 items in the room department, 15 items in the food and beverage department, 15 items in the recreation and entertainment department, and 12 items in the open public areas category (see Table 4.15). The items were rated on a 5-point Likert-type scale ranging from 1 to 5, with 1 representing "very poor service" and 5 "very good service."

Table 4.15 Service Performance Items of Five Service Encounters

Service Encounters	Code	Items
Reception	Rec1	Efficiency of check-in/check-out
	Rec2	Reception working procedure
	Rec3	Accuracy of customer information (including personal information, reservation data and bills)
	Rec4	Information about hotel and surrounding area
	Rec5	Frequent-guest or membership programmes
	Rec6	Complimentary services for lodging guests
	Rec7	Comfortableness of reception areas
	Rec8	Visual attractiveness of reception areas
	Rec9	Physical appearance of receptionists
	Rec10	Novelty of uniform design
	Rec11	Smile of receptionists
	Rec12	Greetings of receptionists or employees
	Rec13	Attitude of employees toward guests
	Rec14	Knowledge of the hotel's services and facilities
	Rec15	Promptness of response to customers demands
	Rec16	Satisfactory fulfillment of customers demands
Room	Ro1	Room facilities
	Ro2	Hotel information directory
	Ro3	Complimentary room services
	Ro4	Price of room services
	Ro5	Efficiency of room services
	Ro6	Arrangement of formal housekeeping services (refers to cleaning the rooms when guests are not in)
	Ro7	Safety of room
	Ro8	Cleanliness of room
	Ro9	Comfort of room
	Ro10	Visual attractiveness of the room decoration
	Ro11	View from the room
	Ro12	Cosy atmosphere
	Ro13	Neatness of employee uniforms
	Ro14	Novelty of uniform design
	Ro15	Attitude of employees toward guests
	Ro16	Promptness of response to customer demands
	Ro17	Satisfactory fulfillment of customer demands
Food and Beverage	F&B1	Uniqueness of food and beverages
	F&B2	Variety of food and beverages
	F&B3	Hygiene of food and beverages
	F&B4	Price of food and beverages
	F&B5	Creativity and uniqueness of dining style
	F&B6	Working procedure of food and beverage services
	F&B7	Efficiency of food and beverage services
	F&B8	Comfort of dining environment

	F&B9	Visual attractiveness of dining environment
	F&B10	Creation of a pleasant dining atmosphere (such as the dining performance and music)
	F&B11	Neatness of employee uniforms
	F&B12	Novelty of uniform design
	F&B13	Attitude of employees toward guests
	F&B14	Promptness of response to customer demands
	F&B15	Satisfactory fulfillment of customer demands
Recreation and Entertainment	R&E1	Variety of leisure facilities and programmes
	R&E2	Appeal of leisure facilities and programmes
	R&E3	Price of leisure facilities and programmes
	R&E4	Promotion of leisure facilities and programmes
	R&E5	Uniqueness and creativity of leisure programmes that are organized by the resort hotel (Such as performances, parties, lectures, training courses, et al.)
	R&E6	Cleanliness of recreation and entertainment environment
	R&E7	Comfort of recreation and entertainment environment
	R&E8	Visual attractiveness of recreation and entertainment environment
	R&E9	Creation of a leisurely recreation and entertainment atmosphere
	R&E10	Neatness of employee uniforms
	R&E11	Novelty of uniform design
	R&E12	Professionalism of employees
	R&E13	Attitude of employees toward guests
	R&E14	Promptness of response to customer demands
	R&E15	Satisfactory fulfillment of customer demands
Open Public Areas	OPA1	Design of the hotel architecture
	OPA2	Surrounding scenery
	OPA3	Harmony of the hotel's design with surroundings
	OPA4	Design style of gardening
	OPA5	Comfort of outdoor garden
	OPA6	Outdoor route signs and maps
	OPA7	Neatness of employee uniforms
	OPA8	Novelty of uniform design
	OPA9	Greetings of employees met in the open public areas
	OPA10	Attitude of employees toward guests
	OPA11	Promptness of response to customer demands
	OPA12	Satisfactory fulfillment of customer demands

- **Customer involvement in a resort hotel**

Zaichkowsky's (1985) personal involvement inventory (PII) has been employed in

recreation, leisure, and tourism contexts (Havitz & Dimanche, 1990, 1997). However,

following Mittal (1995), the 20 semantic differential items were reduced to five items. The modified five-item scale has been found to show adequate evidence of unidimensionality and internal consistency for both purchase decision involvement (.90) and product involvement (.90), compared with other three scales of involvement. Therefore, five items were employed in this study and rated on a 7-point Likert-type scale ranging from 1, representing the most negative attitude, to 7, representing the most positive attitude. To ensure a clear understanding of these items, each item was connected to one question statement (see Table 4.16).

Table 4.16: Customer Involvement Items

Code	Items
INV1	It is **of concern/no concern** to me to have had a holiday in the resort hotel
INV2	It **matters/does not matter** to me to have had a holiday in the resort hotel
INV3	It is **important/unimportant** me to have had this resort hotel experience
INV4	It is **means a lot/means nothing** to me to have had this resort hotel experience
INV5	It is **significant/insignificant** to me to have had this resort hotel experience

4.3.1.2 Endogenous Variables

- **Customer experience in a resort hotel**

According to Holbrook's (1996, 2006) definition and explanation of the typology of value in the customer experience, this study developed the dimensions and related themes underlying the four value categories of the customer resort hotel experience from the findings of exploratory studies. Based on the content of these dimensions and themes, a pool of 48 items was developed that combined 15 economic value items, 25 hedonic value items, 4 items related to social and altruistic value, respectively.

Each item was rated on a 5-point Likert-type scale ranging from 1 to 5, with 1 indicating "strongly disagree" and 5 "strongly agree."

Table 4.17: Customer Experience Items

Experiential Value Categories	Code	Items
Economic Value	EXPev1	I planned each day's activities according to my own schedule during my stay
	EXPev2	I did everything I wanted to do here
	EXPev3	The daily rhythm was pleasant and relaxing
	EXPev4	The resort hotel provided convenient surroundings
	EXPev5	I easily finished everything
	EXPev6	Trivial matters took up little of my time
	EXPev7	My reasonable requirements were satisfied by the hotel
	EXPev8	The problems that I had were quickly solved
	EXPev9	The services provided by the hotel were excellent and prompt
	EXPev10	The hotel created a high-quality, leisurely atmosphere
	EXPev11	The amenities of the hotel was stylish
	EXPev12	The experience I had was equal to my payment
	EXPev13	Although the cost to stay here was high, the experience I had was excellent
	EXPev14	Although the cost to stay here was low, the experience I had was fine
	EXPev15	The experience I had in the resort hotel was higher than my payment
Hedonic Value	EXPhv1	I had a good rest here
	EXPhv2	The resort hotel experience refreshed me
	EXPhv3	I was full of energy
	EXPhv4	I was comfortable
	EXPhv5	I enjoyed peace of mind
	EXPhv6	I was totally relaxed
	EXPhv7	I was at leisure and free during my stay
	EXPhv8	I escaped temporarily from public life
	EXPhv9	I felt the environment here was cosy and quiet
	EXPhv10	I was not disturbed by the outside world
	EXPhv11	I temporarily forgot the boring things in life
	EXPhv12	I temporarily got away from career and life pressures
	EXPhv13	I discovered and did new things
	EXPhv14	I got to know new friends
	EXPhv15	My breadth of vision was wide
	EXPhv16	I was in special surroundings
	EXPhv17	I had fun here
	EXPhv18	I experienced interesting things here
	EXPhv19	I enjoyed my stay here
	EXPhv20	The time here was memorable

	EXPhv21	The design and decoration of the hotel were attractive
	EXPhv22	The design and decoration of the hotel were visually appealing
	EXPhv23	The design and decoration of the hotel were nice and homelike
	EXPhv24	I was delighted with the natural surroundings
	EXPhv25	I experienced nature through the surroundings
Social Value	EXPsv1	I had happy times with my companions
	EXPsv2	My relationship with my companions became closer
	EXPsv3	I gained a sense of esteem from others
	EXPsv4	I can more confidentially face future challenges after lodging here
	EXPav1	Lodging here was a "once-in-a-lifetime" experience
	EXPav2	Lodging in a resort hotel is a fashionable way to spend a holiday
	EXPav3	I enjoyed the pleasures of retrospection here
	EXPav4	I can share the resort experience with others later on

- **Customer satisfaction**

The satisfaction scale was used to measure overall customer satisfaction with the resort hotel experience. In this study, three items were adapted from Crosby and Stephens (1987). The items were measured by three pairs of words that can reflect positive or negative overall customer attitudes (see Table 4.18). Crosby and Stephens (1987) found a reliability coefficient of .96 for these satisfaction scale items. All of the item responses were rated on a 7-point Likert-type scale that ranged from 1, representing the most negative attitude, to 7, representing the most positive attitude.

Table 4.18: Customer Satisfaction Items

Code	Item
CS1	I am **dissatisfied/satisfied** with the lodging experience in the resort hotel
CS2	I am **displeased/pleased** with the lodging experience in the resort hotel
CS3	My feelings about the lodging experience in the resort hotel are **unfavourable/favourable**

- **Behavioural intention**

Behavioural intention was measured using the scale developed by Zeithaml et al. (1996). In this scale, two dimensions – loyalty to company (with five items) and

willingness to pay more (with two items) – exhibit highly consistent patterns in this study. These dimensions (see Table 4.19) were employed by Backer and Crompton (2000), who identified coefficient alphas of .80 and .77, respectively, for them. Following these studies, the behavioural intention scale consisted of five items that measure loyalty and two items that measure willingness to pay more. The items were rated on a 5-point scale, with 1 indicating "very unlikely" and 5 "very likely."

Table 4.19: Behavioural Intention Items

Dimension	Code	Item
Loyalty	BIL1	I will say positive things about the resort hotel to other people
	BIL2	I will recommend the resort hotel to anyone who seeks my advice
	BIL3	I will encourage friends and relatives to lodge in the resort hotel for their holidays
	BIL4	If I have another holiday in a resort hotel, then I will first consider this resort hotel
	BIL5	In the next three years, I will increase the length of my accommodation in this resort hotel
Willingness to pay	BIWP1	I will continue to lodge in the resort hotel even if its price increases somewhat
	BIWP2	I would pay an even higher price for this resort hotel, although its competitors' prices are lower

4.3.2 Pilot Test

The pilot test was conducted from April 1 to May 4, 2008, in Kunming's business and residential districts. A convenience sample of 388 local residents above 20 years of age was invited to participate in the survey by two interviewers. A series of screening questions were asked to establish whether the respondent had stayed in a resort hotel (see Appendix III). If necessary, respondents were provided with a definition of a resort hotel. They were asked to recall the last or the most impressive resort hotel experience they have had.

The data were analyzed using SPSS. Items were retained in the scale if the item-to-total correlation was at least 0.3. A scale is considered to be reliable if Cronbach's coefficient alpha is greater than 0.7. The underlying factors in the measurement instrument were identified using exploratory factor analysis.

4.3.2.1 Profile of Pilot Test Respondents

The sample of 388 respondents who had lodged in a resort hotel at least once had an almost even gender distribution, with 50.3% male and 48.2% female participants. Most of them (44.3%) were aged between 25-34, 26.5% were 35-44, 11.6% and 11.3% were 20-24 and 45-54, respectively, and only 5.4% were 55 years old or above. Most of the participants preferred to stay in the resort hotel for one to two days (50.3%) or three to five days (42.7%). Eighty-two participants had lodged at a resort hotel one time, 163 participants had done so two or three times, and 80 and 69 had lodged at a resort hotel three to five times and six or more times, respectively. Table 4.20 shows the demographic profile of respondents.

Table 4.20: Demographic Profile of the Pilot Test Respondents

Demographic Items		Frequency	Percentage
Gender	Male	195	50.3%
	Female	187	48.2%
Age group	20-24years	45	11.6%
	25-34years	172	44.3%
	35-44years	103	26.5%
	45-54years	44	11.3%
	55-64years	11	2.8%
	$\geq$ 65years	10	2.6%
Length of stay at a resort hotel	1-2 days	195	50.3%
	3-5 days	163	42.7%
	$\geq$6 days	27	7.0%
Number of times lodging at a resort hotel	1 time	82	21.1%
	2-3 times	153	39.4%
	4-5 times	80	20.6%
	$\geq$6 times	69	17.8%

4.3.2.2 Reliabilities and Correlations

- **Exogenous variables**

The exogenous variables were service performance and customer involvement. The components of service performance included five resort hotel service encounters: reception (16 items), room (17 items), food and beverages (15 items), recreation and entertainment (15 items), and open public areas (12 items). The item-total correlations for all items were above 0.3, and the coefficient alpha was 0.980 (see Table 4.21).

Table 4.21: Coefficient Alphas and Item-Total Correlations of Service Performance

Item No.	Item	Item-Total Correlation	Alpha If Item Deleted
Reception			
Rec1	Efficiency of check in/check out	0.588	0.980
Rec2	Reception working procedure	0.554	0.980
Rec3	Accuracy of customer information	0.452	0.980
Rec4	Information about hotel and surrounding area	0.540	0.980
Rec5	Frequent-guest or membership programme	0.606	0.980
Rec6	Complimentary services for lodging guests	0.527	0.980
Rec7	Comfortableness of reception areas	0.633	0.980
Rec8	Visual attractiveness of reception areas	0.631	0.980
Rec9	Physical appearance of receptionists	0.705	0.980
Rec10	Novelty of receptionist uniform design	0.617	0.980
Rec11	Smile of receptionists	0.710	0.980
Rec12	Greetings of receptionists	0.665	0.980
Rec13	Attitude of receptionists toward guests	0.682	0.980
Rec14	Knowledge of the hotel's services and facilities	0.549	0.980
Rec15	Promptness of response to customer demands in the reception department	0.672	0.980
Rec16	Satisfactory fulfillment of customers demands	0.724	0.980
Room			
Ro1	Room facilities	0.659	0.980
Ro2	Hotel information directory in room	0.615	0.980
Ro3	Complimentary room services	0.582	0.980
Ro4	Price of room services	0.322	0.981
Ro5	Efficiency of room services	0.691	0.980
Ro6	Arrangement of formal housekeeping services	0.654	0.980
Ro7	Safety of room	0.657	0.980
Ro8	Cleanliness of room	0.682	0.980
Ro9	Comfort of room	0.695	0.980

Ro10	Visual attractiveness of room decoration	0.711	0.980
Ro11	View from the room	0.621	0.980
Ro12	Cosy atmosphere	0.684	0.980
Ro13	Neatness of room employee uniforms in room department	0.694	0.980
Ro14	Novelty of room employee uniform design	0.616	0.980
Ro15	Attitude of room employees toward guests	0.728	0.980
Ro16	Promptness of response to customer demands in the room department	0.662	0.980
Ro17	Satisfactory fulfillment of customers demands	0.737	0.980
Food and Beverage			
F&B1	Uniqueness of food and beverages	0.512	0.980
F&B2	Variety of food and beverages	0.569	0.980
F&B3	Hygiene of food and beverages	0.597	0.980
F&B4	Price of food and beverages	0.366	0.980
F&B5	Creativity and uniqueness of dining style	0.608	0.980
F&B6	Working procedure of food and beverage services	0.693	0.980
F&B7	Efficiency of food and beverage services	0.723	0.980
F&B8	Comfort of dining environment	0.715	0.980
F&B9	Visual attractiveness of dining environment	0.722	0.980
F&B10	Creation of pleasant dining atmosphere	0.675	0.980
F&B11	Neatness of food and beverage employee uniforms	0.740	0.980
F&B12	Novelty of food and beverage employee uniform design	0.601	0.980
F&B13	Attitude of food and beverage employee toward guests	0.711	0.980
F&B14	Promptness of response to customer demands in the food and beverage department	0.709	0.980
F&B15	Satisfactory fulfillment of customer demands	0.732	0.980
Recreation and Entertainment			
R&E1	Variety of leisure facilities and programmes	0.509	0.980
R&E2	Appeal of leisure facilities and programmes	0.570	0.980
R&E3	Price of leisure facilities and programmes	0.376	0.980
R&E4	Promotion of leisure facilities and programmes	0.576	0.980
R&E5	Uniqueness and creativity of leisure programmes that are organized by the resort hotel	0.603	0.980
R&E6	Cleanliness of recreation and entertainment environment	0.732	0.980
R&E7	Comfort of recreation and entertainment area	0.768	0.980
R&E8	Visual attractiveness of recreation and entertainment area	0.774	0.980
R&E9	Creation of a leisurely recreation and entertainment atmosphere	0.730	0.980
R&E10	Neatness of recreation and entertainment employee uniforms	0.738	0.980
R&E11	Novelty of recreation and entertainment	0.686	0.980

	employees uniform design		
R&E12	Attitude of recreation and entertainment employee toward guests	0.702	0.980
R&E13	Professionalism of recreation and entertainment employees	0.723	0.980
R&E14	Promptness of response to customer demands in the recreation and entertainment department	0.731	0.980
R&E15	Satisfactory fulfillment of customer demands	0.718	0.980
Open Public Areas			
OPA1	Design of the hotel architecture	0.620	0.980
OPA2	Surrounding scenery	0.543	0.980
OPA3	Harmony of the hotel's design with surroundings	0.647	0.980
OPA4	Design style of gardening	0.630	0.980
OPA5	Comfort of outdoor garden	0.682	0.980
OPA6	Outdoor route signs and maps	0.590	0.980
OPA7	Neatness of employee uniforms	0.700	0.980
OPA8	Novelty of open public employee uniform design	0.686	0.980
OPA9	Greetings of employees met in the open public areas	0.708	0.980
OPA10	Attitude of employees in open public areas toward guests	0.730	0.980
OPA11	Promptness of response to customers demands	0.737	0.980
OPA12	Satisfactory fulfillment of customers demands	0.337	0.982
		Coefficient Alpha	**0.980**

Table 4.22 shows the coefficient alpha and item-total correlation for the five items of customer involvement. These items had item-total correlations above 0.7 and a coefficient alpha of 0.907, indicating good internal consistency.

Table 4.22: Coefficient Alphas and Item-Total Correlations of Customer Involvement, Customer Satisfaction, and Behavioural Intention

Item No.	Item	Item-Total Correlation	Alpha If Item Deleted
INV1	It is of concern/no concern to me to have had a holiday in a resort hotel	0.702	0.907
INV2	It matters/does not matter to me to have had a holiday in a resort hotel	0.764	0.894
INV3	It is important/unimportant me to have had this resort hotel experience	0.822	0.882
INV4	It is means a lot/means nothing to me to have had this resort hotel experience	0.787	0.889
INV5	It is significant/insignificant to me to have had this resort hotel experience	0.803	0.886
Coefficient Alpha		**0.912**	

- **Endogenous variables**

The instrument included three endogenous factors: customer experience, customer satisfaction and behavioural intention. The customer experience instrument combined four experiential value dimensions: economic value (15 items), hedonic value (25 items), social value (4 items), and altruistic value (4 items). Their item-total correlations were all above 0.3, and the coefficient alpha was 0.930 (see Table 4.23).

Table 4.23: Coefficient Alphas and Item-Total Correlations of Customer Experience

Item No.	Item	Item-Total Correlation	Cronbach's Alpha if Item Deleted
Economic Value			
EXPev1	I easily planned each day's activities according to my own schedule during my stay	0.509	0.971
EXPev2	I did everything I wanted to do here	0.542	0.971
EXPev3	The daily rhythm was pleasant and relaxing	0.601	0.971
EXPev4	The resort hotel provided convenient surroundings	0.656	0.970
EXPev5	I easily finished everything	0.651	0.970
EXPev6	Trivial matters took up little time	0.566	0.971
EXPev7	My reasonable requirements was satisfied by the hotel	0.657	0.970
EXPev8	The problems that I had here were quickly solved	0.593	0.971

EXPev9	The services provided by the hotel were excellent and prompt	0.664	0.970
EXPev10	The hotel created a high-quality, leisurely atmosphere	0.761	0.970
EXPev11	The amenities of the hotel was stylish	0.662	0.970
EXPev12	The experience I had was equal to my payment	0.713	0.970
EXPev13	Although the cost to stay here was high, the experience I had was excellent	0.713	0.970
EXPev14	Although the cost to stay was low, the experience I had was fine	0.544	0.971
EXPev15	The experience I received in the resort hotel was higher than my payment	0.598	0.971
Hedonic Value			
EXPhv1	I had a good rest here	0.699	0.970
EXPhv2	The resort hotel experience refreshed me	0.658	0.970
EXPhv3	I was full of energy	0.639	0.971
EXPhv4	I was comfortable	0.716	0.970
EXPhv5	I enjoyed peace of mind	0.714	0.970
EXPhv6	I was totally relaxed	0.723	0.970
EXPhv7	I was at leisure and free during my stay	0.661	0.970
EXPhv8	I escaped temporarily from public life	0.653	0.970
EXPhv9	I felt the environment here was cosy and quiet	0.701	0.970
EXPhv10	I was not disturbed by the outside world	0.710	0.970
EXPhv11	I temporarily forgot the boring things in life	0.638	0.970
EXPhv12	I temporarily got away from career and life pressures	0.655	0.970
EXPhv13	I discovered and did new things	0.604	0.971
EXPhv14	I got to know new friends	0.475	0.971
EXPhv15	My breadth of vision was wide	0.609	0.971
EXPhv16	I was in special surroundings	0.707	0.970
EXPhv17	I had fun here	0.736	0.970
EXPhv18	I experienced interesting things	0.716	0.970
EXPhv19	I enjoyed my stay here	0.768	0.970
EXPhv20	The time here was memorable	0.764	0.970
EXPhv21	The design and decoration of the hotel were attractive	0.672	0.970
EXPhv22	The design and decoration of the hotel were visually appealing	0.697	0.970
EXPhv23	The design and decoration of the hotel were nice and homelike	0.652	0.970
EXPhv24	I was delighted with the natural surroundings	0.647	0.970
EXPhv25	I felt I experienced nature through the surroundings	0.300	0.974
Social Value			
EXPsv1	I had happy times with my companions	0.651	0.970
EXPsv2	My relationship with my companions	0.638	0.971

	became closer		
EXPsv3	I gained a sense of esteem from others	0.683	0.970
EXPsv4	I can more confidentially face future challenges after lodging here	0.597	0.971
Altruistic Value			
EXPav1	Lodging here was a "once-in-a-lifetime" experience	0.626	0.971
EXPav2	Lodging in a resort hotel is a fashionable way to spend a holiday	0.611	0.971
EXPav3	I enjoyed the pleasures of retrospection here	0.707	0.970
EXPav4	I can share the resort experience with others later on	0.611	0.971
Coefficient Alpha		**0.930**	

Table 4.24 shows the coefficient alphas and item-total correlations for the three items of customer satisfaction and seven items of behavioural intention. These items had an item-total correlation above 0.3, and coefficient alphas ranging from 0.912 to 0.927 were obtained, indicating good internal consistency.

Table 4.24: Coefficient Alphas and Item-Total Correlations of Customer Involvement, Customer Satisfaction, and Behavioural Intention

Item No.	Item	Item-Total Correlation	Alpha If Item Deleted
CS1	I was dissatisfied/satisfied with the lodging experience in the resort hotel	0.838	0.903
CS2	I am displeased/pleased with the lodging experience in the resort hotel	0.882	0.868
CS3	My feelings about the lodging experience in the resort hotel are unfavourable/favourable	0.830	0.910
Coefficient Alpha		**0.927**	
BIL1	I will say positive things about the resort hotel to other people	0.659	0.906
BIL2	I will recommend the resort hotel to anyone who seeks my advice	0.747	0.898
BIL3	I will encourage friends and relatives to lodge in the resort hotel for their holidays	0.780	0.894
BIL4	If I have another holiday in a resort hotel, then I will first consider this resort hotel	0.798	0.892
BIL5	In the next three years, I will increase the length of my accommodation in this resort hotel	0.734	0.898
BIWP1	I will continue to lodge in the resort hotel even if its price increases somewhat	0.732	0.899
BIWP2	I would pay an even higher price for this resort hotel, although its competitors' prices are lower	0.701	0.903
Coefficient Alpha		**0.912**	

4.3.2.3 Exploratory Factor Analysis

The theoretical structure of each construct was further examined by exploratory factor analysis. All factors with eigenvalues equal to or greater than 1 were retained. Factor loadings must be at least 0.40 or higher and without cross loading.

- **Exogenous variables**
  - Service performance—reception

Based on the results of principal axis factor analysis, seven items were dropped from reception service performance because of cross loading or because the loadings were

lower than 0.40. The remaining six items loaded onto three factors: service product

(Rec1 and Rec3), service environment (Rec7 and Rec8), and service interaction

(Rec11 and Rec12). Table 4.25 shows their factor loadings, eigenvalues, and

Crobanch's alphas. The three factors explained 59.67% of the total variance.

Table 4.25: Factor Loading of Reception Encounter Items

Item No.	Item	Factor Loadings	Eigenvalue	Variance Explained
Service Product α = 0.773			2.543	15.891
Rec1	Efficiency of check-in/check-out	0.602		
Rec3	Accuracy of customer information	0.791		
Service Environment α = 0.814			3.107	19.418
Rec7	Comfortableness of reception areas	0.676		
Rec8	Visual attractiveness of reception areas	0.713		
Service Interaction α = 0.900			3.897	24.357
Rec11	Smile of receptionists	0.772		
Rec12	Greetings of receptionists	0.815		

o   Service performance—room

Room service performance also had three factors, which explained 63.44% of the total

variance. The coefficient alphas of the three factors were, respectively, 0.773, 0.899,

and 0.844, and their eigenvalues were 1.820, 4.959, and 4.005 (see Table 4.26). Nine

items were dropped because they did not meet the established criteria.

Table 4.26: Factor Loading of Room Encounter Items

Item No.	Item	Factor Loadings	Eigenvalue	Variance Explained
Service Product α = 0.773			1.820	10.708
Ro1	Room facilities	0.700		
Ro3	Complimentary room services	0.684		
Ro4	Price of room services	0.816		
Service Environment α = 0.899			4.959	29.170
Ro9	Comfort of room	0.772		
Ro10	Visual attractiveness of room decoration	0.795		
Ro12	Cosy atmosphere	0.772		
Service Interaction α = 0.844			4.005	23.561
Ro16	Prompt response to customer demands in room department	0.796		
Ro17	Satisfactory fulfillment of customer demands	0.794		

o   Service performance—food and beverage

Principal axis factor analysis with varimax rotation indicated that food and beverage service performance consisted of two factors. These factors explained 54.09% of the total variance, and their eigenvalues were 3.253 and 5.401. However, the coefficient alphas of the three dimensions were 0.828 (service product), 0.857 (service environment), and 0.865 (service interaction) (see Table 4.27). Eight items were dropped and seven items retained.

160

Table 4.27: Factor Loading of Food and Beverage Encounter Items

Item No.	Item	Factor Loadings	Eigenvalue	Variance Explained
Service Product α = 0.828			3.253	20.332
F&B1	Uniqueness of food and beverage	0.728		
F&B2	Variety of food and beverage	0.777		
Service Environment α = 0.857			5.401	33.755
F&B8	Comfort of dining environment	0.624		
F&B9	Visual attractiveness of dining environment	0.591		
F&B10	Creation of a pleasant dining atmosphere	0.580		
Service Interaction α = 0.865				
F&B14	Prompt response to customer demands in the food and beverage department	0.729		
F&B15	Satisfactory fulfillment of customers demands	0.740		

  o Service performance—recreation and entertainment

Principal axis factor analysis with varimax rotation indicated that recreation and entertainment service performance consisted of two factors. Their eigenvalues were 3.355 and 6.488, and they explained 65.62% of the total variance. Nine items were deleted because they loaded onto more than one factor. Six items with a factor loading of at least 0.7 or above were kept. The coefficient alphas of the three dimensions were, respectively, 0.809, 0.916, and 0.917 (see Table 4.28).

Table 4.28: Factor Loading of Recreation and Entertainment Encounter Items

Item No.	Item	Factor Loadings	Eigenvalue	Variance Explained
Service Product α = 0.809			3.355	22.369
R&E1	Variety of leisure facilities and programmes	0.759		
R&E2	Appeal of leisure facilities and programmes	0.808		
Service Environment α = 0.916			6.488	43.253
R&E7	Comfort of recreation and entertainment	0.778		
R&E8	Visual attractiveness of recreation and entertainment area	0.796		
Service Interaction α = 0.917				
R&E14	Prompt response to customer demands in the recreation and entertainment department	0.800		
R&E15	Satisfactory fulfillment of customers demands	0.804		

o   Service performance—open public areas

Principal axis factor analysis with varimax rotation indicated that open public areas service performance was grouped into two factors. Their eigenvalues were 3.982 and 3.268, and they explained 65.92% of the total variance. The coefficient alphas of the two factors were 0.894 and 0.756 (see Table 4.29). Four items (OPA1 to OPA4) pertaining to service environment and five items (OPA8 to OPA12) pertaining to service interaction were retained. However, subsequent discussions with respondents revealed that the interaction factor was redundant because the employees met in the open public areas were staff members from other departments. To avoid overlap, service interaction was dropped and only service environment was retained.

Table 4.29: Factor Loading of Open Public Area Items

Item No.	Item	Factor Loadings	Eigenvalues	Variance Explained
Service Product and Service Environment α = 0.894			3.982	36.199
OPA1	Design of the hotel architecture	0.750		
OPA2	Scenery around hotel location	0.804		
OPA3	Harmony of the hotel's design with surroundings	0.850		
OPA4	Design style of gardening	0.840		

  o Customer involvement

Principal axis factor analysis with varimax rotation extracted one factor for the construct of customer involvement, following the predictions in the previous literature. This factor explained 73.94 % of the total variance, and its coefficient alpha was 0.912. Table 4.30 shows the loadings of the five items onto this factor and its eigenvalue.

Table 4.30: Factor Loading of Customer Involvement Items

Item No.	Item	Factor Loadings	Eigenvalue	Variance Explained
INV1	It is of concern/no concern to me to have had a holiday in a resort hotel	0.804	3.697	73.936
INV2	It matters/does not matter to me to have had a holiday in a resort hotel	0.852		
INV3	It to important/unimportant me to have had this resort hotel experience	0.892		
INV4	It is means a lot/means nothing to me to have had this resort hotel experience	0.869		
INV5	It is significant/insignificant to me to have had this resort hotel experience	0.880		
α = 0.912				

- **Endogenous variables**

  o Customer experience—economic value

Following principal axis factor analysis with varimax rotation, the 15 developed items of economic experiential value yielded a three-factor solution that accounted for 68.12% of the total variance. The eigenvalues (coefficient alphas) of the three factors were 3.638 (0.882), 3.618 (0.594), and 2.963 (0.886) (see Table 4.31). EXPev5 and EXPev6 were dropped because they cross loaded on more than one factor. EXPev3 and EXPev4 were retained to measure convenience. EXPev9 and EXPev10 were kept to represent excellence service, while EXPev13 and EXPev14 were retained to measure the value for money perception of customers when lodging at a resort hotel owing to two similar meanings in the four items.

Table 4.31: Factor Loading of Economic Value Items

Item No.	Item	Factor Loadings	Eigenvalues	Variance Explained
Convenience α = 0.882			3.638	24.252
EXPev3	The daily rhythm was pleasant and relaxing	0.765		
EXPev4	The resort hotel provided convenient surroundings	0.594		
Excellence α = 0.875			3.618	24.119
EXPev9	The services provided by the hotel were excellent and prompt	0.726		
EXPev10	The hotel created a high-quality, leisurely atmosphere	0.726		
Value for money α = 0.886			2.963	19.753
EXPev13	Although the cost to stay here was high, the experience I had was excellent	0.717		
EXPev14	Although the cost to stay here was low, the experience I had was fine	0.830		

 o Customer experience—hedonic value

Principal axis factor analysis with varimax rotation revealed that the hedonic value items loaded onto five factors, which explained 79.88% of the total variance. The

coefficient alphas of the five factors were, respectively, 0.921, 0.882, 0.813, 0.897, and 0.761, with eigenvalues of 5.285, 4.142, 2.963, 2.647, and 2.957 (see Table 4.32).

Table 4.32: Factor Loading of Hedonic Value Items

Item No.	Item	Factor Loadings	Eigenvalue	Variance Explained
Comfort α = 0.921			5.285	21.142
EXPhv1	I had a good rest here	0.762		
EXPhv4	I was comfortable and refreshed	0.790		
EXPhv5	I enjoyed peace of mind	0.788		
Escapism α = 0.882			4.142	16.566
EXPhv8	I temporarily escaped from public life	0.557		
EXPhv11	I temporarily forgot the boring things in life	0.760		
EXPhv12	I temporarily got away from career and life pressures	0.744		
Excitement α = 0.813			2.963	19.753
EXPhv13	I discovered and did new things	0.641		
EXPhv16	I was in special surroundings	0.698		
Entertainment α = 0.897			2.647	10.587
EXPhv17	I had fun here	0.548		
EXPhv19	I enjoyed my stay here	0.592		
Aesthetics α = 0.761			2.957	11.827
EXPhv21	The design and decoration of the hotel were attractive	0.814		
EXPhv22	The design and decoration of the hotel were visually appealing	0.802		
EXPhv24	I was delighted with the natural surroundings	0.446		

o   Customer experience—social value and altruistic value

Principal axis factor analysis with varimax rotation yielded a two-factor solution: social value (EXPsv1 and EXPsv2) and altruistic value (EXPav1, EXPav2 and EXPav4). The two factors explained 58.812% of the variance (see Table 4.33).

Table 4.33: Factor Loading of Social Value Items

Item No.	Item	Factor Loadings	Eigenvalue	Variance Explained
Social Value α = 0.804			4.705	58.812
EXPsv1	I had happy times with my companions	0.762		
EXPsv2	My relationship with my companions became closer	0.775		
Altruistic Value α = 0.856				
EXPav1	Lodging here was a "once-in-a-lifetime" experience	0.795		
EXPav2	Lodging in a resort hotel is a fashionable way to spend a holiday	0.772		
EXPav4	I can share the resort experience with others later on	0.764		

  o Customer satisfaction

Table 4.34 shows that one factor was extracted. Previous studies have theorized that customer satisfaction is a one-dimensional construct. The one factor explained 87.21% of the total variance in the data set. The factor loadings of the three items of the customer satisfaction scale were, respectively, 0.928, 0.950, and 0.924. The coefficient alpha was 0.927, and the eigenvalue was 2.616.

Table 4.34: Factor Loading of Customer Satisfaction Items

Item No.	Item	Factor Loadings	Eigenvalues	Variance Explained
SAT1	I am dissatisfied/satisfied with the lodging experience in the resort hotel	0.928	2.616	87.212
SAT2	I am displeased/pleased with the lodging experience in the resort hotel	0.950		
SAT3	My feelings about the lodging experience in the resort hotel are unfavourable/favourable	0.924		
α = 0.927				

  o Behavioural intention

Principal component factor analysis with varimax rotation of the seven items of behavioural intention yielded a one-factor solution that accounted for 66.0% of the

total variance (see Table 4.35). However, in previous studies (Baker & Crompton, 2000; Bigne et al., 2005; Taylor & Baker, 1994) the behavioural intention scale has been found to include two subdimensions: loyalty and willingness to pay more. Thus, these items were kept in the main survey for subsequent analysis.

Table 4.35: Factor Loading of Behavioural Intention Items

Item No.	Item	Factor Loadings	Eigenvalues	Variance Explained
BIL1	I will say positive things about the resort hotel to other people	0.754	4.620	66.006
BIL2	I will recommend the resort hotel to anyone who seeks my advice	0.825		
BIL3	I will encourage friends and relatives to lodge in the resort hotel for their holidays	0.851		
BIL4	If I have another holiday in a resort hotel, then I will first consider this resort hotel	0.863		
BIL5	In the next three years, I will increase the length of my accommodation in this resort hotel	0.809		
BIWP1	I will continue to lodge in the resort hotel even if its price increases somewhat	0.802		
BIWP2	I would pay an even higher price for this resort hotel, although its competitors' prices are lower	0.778		
α = 0.912				

4.3.3 Final Instrument

The items kept after the pilot test screenings were included in the main survey questionnaire, which had seven sections. Section I included three questions about lodging at a resort hotel, such as number of days of stay in the resort hotel, relevant past resort hotel experiences, and lodging alone or with others at this time. Section II measured resort hotel customer experience with 24 questions. Section III asked guests to evaluate service performance with six questions on reception, seven questions on rooms, seven questions on food and beverages, six questions on recreation and

entertainment, and 4 questions on open public areas. Section IV contained five questions to assess customer involvement. Section V measured customer satisfaction with the resort hotel experience with three questions. Section VI measured behavioural intention with seven questions. The last questions in Section VII concerned respondent demographics, such as gender, age, marital status, education, and monthly personal income. Samples of the English and Chinese questionnaires are given in Appendix IV. Before asking the main survey questions, to ensure a reliable and valid response, some questions were asking to screen out respondents who had spent less time at a resort hotel, or had had a relatively simple accommodation experience at a resort hotel.

Question 1: Have you stayed in a resort hotel for at least one day?

Question 2: When lodging in a resort hotel, did you consume the service products provided by the food and beverage and recreation and entertainment departments in the resort hotel?

4.4 Summary

This chapter reported the findings from in-depth interviews with respondents who had lodged at different resort hotels. The interviews enabled the identification of the attributes of resort hotel service performance. These attributes were grouped into three service dimensions (Rust & Oliver, 1994) that underlie five service encounters: reception, room, food and beverages, recreation and entertainment, and open public areas. The subsequent related literature review revealed much evidence to support these items of service performance in five encounters. Because of the differences between business or traditional hotels and resort hotels, and the different functions of the five encounters, new themes were identified.

The interviewees described their expectations of a resort hotel. In addition to consumption of the technical services provided by the hotels, psychological aspects were revealed. Every interviewee said that experiential attainment affected his or her behavioural intention. The findings supported the conceptualization that service performance is an antecedent of customer satisfaction, which then influences behavioural intention. Feelings about lodging at resort hotels have been categorized by Holbrook (1994) into four types of experiential value. The few studies of consumer experience in the tourism and hospitality field have employed some of these types of value to measure customer experiential feelings.

Based on the findings of the exploratory studies, an initial instrument that included 138 items was developed. To refine the preliminary instrument, a pilot test was conducted in April 2008. A total of 388 questionnaires were successfully completed by mainland Chinese respondents who had lodged in a resort hotel at least once. After analyses of the reliability and validity, 30 items were finalized for the main survey to measure the five service encounters. These items have been used in previous studies, and some were found to be relevant inresort hotels. And 24 items were refined to measure resort hotel experience. In all, 69 items were used to examine the relationships among the constructs in this study. The next chapter elaborates the proposed theoretical model and the relationships among the constructs.

CHAPTER 5 RESEARCH MODEL AND HYPOTHESES

5.1 Introduction

This chapter describes the research model and hypotheses based on the study purpose and related research objectives formulated in chapter 1. The chapter is divided into two sections. The first describes the research model and hypothesizes a casual structure among the different components within the theoretical framework. The second addresses the hypothesized relationships between the exogenous and endogenous variables.

5.2 Proposed Model

The proposed model is developed based on the extensive literature review reported in chapter 2 and the exploratory studies outlined in chapter 4. The research model is presented in Figure 5.1, and comprises five major constructs: service performance, customer experience, customer involvement, customer satisfaction, and behavioural intention. Among these, the exogenous variables are components of service performance and customer involvement. Service performance is divided into five hotel service departments: reception, room service, food and beverage service, recreation and entertainment service, and open public areas. Customer experience, customer satisfaction, and behavioural intention constitute the endogenous variables.

Figure 5.1: Proposed Model
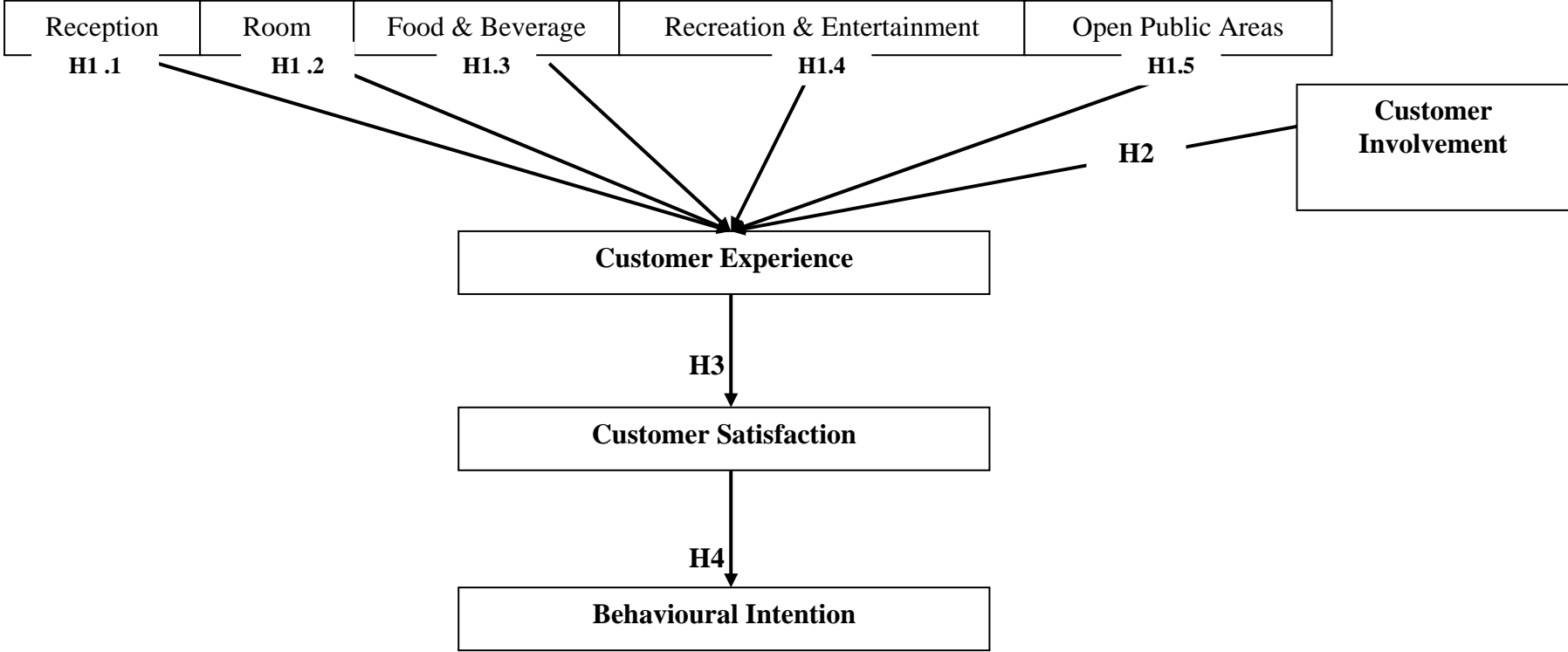
5.3 Research Hypotheses

5.3.1 Service Performance

Among the ways to measure service performance, the dominant approach is to judge the outcome of service attributes based on the SERVQUAL model (Parasuraman, Zeithaml & Berry, 1988). Although this model has been widely adopted in the service management and marketing literature, some researchers have criticized the limitations of SERVQUAL's dimensions. They argue that service consumption is a complex process that includes not only the outcomes of service attributes but also the performance of other service components (Oliver, 1981, 1993). Therefore, a performance-based measurement has been recommended (Cronin & Taylor, 1992), and other models of service components have been proposed. In these models, in addition to service attributes, service setting and service delivery are emphasized (e.g. Rust & Oliver, 1994; Grovel, 1998).

A concept of service encounters that emphasizes the service delivery process received widespread attention in 1990s. Services are divided into distinct stages to facilitate understanding. In the present study, five service encounters, including reception, room, food and beverage, recreation and entertainment, and open public areas, were proposed. Although there is little research in the hospitality literature to support such a classification system, it is widely accepted in the industry and is consistent with schemes found in the literature (Gee, 1996; Mill, 2001; Richardson et al., 2000). Specific dimensions in each encounter were examined, which were adopted from Rust and Oliver's (1994) three-factor model: service product, service environment, and service interaction.

There has been increased interest in using customer experience to measure service performance. Customer experience is linked to a customer's cognitive, emotional, and behavioural responses to service performance (Grace & O'Cass, 2004; Edvardson, Enquist & Johnston, 2005). In the tourism and hospitality field, a few studies have explored the measurement of tourism services from the experiential perspective (e.g., Otto & Richie, 1996; Chan, 2003; Costa et al., 2004).

Base on the conceptual and empirical support mentioned above, the present study posits the following hypotheses.

H1: Service performance in resort hotels has a positive impact on customer experience.

H1.1: Reception service in resort hotels has a positive impact on customer experience.

H1.2: Room service in resort hotels has a positive impact on customer experience.

H1.3: Food and beverage service in resort hotels has a positive impact on customer experience.

H1.4: Recreation and entertainment service in resort hotels has a positive impact on customer experience.

H1.5: Open public area service in resort hotels has a positive impact on customer experience.

5.3.2 Customer Involvement

In general, customer involvement is defined as the level of perceived personal importance and/or interest evoked by stimuli within a specific situation (Zaichkowsky, 1985). Customer involvement has been identified as an important factor in determining customer responses or behavioural patterns, and has been broadly applied in tourism and leisure research. It has been found to be related to satisfaction with products and services, tourist commitment, tourist loyalty, leisure activity patterns, and purchase decisions (Richins & Bloch, 1991; Dimanche and Havitz, 1997, 1999; Laverie & Arnett, 2000; Hung et al., 2005). There is a dearth of research into customer experience, however, and the linkage between customer involvement and experience has not yet been fully explored. Dimanche and Havitz (1997) suggested that the relationship between the level of customer involvement with service and other constructs be further investigated. As customer involvement plays a key role in motivating customers, it should have a positive effect on customer experience. Hence, the following hypothesis is proposed.

H2: Customer involvement in resort hotels has a positive impact on customer experience.

5.3.3 Customer Satisfaction

In the service literature, customer satisfaction is defined as a function of the cognitive and affective responses to the whole consumption process (Oliver, 1993, 1996). Against this background, researchers have criticized previous studies that measured satisfaction mainly from the cognitive perspective (Fronier & Mick, 1999; Homburg et al., 2006). Yi (1990) argued that customer satisfaction involves different views of service attributes and

satisfaction with the service experience. Satisfaction with the customer experience incorporates both cognitive and affective components to model consumer satisfaction (Baker & Crompton, 2000).

Empirical support for this can be found in the literature. For example, Costa et al. (2004) demonstrated the role of resort hotel animation activities in customer satisfaction. Tu (2004) found that the service experience has mediating effects on customer satisfaction through expectations, service quality, and emotions and serves as a key determinant of satisfaction, while Bigne, Andreu and Gnoth (2005) found that emotions have a significant influence on customer satisfaction with the theme park experience. Thus, the following hypothesis concerning the relationship between customer experience and satisfaction is advanced.

H3: Customer experience in resort hotels has a positive impact on customer satisfaction.

5.3.4 Behavioural Intention

In the hospitality industry, customer satisfaction is founded on building customer loyalty. It is well known that customer satisfaction is positively related to future behaviour, such as word of mouth, future purchase decisions, and willingness to pay more (Jarvis & Mayo, 1986; Twynam, 1992; Oliver, 1996; Zeithaml, Berry & Parrsuraman, 1996). It is generally found that a satisfied customer is more likely to make repeat visits, generate positive comments, and make recommendations to others than is a dissatisfied customer.

In this study, customer satisfaction with the resort hotel experience is proposed to have a significant impact on behavioural intention. Two behaviour patterns are posited. In the first, a high level of satisfaction with the resort hotel experience leads directly to loyal behaviour, including positive word-of-mouth comments, recommendations to others, repeat visits, and so forth. In the second, a high level of satisfaction with the resort hotel experience is directly related to increasing the amount of future purchases at the hotel. Therefore, the following hypothesis is proposed.

H4: Customer satisfaction with the resort hotel experience has a positive impact on behavioural intention.

5.4 Summary

In this study, service performance evaluation involves resort hotel service encounters and three dimensions of such encounters: service product, service environment, and service interaction. Because of the identification of special factors in a resort hotel that make such a hotel different from a normal business hotel, these service encounters were divided into five departments, which included four types of indoor service encounters and the additional consideration of nearby recreational opportunities in the form of open public area encounters.

To address a customer's real psychological demands and the meaning of customer satisfaction, the dimension of subjective judgment, psychological recognition of the customer experience, was introduced to explore the impact of service performance on

customer satisfaction. Also, due to the nature of individual perception in the customer experience, customer involvement was hypothesized to have a positive impact on the experience that a customer has at a resort hotel. Finally, customer satisfaction with this experience was tested to determine whether it has a positive effect on behavioural intention.

The relationships among service performance, customer experience, customer involvement, customer satisfaction, and behavioural intention were presented in the research model (Figure 5.1). The proposed hypotheses were validated with supporting evidence that is presented in the literature review. The results of this study can help us to understand the importance of customer experience and its relationship with service performance, customer involvement, customer satisfaction, and behavioural intention, and improve our understanding of customer satisfaction.

CHAPTER 6 ANALYSIS AND RESULTS

6.1 Introduction

This chapter describes the results from the main survey. The first section briefly examines the sample characteristics and respondent rates. The second section describes the data screening procedure. The third section presents the descriptive statistics of the variables used in this study, and the fourth section reports the results of confirmatory factor analyses through which the relationships among the constructs and their underlying variables are examined. The last section discusses the testing of the proposed model and model modification process. The final model fit to the data is identified.

6.2 Sample Characteristics

6.2.1 Response Rate

The main survey was conducted in three four-star resort hotels in the province of Yunnan from June 30 to August 1 in 2008. The data collection was conducted in each resort hotel for 10 days. A total of 764 Chinese guests were intercepted at the three hotels. In total, 497 questionnaires were successfully completed by mainland Chinese respondents aged 20 or above, and 42 were completed by residents of Hong Kong or Taiwan or below 20 years of age. A high response rate of 68.84% was achieved. Table 6.1 shows the distribution of the samples in the three resort hotels.

Table 6.1: Distribution of Samples in Three Resort Hotels

Name of Hotel	Number in Sample	Percentage
Dianchi Garden Resort Hotel	144	29.0%
Yijing Garden Resort Hotel	145	29.2%
Spring Soul Garden Resort Hotel	208	41.9%
Total	497	100%

To collect samples that were representative of the corresponding population, quota sampling was used. The numbers of respondents in each age group were proposed before the main survey based on the 2006 sampling of domestic tourists in China published by the China National Tourism Bureau (2007). As shown in Table 6.2, people aged from 45 to 64 years were underrepresented. Discussions with hotel management revealed that most resort guests in Yunnan are below 45 years of age. The final percentages by age groups were similar with the results of the pilot survey.

Table 6.2: Sampling Proportions for Age Groups

Age Group	Sampling Proportion of Domestic Tourists in China	Expected Number of Respondents in Each Age Group	Total Guests Intercepted	Completed Interviews	Response Rate
15-24	9.74%	49	92	78	84.78%
25-44	37.81%	189	462	335	72.51%
45-64	44.18%	221	112	71	63.39%
> 65	8.27%	41	56	13	23.21%
Total	100%	500	722	497	68.84%

6.2.2 Demographic Profile of Respondents

Table 6.3 presents the demographic characteristics of the main survey respondents. Descriptive statistics analysis was carried out using SPSS. The following paragraphs briefly discuss each feature.

Gender: The 497 respondents had almost an even distribution, with 49.3% male and 50.7% female. The interviewers observed that female guests were more easily persuaded to participate in the questionnaire survey than were male guests.

Age: There were more young respondents than old. The majority of the respondents were aged 25-34 (36.1%) and 35-44 (31.4%), followed by those aged 20-24 (15.7%), 45-54 (9.9%), and 54-64 (4.4%). People aged 65 or above accounted for only a very small percentage. It appears that resort hotel guests are mostly young to middle-aged persons aged 25 to 44. When conducting the main survey in the three resorts, the interviewers found it was difficult to meet older people. In addition, most of those aged above 65 were unwilling to take part in the survey because of age-related physical problems.

Education level: Most of the respondents had a higher education degree. Around 85% of respondents had a college degree or above. Among them, the greater proportion (51.5%) had university-level education. Only a small proportion had middle school- or professional high school-level education (13.3%) or primary education or below (1.6%). This indicates that, in general, resort hotel guests are well educated.

Personal income: The average monthly income ranged from ￥1,501 to ￥6,000. Among the respondents, 21.9% made ￥1,501-￥3,000, 16.5% made ￥3,001-￥4,500, 11.7% made ￥4,501-￥6,000, and 17.7% made ￥6,001-￥10,000. The income of the remaining few was less than ￥1,500. The results suggest that resort hotel consumers are

more affluent than the average Chinese citizen, which is unsurprising given that it costs more to stay at resort hotels than at traditional hotels.

Table 6.3: Demographic Profile of Respondents

Demographic Items		Frequency	Percentage
Gender	Male	245	49.3%
	Female	252	50.7%
Age	20-24	78	15.7%
	25-34	179	36.1%
	35-44	156	31.4%
	45-54	49	9.9%
	54-64	22	4.4%
	≥ 65	13	2.6%
Education	Primary or below	8	1.6%
	Middle school or Professional high school	66	13.3%
	College level	101	20.3%
	University level	256	51.5%
	Postgraduate or above	66	13.3%
Personal Monthly Income	Less than ￥1,500	18	3.6%
	￥1,501-￥3,000	109	21.9%
	￥3,001-￥4,500	82	16.5%
	￥4,501-￥6,000	58	11.7%
	￥6,001-￥7,500	24	4.8%
	￥7,500-￥9,000	21	4.2%
	￥9,001-￥10,000	13	2.6%
	More than ￥10,000	54	10.9%
	No income	34	6.8%
	Refused to answer	84	16.9%

6.2.3 Profile of Lodging at a Resort Hotel

Previous experience lodging at a resort hotel: Most of the respondents reported having had one or more experiences lodging at a resort hotel, but more significantly, approximately one third of respondents had lodged five times or more (30.4%) or at least

one time (35.4%) (see Table 6.4). The results suggest that resort hotel guests prefer to holiday at resort hotels even though they have done so many times.

Length of stay: The majority of the respondents had lodged in a resort hotel for one to two days (69.4%), followed by three to four days (14.5%), more than six days (12.1%), and five to six days (4.0%) (see Table 6.4). The results suggest that resort hotel guests prefer to stay for a short time. After all, the activities and areas of interest of the three resort hotels were limited in their ability to attract guests to stay longer.

Companions: Of respondents, 92.4% said they had lodged with family members, relatives, and colleagues (see Table 6.4). This suggests that resort hotel guests have a less independent lodging experience and are willing to share the experience with those to whom they are close.

Table 6.4: Profile of Lodging in the Resort Hotel

Item		Frequency	Percentage
Previous experience lodging in a resort hotel	1 time	176	35.4%
	2-3 times	128	25.8%
	4-5 times	44	8.9%
	> 5 times	149	30.4%
Length of stay in a resort hotel	1-2 days	345	69.4%
	3-4 days	72	14.5%
	5-6 days	20	4.0%
	> 6 days	60	12.1%
Lodging at the resort hotel alone	Yes	38	7.6%
	No	459	92.4%

6.3 Data Examination

Prior to formal data analysis by SEM, the data were screened for missing values and univariate outliers. No missing values or univariate outliers were found. Multivariate outliers were identified by Mahalanobi's distance (Tabachnick & Field, 2001), and no cases with high or low scores on many variables were found. The data were evaluated for normality using PRELIS. The majority of the items were negatively skewed and moderately leptokurtic. To adjust for non-normality, the Satorra-Bentler scaled chi square with a maximum likelihood procedure was used to analyze the data.

6.4 Descriptive Statistics

Descriptive analysis to determine means and standard deviations was conducted to better understand how customers perceive performance in the five resort hotel service encounter areas, and the experiential values, overall satisfaction, and behavioural intention related to the resort hotels. The following paragraphs reports the results for the related constructs.

6.4.1 Exogenous Variables

In this study, the exogenous variables included service performance and customer involvement. A total of 30 items were used to assess service performance in the five service encounters of three resort hotels, with six reception items, seven room items, seven food and beverage items, six recreation and entertainment items, and four open public area items. The items were rated on a 5-point Likert scale that ranged from 1, representing "very poor service," to 5, representing "very good service." Table 6.5 shows

183

the means and standard deviations of the 30 items. The construct of customer involvement was measured using a 7-point Likert scale that ranged from 1, representing the most negative attitude, to 7, representing the most positive attitude.

6.4.1.1 Service performance

Six items were used to measure reception service performance: two items related to the efficiency and accuracy of reception services, two items related to the comfortableness and visual attractiveness of the reception environment, and two items to measure employee attitude. In general, these items had high mean scores of 3.80 or above. Greetings of receptionists had the highest mean score.

Room service performance was assessed by seven items. Two items represented room service products, three items measured the comfort, visual attractiveness, and cosy atmosphere of the room environment, and two items concerned the prompt response to and satisfactory fulfillment of customer demands by employees to assess the interaction between employees and customers. Overall, room service performance was good, with mean scores ranging from 3.77 to 4.02.

Seven items were used to measure food and beverage service performance, and the two items evaluating employee interaction with customers received the highest ratings – satisfactory fulfillment of customer demands (3.95) and promptness of response to customer demands (3.94); followed by three items related to the food and beverage environment – comfort (3.88), visual attractiveness (3.83), and pleasant atmosphere

(3.75); and two items related to food and beverage service products – variety (3.66) and uniqueness (3.62).

Recreation and entertainment service performance was measured by two items related to service products, two items related to the service environment, and two items assessing employee interaction with customers. Employee interaction with customers received the highest rating: satisfactory fulfillment of (4.00) and prompt response to (3.98) customer demands. The service environment was also rated highly: visual attractiveness (3.84) and comfort (3.83), followed by service products: variety (3.70) and interesting (3.68).

Of course, resort hotels develop attractive open public areas to create a better lodging atmosphere. The four items of open public areas had the highest ratings among the 30 items. They were outside natural surroundings (4.36), hotel gardening (4.31), harmony with outside surroundings (4.30), and hotel architecture (4.14).

Examination of the performance of the five service encounters revealed that the performance of open public areas was identified as the best (4.28), followed by that of reception (3.96), room (3.93), recreation and entertainment (3.84), and food and beverages (3.80). Overall, the five encounters received a high rating of 3.80 or above. Therefore, these areas of the resort hotels each did very well and contributed to the good overall service performance of the hotels.

Table 6.5: Means and Standard Deviations of Five Resort Hotel Service Encounters

Code	Item	Mean	Standard Deviation
	Reception	**3.96**	**0.592**
Rec1	Efficiency of check-in/check-out	3.80	0.727
Rec3	Accuracy of customer information	3.90	0.714
Rec7	Comfortableness of reception areas	3.98	0.728
Rec8	Visual attractiveness of reception areas	4.02	0.736
Rec11	Smile of receptionists	4.00	0.735
Rec12	Greetings of receptionists	4.05	0.739
	Room	**3.93**	**0.588**
Ro1	Room facilities	3.77	0.795
Ro3	Arrangement of formal room services	3.89	0.733
Ro9	Comfort of room	3.92	0.697
Ro10	Visual attractiveness of room decoration	3.93	0.724
Ro12	Cosy atmosphere	3.96	0.728
Ro16	Promptness of response to customer demands in the room service department	3.99	0.716
Ro17	Satisfactory fulfillment of customers demands	4.02	0.678
	Food and Beverages	**3.80**	**0.605**
F&B1	Uniqueness of food and beverages	3.62	0.750
F&B2	Variety of food and beverages	3.66	0.765
F&B8	Comfort of dining environment	3.88	0.726
F&B9	Visual attractiveness of dining environment	3.83	0.714
F&B10	Creation of pleasant dining atmosphere	3.75	0.773
F&B14	Promptness of response to customer demands in the food and beverage department	3.94	0.729
F&B15	Satisfactory fulfillment of customer demands	3.95	0.739
	Recreation and Entertainment	**3.84**	**0.596**
R&E1	Variety of leisure facilities and programmes	3.70	0.730
R&E2	Appeal of leisure facilities and programmes	3.68	0.721
R&E7	Comfort of recreation and entertainment area	3.83	0.714
R&E8	Visual attractiveness of recreation and entertainment area	3.84	0.736
R&E14	Promptness of response to customer demands in the recreation and entertainment department	3.98	0.724
R&E15	Satisfactory fulfillment of customer demands	4.00	0.710
	Open Public Areas	**4.28**	**0.577**
OPA1	Design of the hotel architecture	4.14	0.684
OPA2	Surrounding scenery	4.36	0.611
OPA3	Harmony of the hotel's design with surroundings	4.30	0.625
OPA4	Design style of gardening	4.31	0.686

Note: 5-point Likert scale, 1="very poor," 5= "very good"

6.4.1.2 Customer Involvement

Customer involvement was assessed using five pairs of adjectives underlying one dimension. To help the respondents better understand the questions, each pair of items was accompanied by a statement. The five items all received a high mean score, above 5, which indicates that respondents were generally involved in the resort hotel experience. However, the high standard deviations suggest that some of them were not involved (see Table 6.6).

Table 6.6: Means and Standard Deviations of Customer Involvement

Code	Item	Mean	Standard Deviation
	Customer Involvement	**5.29**	**1.198**
INV1	It is of concern/no concern to me to have had a holiday in the resort hotel	5.32	1.362
INV2	It matters/does not matter to me to have had a holiday in the resort hotel	5.11	1.499
INV3	It is important/unimportant me to have had this resort hotel experience	5.29	1.508
INV4	It is means a lot/means nothing to me to have had this resort hotel experience	5.03	1.537
INV5	It is significant/insignificant to me to have had this resort hotel experience	5.69	1.276

Note: 7-point scale, 1= the most negative attitude, 7= the most positive attitude.

6.4.2 Endogenous Variables

In this study, there were four endogenous variables: customer experience, customer involvement, customer satisfaction, and behavioural intention. Items of customer experience and behavioural intention were rated on a 5-point Likert scale that ranged from 1, "strongly disagree," to 5, "strongly agree." Those of customer satisfaction were rated on a 7-point Likert scale that ranged from 1, representing the most negative attitude, to 7, representing the most positive attitude.

6.4.2.1 Customer experience

Following the typology of customer experiential values developed by Holbrook (1994, 2006), the 24-item scale used to measure customer experience in resort hotels was finalized based on the findings of exploratory studies and a pilot test. Table 6.7 presents the rating values of these items and related factors in the main survey.

To measure economic experiential value, four items measured the extent to which the resort hotel provided convenient and excellent leisurely surroundings. The respondents perceived that services provided by resort hotels were more convenient and high quality, so the rating values of the related items were all high, ranging from 3.99 to 4.22. However, the rating value of lower payment for good service was low, 3.5, which suggests that respondents did not really think so. Regarding value for money, the standard deviations of the two items were relatively high (SD > 0.8), which indicates a wide range of perception of the two items.

The hedonic value of the resort hotel experience was measured using 13 items in four aspects: comfort (4.11, 4.20, and 4.20), escapism (4.28, 4.08, and 4.09), excitement (3.73 and 3.96) entertainment (3.89 and 4.07), and aesthetics (4.00, 3.98, and 4.10), all of which had high ratings. Therefore, the resort hotel guests perceived that a resort hotel was a comfortable place in which they could escape from city life and enjoy special and natural surroundings.

Based on the results of the pilot test, social value and altruistic value were combined into one factor, and a total of five items were kept to measure this factor in the main survey. Respondents perceived that a resort hotel was the best place to gather with their family members or friends (4.11 and 3.94), and they were also willing to share the resort hotel experience with others later on (4.08). The two items regarding lodging in a resort hotel, a "fashionable way to spend a holiday" and "once-in-a-lifetime experience," were rated above 3.5; however, their relatively higher standard deviations (SD > 0.8) indicate that respondents felt differently about these items.

Overall, among the three kinds of resort hotel experiential values, hedonic value received the highest rating (4.05), followed by social and altruistic value (3.97), and economic value (3.85). It appears that the resort hotel experience allowed the respondents to enjoy a comfortable and relaxed time during which they could get away from the pressures of daily life. The respondents also perceived that the resort hotel experience is a good way to enhance bonds among family members or friends. In addition, resort hotel services were regarded as providing a high-quality, comfortable living environment.

Table 6.7: Means and Standard Deviations of Customer Experience

Code	Item	Mean	Standard Deviation
	Economic Value	**3.85**	**0.521**
EXPev3	The daily rhythm was pleasant and relaxing	4.22	0.595
EXPev4	The resort hotel provided convenient surroundings	4.03	0.741
EXPev9	The services supplied by the hotel were excellent and prompt	3.99	0.835
EXPev10	The hotel created a high-quality, leisurely atmosphere	4.03	0.768
EXPev13	Although in the cost to stay here was high, the experience I had was excellent	3.55	0.844
EXPev14	Although the cost to stay here was low, the experience I had was fine	3.28	0.875
	Hedonic Value	**4.05**	**0.497**
EXPhv1	I had a good rest here	4.11	0.756
EXPhv4	I felt comfortable and refreshed	4.20	0.645
EXPhv5	I enjoyed peace of mind	4.20	0.634
EXPhv8	I temporarily escaped from public life	4.29	0.618
EXPhv11	I temporarily forgot the boring things in life	4.08	0.708
EXPhv12	I temporarily got away from career and life pressures	4.09	0.716
EXPhv13	I discovered and did new things	3.73	0.880
EXPhv16	I was in special surroundings	3.96	0.720
EXPhv17	I had fun here	3.89	0.746
EXPhv19	I enjoyed my stay here	4.07	0.673
EXPhv21	The design and decoration of the hotel were attractive	4.00	0.767
EXPhv22	The design and decoration of the hotel were visually appealing	3.98	0.763
EXPhv24	I was delighted with the natural surroundings	4.10	0.758
	Social Value and Altruistic Value	**3.97**	**0.607**
EXPsv1	I had happy times with my companions	4.11	0.691
EXPsv2	My relationship with my companions became closer	3.94	0.770
EXPav1	Lodging here was a "once-in-a-lifetime" experience	3.90	0.810
EXPav2	Lodging in a resort hotel is a fashionable way to spend a holiday	3.82	0.856
EXPav4	I can share the resort experience with others later on	4.08	0.717

Note: 5-point Likert scale, 1= "strongly disagree", 5= "strongly agree"

6.4.2.3 Customer satisfaction

Overall satisfaction with the resort hotel experience was evaluated with three items and using three 7-point scales. Each item received a high mean score, above 5.50, which indicates that respondents were generally satisfied with their resort hotel experience.

However, the high standard deviation of the three items suggests that some respondents were not as satisfied (see Table 6.8).

Table 6.8: Means and Standard Deviations of Customer Involvement

Code	Item	Mean	Standard Deviation
Customer Satisfaction		**5.86**	**1.101**
SAT1	I am dissatisfied/satisfied with the lodging experience in the resort hotel	5.82	1.175
SAT2	I am displeased/pleased with the lodging experience in the resort hotel	5.85	1.163
SAT3	My feelings about the lodging experience in the resort hotel are unfavourable/favourable	5.90	1.171

Note: 7-point scale, 1= the most negative attitude, 7= the most positive attitude.

6.4.2.4 Behavioural intention

To measure behavioural intention following the resort hotel experience, two dimensions, loyalty and willingness to pay more, were considered. The seven items of these dimensions were rated on a five-point Likert scale. Loyalty received the higher mean score (4.00). Among its five items, positive word-of-mouth items received higher scores (4.08, 4.10, and 4.02) than intention to choose the same resort hotel for another holiday (see Table 6.9). Although the mean scores of willingness to pay more were also higher, the two items had high standard deviations (SD > 0.8).

Table 6.9: Means and Standard Deviations of Behavioural Intention

Code	Item	Mean	Standard Deviation
	Loyalty	**4.00**	**0.643**
BIL1	I will say positive things about the resort hotel to other people	4.08	0.683
BIL2	I will recommend the resort hotel to anyone who seeks my advice	4.10	0.694
BIL3	I will encourage friends and relatives to lodge in the resort hotel for their holidays	4.00	0.617
BIL4	If I have another holiday in a resort hotel, then I will first consider this resort hotel	4.03	0.736
BIL5	In the next three years, I will increase the length of my accommodation in this resort hotel	3.82	0.823
	Willingness to pay more	**3.61**	**0.882**
BIWP1	I will continue to lodge in the resort hotel even if its price increases somewhat	3.56	0.953
BIWP2	I would pay an even higher price for this resort hotel, although its competitors' prices are lower	3.65	0.953

Note: 5-point Likert scale, 1= "strongly disagree", 5= "strongly agree"

6.5 Measurement Model

As suggested by Anderson and Gerbing (1988), before the examination of the relationships among the constructs of the structural model, confirmatory factor analysis (CFA) using LISREL was employed to identify whether the factors of the measurement scales were related to the underlying items developed in this study. That is, the convergent validity, discriminant validity, and construct reliability of the scales were tested based on the following criteria.

- Convergent validity

If all factor loadings are statistically significant (i.e., > 0.7) and the squared factor loadings are larger than 0.50, then convergent validity is established (Anderson & Gerbing, 1988).

- Construct reliability

To measure the ability of the observed variables to reflect the underlying construct, construct reliability was assessed through composite reliability and average variance extracted. LISREL does not automatically compute these statistics, so they were calculated using the equations of Hair et al. (1995). In general, the calculated composite value was 0.7 or above, and average variance extracted was at least 50%, which indicated strong construct reliability.

- Discriminant validity

To measure discriminant validity, the differences among the chi-squared statistics for the constrained and unconstrained models were assessed. The constrained model assumes the correlation between various construct pairs to be fixed at 1. In the comparison between the constrained and initial unconstrained model, if a lower chi-squared statistic for the unconstrained model is observed, then high discriminant validity is proven (Diamantopoulos & Siguaw, 2000).

6.5.1 CFA of the Exogenous Variables

6.5.1.1 Service performance

Service performance in a resort hotel was assessed in five service encounters. The 30 items underlying five components (six reception items, seven room items, seven food and beverage items, six recreation and entertainment items, and four open public area items)

were examined using confirmatory factory analysis. They produced good fit indices ($\chi 2$=1634.86, df=395, $\chi 2$/df = 4.13, p<0.0001, SRMR = 0.066, RMSEA = 0.080, CFI = 0.98, NNFI = 0.98), which provides evidence of good model fit.

Table 6.10 presents the factor loading, composite reliability, and average variance extracted of the exogenous variable. The 30 items had statistically significant factor loadings (> 0.7), and their squared factor loadings were larger than 0.5, which means that convergent validity was supported. Additionally, the five factors yielded good composite reliabilities of 0.925 (reception), 0.940 (room), 0.940 (food and beverages), 0.937 (recreation and entertainment), and 0.947 (open public areas). The variances extracted for the five encounters were 0.673, 0.692, 0.690, 0.712, and 0.816, respectively. Therefore, construct reliability was supported.

Table 6.10: Results of CFA of the Exogenous Variables

Code	Item	Factor Loading	Composite Reliability	Variance extracted
Reception			**0.925**	**0.673**
Rec1	Efficiency of check-in/check-out	0.75		
Rec3	Accuracy of customer information	0.77		
Rec7	Comfortableness of reception areas	0.76		
Rec8	Visual attractiveness of reception areas	0.76		
Rec11	Smile of receptionists	0.92		
Rec12	Greetings of receptionists	0.94		
Room			**0.940**	**0.692**
Ro1	Room facilities	0.84		
Ro3	Arrangement of formal room services	0.86		
Ro9	Comfort of room	0.85		
Ro10	Visual attractiveness of the room decoration	0.85		
Ro12	Cosy atmosphere	0.86		
Ro16	Promptness of response to customer demands in the room service department	0.77		
Ro17	Satisfactory fulfillment of customers demands	0.79		

				0.940	0.690
	Food and Beverages				
F&B1	Uniqueness of food and beverages	0.80			
F&B2	Variety of food and beverages	0.79			
F&B8	Comfort of dining environment	0.82			
F&B9	Visual attractiveness of dining environment	0.82			
F&B10	Creation of pleasant dining atmosphere	0.84			
F&B14	Promptness of response to customer demands in the food and beverage department	0.87			
F&B15	Satisfactory fulfillment of customer demands	0.87			
	Recreation and Entertainment			0.937	0.690
R&E1	Variety of leisure facilities and programmes	0.88			
R&E2	Appeal of leisure facilities and programmes	0.88			
R&E7	Comfort of recreation and entertainment area	0.86			
R&E8	Visual attractiveness of recreation and entertainment area	0.82			
R&E14	Promptness of response to customer demands in the recreation and entertainment department	0.82			
R&E15	Satisfactory fulfillment of customer demands	0.80			
	Open Public Areas			0.947	0.816
OPA1	Design of the hotel architecture	0.87			
OPA2	Surrounding scenery	0.97			
OPA3	Harmony of the hotel's design with surroundings	0.90			
OPA4	Design style of gardening	0.87			

The chi-square differences for the discriminant validity of the exogenous variables are presented in Table 6.11. All pair-wise comparisons between constrained and unconstrained conditions were statistically significant at levels below p < 0.0001.

Table 6.11: Chi-square Difference Tests for Discriminant Validity of Exogenous Variables

	Reception	Room	Food and Beverage	Recreation and Entertainment	Open Public Areas
Reception		3689.81*	3698.23*	3781.3*	3693.5*
Room			3680.59*	3697.71*	3689.62*
Food and Beverage				3685.48*	3708.81*
Recreation and Entertainment					3693.47*

*Indicates test is significant at p < 0.0001.

6.5.1.2 Customer involvement

The five items of customer involvement were examined using confirmatory factor analysis, and good fit indices were achieved ($\chi2$=17.49, df=5, $\chi2$/df = 3.498, p<0.0001, SRMR = 0.025, RMSEA = 0.071, CFI = 0.99, NNFI = 0.99). The factor loadings of the five items were above 0.70, and their squared factor loadings were also larger than 0.5. The composite reliability and variance extracted for customer involvement were 0.912 and 0.675, respectively. Hence, convergent validity and construct reliability were supported (see Table 6.12).

Table 6.12: Results of CFA of Customer Involvement

Code	Item	Factor Loading	Composite Reliability	Variance extracted
INV1	It is of concern/no concern to me to have had a holiday in the resort hotel	0.75	**0.912**	**0.675**
INV2	It matters/does not matter to me to have had a holiday in the resort hotel	0.80		
INV3	It is important/unimportant me to have had this resort hotel experience	0.88		
INV4	It is means a lot/means nothing to me to have had this resort hotel experience	0.88		
INV5	It is significant/insignificant to me to have had this resort hotel experience	0.79		

6.5.2 CFA of the Endogenous Variables

6.5.2.1 Customer experience

Although the initial results of the structural model for measuring resort hotel experience were acceptable (χ2=990.30, df=249, χ2/df = 3.98, p<0.0001, SRMR = 0.075, RMSEA = 0.077, CFI = 0.98, NNFI = 0.97), two items (EXPev13 and EXPev14) from economic experiential value and eight items (EXPhv4, EXPhv13, EXPhv16, EXPhv17, EXPhv19, EXPhv21, EXPhv22, and EXPhv24) from hedonic value had factor loadings lower than 0.70, and thus were eliminated from the model. The revised model also produced good fit indices (χ2=248.29, df=74, χ2/df = 3.36, p<0.0001, SRMR = 0.065, RMSEA = 0.069, CFI = 0.98, NNFI = 0.98).

Table 6.13 shows the factor loadings, composite reliability, and variance extracted for the variables of customer experience. All factor loadings were above 0.70 and the squared factor loadings were larger than 0.5, which substantiates convergent validity. The three

197

customer experience factors had good composite reliabilities: 0.862 (economic value),

0.890 (hedonic value), and 0.860 (social and altruistic value). The variances extracted for

economic, hedonic, and social and altruistic value were 0.609, 0.619, and 0.608,

respectively. Hence, construct reliability was also achieved.

Table 6.13: Results of CFA of Customer Experience

Code	Item	Factor Loading	Composite Reliability	Variance extracted
Economic Value			**0.862**	**0.609**
EXPev3	The daily rhythm was pleasant and relaxing	0.76		
EXPev4	The resort hotel provided convenient surroundings	0.81		
EXPev9	The services supplied by the hotel were excellent and prompt	0.80		
EXPev10	The hotel created a high-quality, leisurely atmosphere	0.75		
Hedonic Value			**0.890**	**0.619**
EXPhv1	I had a good rest here	0.72		
EXPhv5	I enjoyed peace of mind	0.80		
EXPhv8	I temporarily escaped from public life	0.79		
EXPhv11	I temporarily forgot the boring things in life	0.81		
EXPhv12	I temporarily got away from career and life pressures	0.81		
Social Value and Altruistic Value			**0.860**	**0.608**
EXPsv1	I had happy times with my companions	0.72		
EXPsv2	My relationship with my companions became closer	0.72		
EXPav1	Lodging here was a "once-in-a-lifetime" experience	0.85		
EXPav2	Lodging in a resort hotel is a fashionable way to spend a holiday	0.82		
EXPav4	I can share the resort experience with others later on	0.82		

The discriminant validity of the customer experience variables was established through a

series of comparisons between the unconstrained and constrained models (see Table 6.14).

The chi-square differences were statistically significant for all model comparisons (p< 0.0001), indicating discriminant validity.

Table 6.14: Chi-square Difference Tests for Discriminant Validity of Customer Experience

	Economic Value	Hedonic Value	Social and Altruistic Value
Economic Value		7.47*	9.66*
Hedonic Value			19.46*

*Indicates test is significant at p < 0.0001.

6.5.2.2 Customer satisfaction

Convergent validity and construct reliability were attained. Table 6.15 shows the factor loadings, composite reliability, and variance extracted for the three items of customer experience. All factor loadings were above 0.70 and the squared factor loadings were larger than 0.8, which substantiates convergent validity. The three items of customer satisfaction had a high composite reliability (0.960), with 89% of the amount of variance extracted in the three indicators shared by the latent construct of concern rather than the corresponding measurement errors. As the customer satisfaction construct had only three indicators, the goodness-of-fit statistics could not be identified.

Table 6.15: Results of CFA of Customer Satisfaction

Code	Item	Factor Loading	Composite Reliability	Variance extracted
SAT1	I am dissatisfied/satisfied with the lodging experience in the resort hotel	0.94	**0.960**	**0.890**
SAT2	I am displeased/pleased with the lodging experience in the resort hotel	0.96		
SAT3	My feelings about the lodging experience in the resort hotel are unfavourable/favourable	0.93		

199

6.5.2.3 Behavioural intention

The seven items of behavioural intention yielded good fit statistics ($\chi2$=50.31, df=13,

$\chi2$/df = 3.87, p<0.0001, SRMR = 0.052, RMSEA = 0.076, CFI = 0.99, NNFI = 0.99). The

items all had good factor loadings above 0.70 and squared factor loadings larger than 0.6,

which substantiates convergent validity. The two factors of behavioural intention

obtained high composite reliabilities with 0.950 for loyalty and 0.873 for willingness to

pay more. The variances extracted for the two factors were 0.791 and 0.775, respectively.

Hence, construct reliability was confirmed.

Table 6.16: Results of CFA of Behavioural Intention

Code	Item	Factor Loading	Composite Reliability	Variance extracted
Loyalty			**0.950**	**0.791**
BIL1	I will say positive things about the resort hotel to other people	0.91		
BIL2	I will recommend the resort hotel to anyone who seeks my advice	0.93		
BIL3	I will encourage friends and relatives to lodge in the resort hotel for their holidays	0.90		
BIL4	If I have another holiday in a resort hotel, then I will first consider this resort hotel	0.90		
BIL5	In the next three years, I will increase the length of my accommodation in this resort hotel	0.80		
Willingness to pay more			**0.873**	**0.775**
BIWP1	I will continue to lodge in the resort hotel even if its price increases somewhat	0.87		
BIWP2	I would pay an even higher price for this resort hotel, although its competitors' prices are lower	0.89		

The discriminant validity of the behavioural intention variables was established through a

series of comparisons between the unconstrained and constrained models (see Table 6.17).

The chi-square differences were statistically significant for all model comparisons ($p < 0.0001$), indicating discriminant validity.

Table 6.17: Chi-square Difference Tests for Discriminant Validity of Behavioural Intention

	Loyalty	Willingness to Pay More
Loyalty		3.06*

*Indicates test is significant at p<0.0001

6.5.3 Discriminant Validity of All Variables

As shown in Table 6.18, the chi-square differences were statistically significant at levels below p<0.0001 for all pair-wise comparisons between the constrained and unconstrained conditions, indicating strong discriminant validity.

Service performance was measured in five areas: reception, room, food and beverages, recreation and entertainment, and open public areas. Customer experience included economic, hedonic, and social and altruistic value.

Table 6.18: Chi-square Difference Tests for Discriminant Validity of All Variables

	Service Performance	Customer Experience	Customer Involvement	Customer Satisfaction	Behavioural Intention
Service Performance		97.63*	19.68*	226.07*	0.41*
Customer Experience			11.04*	201.98*	4.84*
Customer Involvement				171.64*	59.06*
Customer Satisfaction					102.75*

*Indicates test is significant at p < 0.0001.

Table 6.19: Variance Covariance Matrix

*	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
1. SAT(1)	4.54																									
2. SAT(2)	5.22	7.46																								
3. SAT(3)	7.21	9.94	16.89																							
4. BI(2)	2.34	3.30	4.65	3.49																						
5. BI(3)	1.28	1.80	2.50	1.81	1.33																					
6. BI(5)	1.02	1.34	1.99	1.11	0.72	0.74																				
7. EV(2)	1.23	1.51	2.17	1.10	0.67	0.54	1.83																			
8. EV(3)	2.25	2.91	4.03	1.68	1.09	0.79	1.79	4.00																		
9. HV(7)	1.21	1.77	2.44	1.19	0.76	0.53	0.99	1.65	2.15																	
10. HV(9)	1.98	2.62	3.58	1.91	1.19	0.72	1.47	2.27	2.11	4.54																
11. S&AV(20)	0.61	0.88	1.12	0.64	0.41	0.30	0.42	0.72	0.48	0.85	0.69															
12. S&AV(21)	0.94	1.31	1.94	1.03	0.67	0.49	0.72	1.33	0.69	1.11	0.83	1.99														
13. INV(2)	2.74	3.86	5.46	1.98	1.21	0.96	0.94	1.21	1.00	1.41	0.72	1.08	8.17													
14. INV(3)	3.89	5.85	7.70	2.96	1.71	1.24	1.41	2.18	1.36	1.83	1.08	1.59	7.79	14.38												
15. INV(4)	3.91	5.38	7.87	2.83	1.74	1.26	1.27	1.97	1.12	1.96	1.00	1.54	6.65	10.26	11.74											
16. INV(5)	1.87	2.34	3.50	1.26	0.65	0.52	0.49	0.93	0.52	0.66	0.31	0.49	2.27	3.21	3.06	1.64										
17. REC (1)	1.60	2.14	3.12	1.35	0.79	0.63	0.88	1.61	0.74	1.16	0.48	0.82	1.21	1.88	1.75	0.81	2.19									
18. REC (2)	1.26	1.69	2.21	1.12	0.65	0.54	0.72	1.22	0.74	1.17	0.42	0.68	1.07	1.56	1.38	0.67	1.48	1.47								
19. RO(1)	0.96	1.25	1.64	0.80	0.47	0.42	0.75	1.00	0.52	0.89	0.35	0.53	0.60	0.83	0.89	0.41	0.88	0.74	1.12							
20. RO(3)	1.63	2.06	2.96	1.33	0.77	0.61	0.98	1.38	0.93	1.49	0.54	0.78	1.07	1.56	1.38	0.67	1.11	0.98	1.23	2.59						
21. F&B (2)	1.48	2.14	3.15	1.29	0.79	0.66	0.79	1.31	0.72	1.29	0.58	0.87	1.44	1.86	2.13	0.86	1.11	1.03	0.85	1.29	2.93					
22. F&B(3)	1.51	2.20	2.92	1.43	0.93	0.71	0.88	1.40	0.85	1.45	0.62	0.84	1.29	1.91	2.18	0.88	1.30	1.12	0.91	1.46	2.22	3.49				
23. R&E(1)	1.09	1.33	1.93	0.76	0.48	0.42	0.64	0.97	0.44	0.79	0.33	0.50	0.82	1.40	1.39	0.57	0.84	0.67	0.62	0.85	0.89	1.01	1.14			
24. R&E(2)	1.21	1.64	2.24	1.01	0.58	0.50	0.69	1.05	0.53	0.96	0.39	0.59	0.99	1.64	1.67	0.66	0.98	0.83	0.74	0.91	1.15	1.20	1.15	1.47		
25. OPA(1)	1.61	2.38	3.25	1.64	0.88	0.68	0.97	1.51	0.88	1.33	0.65	0.93	1.59	2.49	2.45	1.10	1.20	0.92	0.84	1.31	1.50	1.48	0.94	1.04	3.28	
26. OPA(2)	0.67	0.95	1.36	0.74	0.37	0.29	0.41	0.56	0.38	0.62	0.25	0.27	0.64	1.05	1.01	0.45	0.44	0.38	0.33	0.54	0.52	0.63	0.36	0.42	1.13	0.52

Variance on the diagonal, covariance off-diagonal.

SAT: satisfaction; BI: behavioural intention; EV: economic value; HV: hedonic value; S&AV: Social and Altruistic Value; REC: Reception RO: Room; F&B: Food and Beverages; R&E: Recreation and Entertainment.

6.6 Structural Equation Modelling Analysis

6.6.1 Initial Model Test

After examining the overall measurement instrument with good fitness indicators using confirmatory factor analysis, structural equation modelling was used to test the relationships between the exogenous and endogenous variables. The structural model proposed in chapter 5 was tested using maximum likelihood estimation. Table 6.18 presented the variance-covariance matrix of all of the variables.

To deal with non-normally distributed variables, items were combined into two to three parcels for subsequent analyses. Coffman and MacCallum (2005) have suggested using item parcels with non-normal data. The method often results in a better model fit and more parsimonious solutions. Two parcels were created for each subscale with the exception of customer satisfaction and behavioural intention, which were each measured by three indicators. Customer involvement was measured by four indicators.

The initial proposed model was tested using LISREL. The model fit indices ($\chi2=1110.47$, df=273, $\chi2$/df = 4.07, p<0.0001, SRMR = 0.083, RMSEA = 0.079, CFI = 0.99, NNFI = 0.97) indicated that it fitted to some extent to the data. Figure 6.1 shows the hypothesized relationships among the variables and their corresponding standardized path coefficients. The initial model included 11 paths, and nine paths were statistically supported at the 0.05 level. The squared multiple correlations (R^2) of the three endogenous variables

indicated the amount of variance in the endogenous variables accounted for by the corresponding exogenous variables.

6.6.2 Model Modification

Based on the modification indices suggested by LISREL output and the theoretical foundation, the initial model was modified. The modified model is shown in Figure 6.2, and indicates that customer involvement might have a direct effect on behavioural intention. After adding a path between customer involvement and behavioural intention, the resulting model fit statistics ($\chi2$=1112.49, df=272, $\chi2$/df = 4.09, p<0.0001, SRMR = 0.076, RMSEA = 0.079, CFI = 0.97, NNFI = 0.97) indicate that the revised model fits the data better than does the initial model.

The final model includes 12 paths, including 11 originally proposed paths and 1 new path. Ten paths were found to be statistically significant. Customer experience was significantly predicted by economic value, hedonic value, and social and altruistic value. Reception and room services and open public areas had significant impacts on customer experience, whereas the food and beverage and recreation and entertainment departments did not influence customer experience. Customer experience had a significant impact on customer satisfaction, which in turn had a significant positive impact on behavioural intention. Customer involvement had a significant positive impact on not only customer experience but also behavioural intention.

Figure 6.1: Initial Proposed Model
Note: The dashed line indicates a path coefficient insignificant at the 0.05 level.
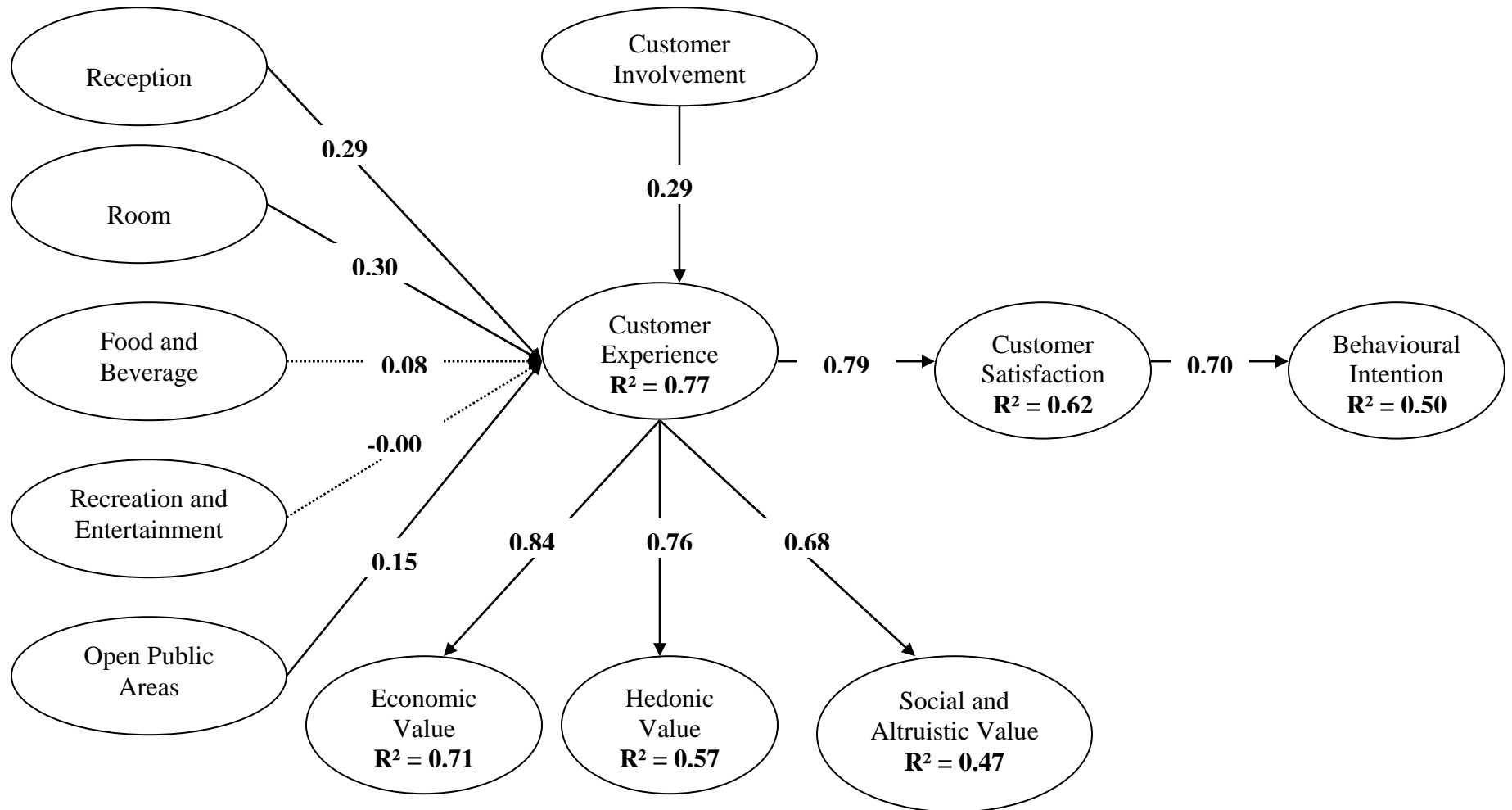
Figure 6.2: Final Model

Note: The dashed line indicates a path coefficient insignificant at the 0.05 level.
  The alternating dotted-dashed line indicates the relationship was not in the initial model.
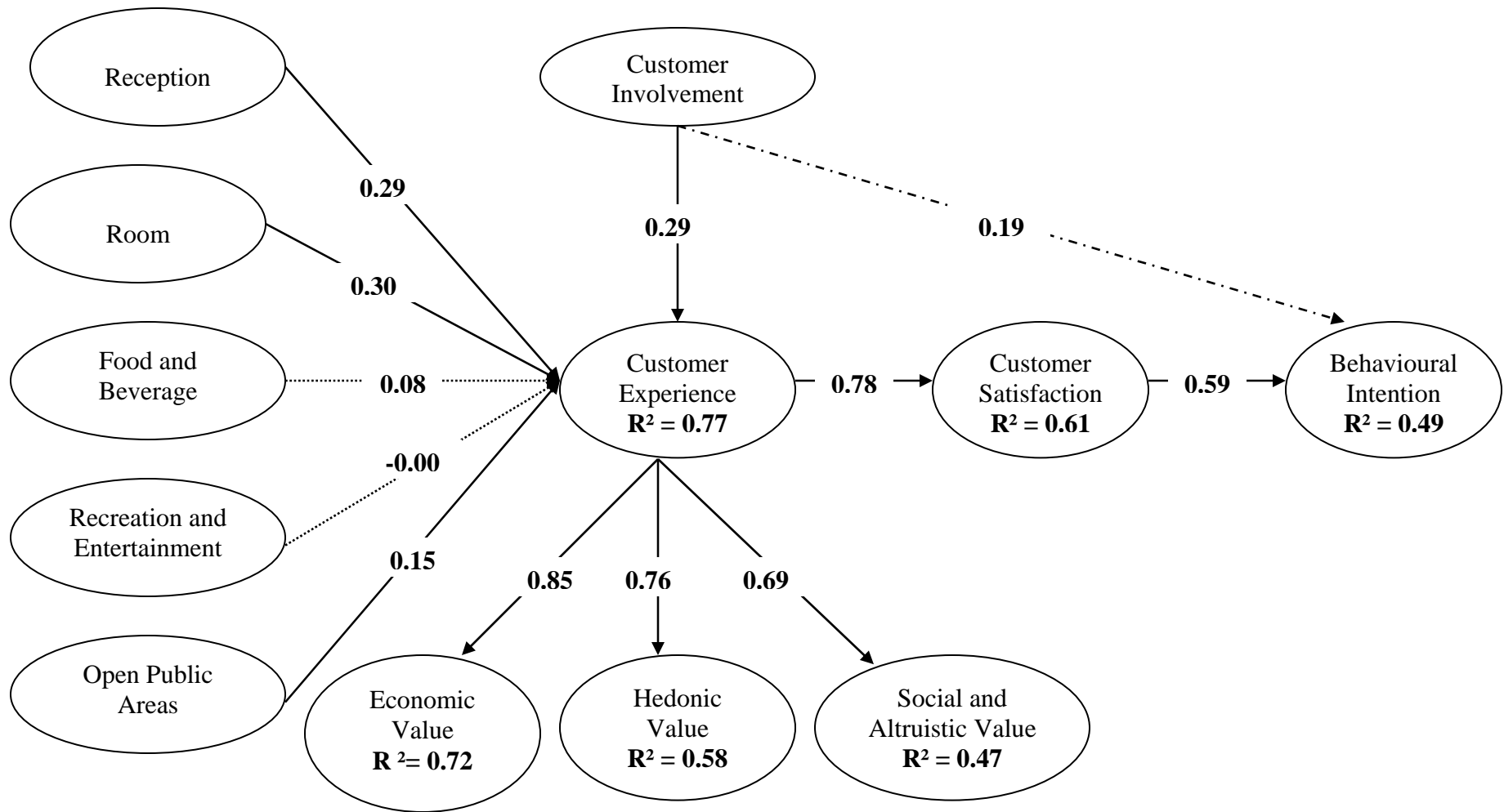
6.6.3 Hypothesis Testing

The relationships hypothesized in the model were examined using the standardized coefficients and t-values. The standardized coefficient represents the change in an exogenous variable given a unit change in an endogenous variable, where all other exogenous variables remain unchanged. The sign of the coefficient indicates the positive or negative relationship between two variables. The t-value indicates whether the coefficient is significantly different from zero. T-values that fall outside the range from -1.96 to +1.96 are statistically significant. Table 6.20 presents the standardized path coefficients and t-values of all of the proposed relationships in the model.

Table 6.20: Hypothesis Testing

Hypothesis	Path	Standardized Coefficient	T-value	Result
H1: Service performance and customer experience				
H1.1	RECEP→CEXP	0.29	4.92*	Supported
H1.2	ROM→CEXP	0.30	4.63*	Supported
H1.3	F&B→CEXP	0.08	1.25	Not supported
H1.4	R&E→CEXP	-0.00	0.00	Not supported
H1.5	OPA→CEXP	0.15	3.21*	Supported
H2: Customer involvement and customer experience				
H2	CINO→CEXP	0.29	6.22*	Supported
	CINO→BEHA	0.19	4.31*	Supported
H3: Customer experience and customer satisfaction				
H3	CEXP→CSAT	0.78	13.75*	Supported
H4: Customer satisfaction and behavioural intention				
H4	CSAT→BEHA	0.59	13.27*	Supported

*Indicates significance at the 0.05 level.
RECEP = Reception, ROM = Room, F&B = Food and Beverages, R&E = Recreation and Entertainment, OPA = Open Public Areas, CEXP = Customer Experience, CINO = Customer Involvement, CSAT = Customer Satisfaction, BEHA = Behavioural Intention

6.6.3.1 Hypothesis 1: A relationship exists between service performance and customer experience

The first hypothesis tests the positive impact of the five service encounters (reception, room, food and beverage, recreation and entertainment, open public areas) in the resort hotel on customer experience. Table 6.20 shows that reception, room, and open public areas had significant impacts on customer experience. The standardized coefficients for these encounters were 0.29, 0.30, and 0.15, respectively. Room service performance had the strongest impact on customer experience, followed by that of reception and open public areas. However, food and beverage and entertainment and recreation performance were not found to have significant impacts on customer experience. These results seem to contradict the common belief that these two important resort hotel service encounters influence a customer's experience of a resort hotel. A detailed analysis of the results is given in chapter 7.

6.6.3.2 Hypothesis 2: A relationship exists between customer involvement and customer experience

The second hypothesis proposes that customer involvement influences customer experience. The results presented in Table 6.20 indicate that customer involvement had a significant impact on customer experience, with a coefficient of 0.29. Furthermore, customer involvement also had a positive influence on behavioural intention, with a coefficient of 0.19.

6.6.3.3 Hypothesis 3: A relationship exists between customer experience and customer satisfaction

The third hypothesis proposes that customer experience influences overall customer satisfaction. Table 6.20 shows that the standard coefficient between customer experience and customer satisfaction was 0.78, which means that the level of customer experience played a significant role in overall customer satisfaction with resort hotels.

6.6.3.4 Hypothesis 4: A relationship exists between customer satisfaction and behavioural intention

The fourth hypothesis proposes that customer satisfaction influences behavioural intention. Table 6.20 shows that the standardized coefficient between customer satisfaction and behavioural intention was 0.59, so the hypothesis is supported.

6.6.3.5 The relationships among all exogenous variables and endogenous variables

Overall, the model had squared multiple correlations (R^2) of 0.77 with customer experience, 0.61 with customer satisfaction, and 0.49 with behavioural intention, which means that the five service encounters predicted 77% of the variance in customer experience, 61% of the variance in customer satisfaction, and 49% of the variance in behavioural intention.

The total effects of the five service encounters on the endogenous variables are presented in Table 6.21. The results illustrate that when all of the exogenous variables were taken

into account, reception, room, and open public area services, and customer involvement had the greatest effect on customer experience in resort hotels.

Table 6.21: Standardized Total Effects of Exogenous Variables on Endogenous Variable

Endogenous / Exogenous	Economic Value	Hedonic Value	Social and Altruistic Value	Customer Experience	Customer Satisfaction	Behavioural Intention
Reception	0.24	0.22	0.20	0.29	0.22	0.13
Room	0.26	0.23	0.21	0.30	0.24	0.14
Food and Beverage	0.06	0.06	0.05	NS	0.06	0.04
Recreation and Entertainment	0.00	0.00	0.00	NS	0.00	0.00
Open Public Areas	0.13	0.12	0.11	0.15	0.12	0.07
Customer Involvement	0.24	0.22	0.20	0.29	0.22	0.32

NS = Not significant at the 0.05 level.

6.7 Summary

This chapter presented the analysis of the main survey data. Following the analysis, the results of the descriptive statistics, confirmatory factor analyses, and test of theoretical hypotheses were systematically presented. The response rate and sample characteristics were described in the first section of the chapter, and an attempt was made in the second section to understand the perceptions of guests of the levels of service performance in five resort hotel encounters, as well as the levels of their involvement, experiential value derived, satisfaction, and behavioural intention. The means and standard deviations were analyzed, and the results generally indicated that all service items were rated above average; likewise, the levels of involvement, experiential feelings, overall satisfaction, and future intentions were positive. To identify the reliability and validity of the measurement instrument, confirmatory factor analyses (CFA) were conducted in the third

210

section. The results indicated that the measurement instrument achieved good convergent validity, discriminant validity, and construct reliability. Furthermore, the CFA results demonstrated that service performance in resort hotels can be measured by five encounters and identified three underlying service dimensions (service product, service performance, and service interaction). Customer experience in a resort hotel can be measured by three underlying dimensions: economic value, hedonic value, and social and altruistic value. In the last section, the initial proposed model was tested using structural equation modelling. The results supported the hypothesized relationships between service performance encounters, except for the food and beverage and recreation and entertainment encounters, and customer experience in resort hotels. The results also demonstrated that customer involvement is one of the antecedents of customer experience, and that customer satisfaction is significantly related to customer experience. Also, behavioural intention was affected by customer satisfaction and customer involvement.

CHAPTER 7 CONCLUSIONS AND IMPLICATIONS

7.1 Introduction

This chapter includes a discussion of the results of the present study and identifies the major implications of the findings for academic research and industry practices. The first part of the chapter reviews the empirical findings based on the objectives of the study, which were presented in chapter 1, and discusses further the hypothesized relationships among the constructs, which were presented in chapter 5. The second part addresses the theoretical and managerial implications. Lastly, the limitations of the study and future research directions are discussed.

7.2 Discussion of the Empirical Findings

The purpose of this study was to explicate the relationships among resort hotel service encounters and customer experience, customer satisfaction, and behavioural intention, and to determine the extent to which customer involvement influences customer experience. Resort hotel service performance was grouped into five service encounters: reception, room, food and beverage, recreation and entertainment, and open public areas, and the underlying dimensions of these encounters were measured by service product, service environment, and service interaction between customers and employees. Customer experience was measured by three categories of experiential value: economic, hedonic, and social and altruistic value. In summary, the study's main purpose was to

develop two instruments to measure service performance and customer experience, respectively, and to explore the relationships among the five service encounters, customer involvement, customer experience, customer satisfaction, and behavioural intention. The following paragraphs are presented based on the previously proposed objectives (refer to chapter 1).

7.2.1 Instrument Development

Based on the instrument development procedure outlined by Churchill (1979), the study conducted a series of exploratory studies, a pilot test, and related exploratory factor analysis and confirmatory factor analysis to develop related instruments to measure resort hotel service performance and customer experience.

7.2.1.1 Resort hotel service performance

The present study applied the service encounter concept and Rust and Oliver's (1994) three-factor model to examine service performance in resort hotels (objective 1). In-depth interviews were conducted and generated 75 items to measure the five service encounters, with 16 reception items, 17 room items, 15 food and beverage items, 15 recreation and entertainment items, and 12 open public area items. After exploratory factor analysis of the pilot test, 30 items were retained in the final instrument and all received good reliability and validity in the main survey. The 30 items were grouped into five service encounters, with six reception items, seven room items, seven food and beverage items, six recreation and entertainment items, and four open public area items.

Although Rust and Oliver's (1994) three-factor model was applied in the hospitality industry for the first time, the findings were consistent with those found in the literature, especially those based on the SERVQUAL and LODQUAL models (Getty & Thompson, 1994) and LODGSERV model (Knutson et al., 1990). Service environment and employee attitude were found to be related to hotel service performance. The salient attributes found in this study are also in line with those of previous studies. For example, researchers (e.g., Danaher & Mattsson, 1994a; Lemmink et al., 1998; Oh, 1999; Scanlan & Mcphail, 2000; Yung & Chan, 2001) have identified unanimously the importance of efficiency and accuracy in check-in and check-out procedures. Among the five service encounters, hotel and outdoor gardening, or "open public areas," (mean = 4.28) received the highest rating. Food and beverage and recreation and entertainment received the lowest ratings (means of 3.8 and 3.84, respectively). Most respondents expressed that the food supplied by the hotels was mediocre or not good value for money. They were also dissatisfied with the programmes arranged by the hotels (refer to chapter 4, section 2.3.2). Overall, the results confirmed the applicability of Rust and Oliver's (1994) three-factor model in the hospitality industry. The findings also indicate that service performance in a resort hotel can be differentiated by customers according to the service encounter. The five service encounters explained 77% of the variance in customer experience in resort hotels.

7.2.1.2 Customer experience

In an attempt to understand the underlying dimensions of the customer experience at a resort hotel (objective 2), this study developed an instrument based on Holbrook's (1994) typology of customer experiential value. After conducting in-depth interviews with people who had lodged at resort hotels, 10 dimensions underlying the four types of experiential value were found, with economic value having two dimensions, excellence and value for money; hedonic value having five dimensions, comfort, escapism, excitement, entertainment, and aesthetics; social value having two dimensions, sentiment and esteem, and altruistic value comprising social recognition. A total of 48 items were developed, which included 15 economic value items, 25 hedonic value items, four social value items, and four altruistic value items.

A pilot test was conducted to refine the instrument. Social and altruistic value were found to be related and therefore were grouped into one factor. In general, hedonic value (mean = 4.05) received the highest rating, followed by social and altruistic value (mean = 3.97) and economic value (mean = 3.85). The three categories of experiential value respectively explained 71%, 57%, and 47% of the variance in the resort hotel experience. The standardized effects of customer experience on the three value dimensions were 0.85 (economic value), 0.76 (hedonic value), and 0.69 (social and altruistic value). These findings confirmed those of Mathwick, Malhotra, and Ridon's (2001) study; that is, Holbrook's experiential typology is a useful theoretical framework to examine customer experience.

7.2.2 Relationships among the constructs

7.2.2.1 Effect of performance in five service encounters on customer experience

To explore the relationship between service performance and customer experience in resort hotels (objective 3), five service encounters were applied to measure service performance. Customer experience in resort hotels was hypothesized to be directly influenced by these front-line service encounters and customer involvement. Among the five encounters, reception, room, and open public areas were found to be significant. Food and beverage and recreation and entertainment, however, were not found to be significant, possibly because the services provided by these two departments were not sophisticated enough to satisfy individual needs and hence could not arouse customer enthusiasm. Respondents complained about the services provided by these departments, saying that the food provided in the restaurants of resort hotels was unattractive, and that the recreation and entertainment programmes were boring. Some said that if the services in these two departments were improved, then they would be able to do new things, make new friends, and have fun in the hotels rather than having to go to other places in the city (refer to chapter 4, section 4.2.3). When the pilot test and main survey were being conducted, it was observed that some respondents spent little time in these two departments because of their poor services. In the main survey, although the respondents who successfully finished the questionnaire had experienced both of these encounters, the services supplied by the two departments were rated the lowest (refer to chapter 6, section 6.5.1.1).

7.2.2.2 Effect of customer involvement on customer experience

To explore the impacts of customer involvement on customer experience in resort hotels (objective 4), it was hypothesized that a higher level of customer involvement would result in a higher level of customer experience. The results indicated that this relationship was statistically significant, which suggests that if customers actively engage in or identify with the resort hotel experience, then they will have a better experience. In fact, Edvarsson et al. (2005) have identified customer involvement as a predictor of customer experience. Through an experiment that assessed customer experiences with IKEA's services, the researchers found that customers were more excited and pleased if they were more involved in the purchase. In the leisure, tourism, and hospitality literature (e.g., Suh et al., 1997, Havitz & Dimanche, 1999, Laverie, 2000, Hwang et al., 2001), customer involvement has been found to be related to perceived service quality and satisfaction. The results confirmed that customer involvement is an antecedent of customer experience. Resort hotels, therefore, should stimulate customer interest and involvement, and motivate them to take part in and enjoy their products and services.

In this study, customer involvement was found to also have a direct positive impact on behavioural intention. This finding is in agreement with previous studies of customer involvement. For example, Park (1996) confirmed that highly involved participants were more likely to use fitness programmes more often. Kyle et al. (2003) examined the relationship between involvement and place attachment among hikers along the Appalachian Trail. They found that place attachment, which shares a conceptual similarity with attitudinal loyalty, was partially predicted by hiker involvement.

217

7.2.2.3 Effect of customer experience on customer satisfaction

In the present study, customer experience was posited to be related to customer satisfaction (objective 4). The results indicated a high correlation between the two constructs: customer experience explained 61% of the variance in customer satisfaction. This result is congruent with that of previous studies of service experience. For example, Tu (2004) found that service experience was a key determinant of customer satisfaction. Lo (2008) found that experience quality had a positive impact on overall satisfaction with theme park visitation, and demonstrated that theme park experience mediated the relationship between theme park performance and overall satisfaction.

7.2.2.4 Effect of customer satisfaction on behavioural intention

In the present study, behavioural intention was hypothesized to be the final consequence of customer satisfaction with the resort hotel experience. This relationship was fully supported in the model, and customer satisfaction explained 49% of the variation in behavioural intention. As mentioned in the literature review, a number of related studies explore consumer behaviour after the consumption of services. For example, Baker and Crompton (2000) found that experience quality was related to behavioural intention, while Chan (2003) found that customer satisfaction with a tour experience exerted a greater effect on behavioural intention than did customer satisfaction with individual tour services. Bigne et al. (2005) and Lo (2008) found that overall satisfaction had a positive effect on the behavioural intention of theme park visitors.

7.3 Theoretical Implications

The theoretical contributions of the study findings to customer behaviour research in the service and hospitality industries can be split into four aspects.

First, a 30-item service performance scale was developed based on the service encounter concept and Rust and Oliver's (1994) three-dimension model. This scale showed strong internal reliability, and both convergent and discriminant validity. Although service performance has been debated for more than two decades in the hospitality industry, most studies still use the SERVQUAL model, and a service encounter concept that views service performance as a discrete service or as having separate components has not been well studied. The results demonstrate the applicability of a theoretical framework that integrates the service encounter concept and Rust and Oliver's three-component conceptualization of service quality.

Second, to explore the nature of customer experience in resort hotels, Holbrook's (1994) typology of experiential value was introduced to develop a 24-item scale, which was found to be internally consistent and to have convergent and discriminant validity in the scale development analysis. Thus, the study demonstrated that Holbrook's experiential typology provides a useful theoretical framework to understand a consumer's internal psychological world. Although customer experience has been explored in the literature since the 1980s, it has been discussed only at a conceptual level. The measurement scales developed in this study provide a better understanding of the concept. Additionally,

although some experience scales have been developed in the tourism and hospitality field (Otto & Ritchie, 1996; Oh & Jeoung, 2007), this measurement scale is particularly suitable in the resort hotel setting. As the study demonstrates, some items that are relevant to business hotel customers, such as the items representing esteem and success, were found not to be valid or reliable in the resort hotel context. Also, some items considered to be unimportant to the hotel experience, such as gathering with family and friends and escapism, were identified as key factors in this study. Overall, the measurement scales developed by this study not only can serve as a platform for upcoming scale development related to customer experience, but also be applied in the service and hospitality industries.

Third, customer experience has received increasing attention in the practical marketing and theoretical consumer behaviour research. A number of books and articles have tried to explain what customer experience is, or identified its categories. A few studies have explored its antecedents (Chan, 2003; Tu, 2004; Lo, 2008), and demonstrated that service performance is an important factor. Following these studies, resort hotel service performance and customer involvement were proposed to antecedents of the resort hotel experience. The results supported these predictions. The study also confirmed that open public areas (outdoor physical surroundings) exerted a positive impact on customer experience. The importance of service environment in customer experience has been found in upscale restaurants (Ryu et al., 2007) and theme park visitation (Lo, 2008). The finding in this study indicates that the design of the outdoor physical setting is important to the resort hotel experience, and that it should be an essential part of each resort hotel.

The food and beverage and recreation and entertainment departments were found to have an insignificant effect on customer experience in this study. It appears that the services in these two departments were not sufficiently sophisticated to please guests. Further studies should be carried out to explore how individual experience dimensions are related to each of these service encounters in resort hotels. Other studies should be conducted to provide a better understanding of resort hotel experiential feelings, which may be influenced by the surroundings and facilities of the area in which the resort hotel is located and not only by the hotel services.

Fourth, customer involvement has been examined in relation to advertisement assessments, product perceptions, brand preferences, and search information (Zaickowsky, 1986). Surprisingly, little empirical work has explored the impact of customer involvement on experience in a leisure or hospitality context. To understand individual differences in consumption experiential feelings, customer involvement was introduced. This study demonstrated that customer experience is dependent partially on the customer's own involvement level, in addition to service performance. The finding that customer involvement plays a significant role in determining behavioural intention is consistent with that of previous works (Park, 1996; Kyle et al., 2003), which have shown that involvement in leisure activities is related to behavioural intention and loyalty.

7.4 Managerial Implications

The study developed scales for five service encounters and customer experience in resort hotels, and investigated the structural relationships among the five encounters, customer involvement, customer experience, customer satisfaction, and behaviour intention. Some practical implications are described below.

First, to measure resort hotel service performance, it was divided into five service encounters: reception, room, food and beverage, recreation and entertainment, and open public areas. Relevant items were then developed to reflect three service aspects of these encounters: service product, service environment, and service interaction between employees and customers. This scale can be used to both monitor and diagnose weaknesses in resort services. According to the assessments, the manager can identify precisely how to improve overall service quality or specific aspects of service encounters.

Second, reception, room, and open public areas were identified in the study as having the greatest effect on customer experience. Additional resources should be allocated to these departments to create a better experience for customers. Different types of properties necessitate different design considerations. Open areas were found to be an important feature of resort hotels. Thus, public areas and outdoor spaces should be emphasized when designing a resort hotel.

Although the food and beverage and entertainment and recreation departments did not have a significant impact on customer experience, this does not mean that they are

unimportant and should receive fewer resources. On the contrary, managers should pay greater attention to these departments. Research could be conducted to understand what customers really want from these departments. New products and services could be offered by them to evoke positive customer feelings. For example, cultural performances, events and local cuisines could be offered to enhance customer experience.

Third, the results also indicated the crucial role that customer involvement plays in customer experience, which suggests that the provision of excellent service is not enough. Strategies should be developed to increase customer involvement. For example, "information day" or "open day" could be organized to allow customers to sample the hotel services. Customer will have a better knowledge of the services and programmes on offer and be able to plan before they arrive. In addition, information on recreational and entertainment programmes could be provided to customers at check-in, along with detailed instructions, schedules and fees. To attract new customers, special programmes could be promoted to first-time customers at discounted prices or free of charge.

Fourth, customer satisfaction was found to be dependant on experience. To satisfy customers, resort hotels not only need to provide quality service, but also create experiential feelings. A good understanding of customer experience is essential in designing effective positioning, strategies.

Fifth, the study developed scales to assess customer experience in resort hotels. Three dimensions of customer experience were identified as well as their corresponding items.

These findings could help resort hotel management to fully understand what customers expect from a resort hotel, and assess whether the products provided can evoke experiential feelings. Management need to make more efforts to translate the service encounters into service experience

Overall, the study implications for resort hotel practitioners are that creation of experiential value by providing excellent service attributes is the key mission. Many resort hotels have opened up around the world, but some managers still do not fully understand what they offer. Some hotels bear the "resort" title but do not meet the expectations of customers. To be successful, managers must understand the experiential values of their offerings, to go beyond the quality service that provides the platform for customer experience.

7.5 Limitations and Further Studies

Owing to time and resource limitations, the study was conducted in only three spa resort hotels in China. The hotels are all four-star hotels and administrated by local hotel groups. Therefore, the findings may not be generalizable to all kinds of resort hotels in China. In addition, the study sample included only mainland Chinese respondents, although originally residents of Hong Kong, Taiwan, and Macao were to be included. The interviewers could find few people from these areas in the three resort hotels, so the current findings may reflect only mainland Chinese people's perceptions of the resort hotel experience.

To substantiate the findings of the current study, the theoretical framework proposed by this study could be applied to study different types of resort hotels, such as beach resort, casino resort, or theme park resort hotels, and so forth. In the present study, some service encounters were found to have an insignificant effect on customer experience. However, as noted, the respondents in the survey were from mainland China. Similar studies could be conducted of other visitor groups, such as those from Hong Kong, Macau, and Taiwan, or other regions, to explore the difference in guest perceptions of the resort hotel experience. Observation and focus group interviews should be employed to provide a more detailed and insightful exploration of the issues. Additionally, although customer involvement was found to have a positive impact on customer experience and behavioural intention, some researchers have suggested that involvement could moderate the relationship between service performance and customer satisfaction. Further studies should be conducted to verify such a relationship. Another possibility is that customer involvement may negatively affect experience as higher involvement may result in increased expectations which cannot be met. Future studies should consider looking at the negative impact of involvement upon customer experience.

The study developed two instruments: a 30-item scale to measure service performance in resort hotels and a 24-item scale to measure resort hotel experience. It is necessary to conduct further research using these instruments to determine their validity and reliability in other hospitality contexts. Finally, the study has tried to find the antecedents and consequences of resort hotel customer experience. However, customer experience is a

relatively new construct, further research should be conducted to determine its relationships with other variables.

7.7 Conclusions

Because of the challenge of fastidious customers and many competitors, customer experience is not only an advertising term but also the foundation for a company's making a profit in the modern marketing world. The consumption experience has commanded increasing attention in the consumer behaviour research. However, the way in which customer experience is formed and the structure that constitutes customer experience remain unclear. This study proposed to explore the nature of customer experience in the resort hotel setting, in which customers seek out special experiential feelings beyond satisfaction with accommodation.

Drawing insights from the extant literature on service performance, consumer behaviour, and hospitality, a conceptual model of the antecedents and consequences of resort hotel customer experience was specified. In this model, service performance and customer involvement were the antecedents of the resort hotel experience, and customer satisfaction and behavioural intention were regarded as consequences. To measure service performance and customer experience in resort hotels, the service encounter concept and experiential values were applied to develop the scales.

Data were collected from 497 mainland Chinese residents who were staying at three four-star resort hotels in the province of Yunnan during the designated main survey period.

Eight hypothesized relationships were tested, and six were supported. The findings support some of the links that researchers have posited regarding the role that service encounters play in affecting customer experience in resort hotels. The results show that customer experience directly and positively affects overall customer satisfaction, which affects behavioural intention. The hypothesized effect of customer involvement on customer experience is also supported. The study substantiates the dimensions and items to assess service performance and customer experience in a resort hotel. The findings of this study consolidate some theories of service performance assessment, identify the concept of consumer experience as an important consumer psychological construct in consumer behaviour research, and further confirm the relationships among other constructs: customer involvement, customer satisfaction, and behavioural intention. The experiential perspective in the resort hotel context presented in this study should motivate hospitality professionals to apply the "Disneyland concept" to their resort hotels to transform customer experience.

REFERENCE

Addis, M., & Holbrook, M. B. (2001). On the conceptual link between mass customization and experiential consumption: An explosion of subjectivity. *Journal of Consumer Behaviour*, 1(1), 50-66.

Anderson, E. W., Fornell, C., & Lehmann, D. (1994). Customer satisfaction, market share, and profitability: Finding from Sweden. *Journal of Marketing*, 58 (3), 53-66.

Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modelling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103 (3), 411-423.

Anderson, J. C., Jain, D. C., & Chintagunta, P. K. (1993). Customer value assessment in business markets: A state-of-practice study. *Journal of Business to Business Marketing*, 1 (1), 3-30.

Angelo, R. M., & Vladimir, A. N. (2001). *Hospitality Today: An Introduction* (4th edition). Michigan: The Educational Institute of the American Hotel & Lodging Association.

Assael, H. (1987). *Consumer Behaviour and Marketing* Action (3rd edition.). Kent, Boston, MA.

Babbie, E. (1990). *Survey Research Methods*. Belmon: Wadsworth.

Backman, S. J., & Crompton, J. (1990a). Differentiating between high, spurious, latent, and low loyalty participants in two leisure services. *Journal of Park and Recreation Administration*, 9 (2), 1-17.

Backman, S. J., & Crompton, J. (1990b). The usefulness of selected variables for predicting activity. *Leisure Sciences*, 13, 205-220.

Baker, D. A., & Crompton, J. L. (2000). Quality, satisfaction and behavioural intentions, *Annals of Tourism Research*, 27 (3), 785-804.

Barlow, J., & Maul, D. (eds). (2000). *Emotional Value*. San Francisco. CA: Berrett Koehler.

Barsky, J. D. (1992). Customer satisfaction in the hotel industry: Meaning and measurement. *Hospitality Research Journal*, 16 (1), 51-73.

Barsky, J. D., & Labagh, R. (1992). A strategy for customer satisfaction. *The Cornell Hotel and Restaurant Administration Quarterly*, 33 (5), 32-40.

Basky, J., & Nash, L. (2002). Evoking emotion: Affective keys to hotel loyalty. *The Cornell Hotel and Restaurant Administration Quarterly*, 43 (1), 39-46.

Beardsworth, A., & Keil, T. (1997). *Sociology on the Menu.* Routledge: London.

Bigne, J. E., Andreu, L., & Gnoth, J. (2005). The theme park experience: An analysis of pleasure, arousal and satisfaction. *Tourism Management*, 26, 833-844.

Bitner, M. J. (1990). Evaluating service encounters: The effects of physical surroundings and employee responses. *Journal of Marketing,* 54 (2), 69-82.

Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The service encounter: Diagnosing favorable and unfavorable incidents. *Journal of Marketing,* 54 (1), 71-84.

Bitner, M. J., Booms, B. H., & Mohr, L. (1994). Critical service encounters: The employee's viewpoint. *Journal of Marketing*, 58 (4), 69-82.

Bitran, G. R., & Lojo, M. P. (1993). A framework for analyzing the quality of the customer interface. *European Management Journal*, 11 (4), 385-396.

Bojanic, D.C. (1996). Consumer perceptions of price, value and satisfaction in hotel industry: An exploratory study. *Journal of Hospitality and Leisure Marketing*, 4(1), 5-22.

Bonnin, G. (2006). Physical environment and service experience: An appropriation-based model. *Journal of Service Research*, 6, 45-65.

Brady, M. K., & Cronin, J. J. (2001). Some new thoughts on conceptualizing perceived service quality: A hierarchical approach. *Journal of Marketing*, 65 (3), 34-49.

Brislin, R. W. (1976). Comparative research methodology: Cross-cultural studies. *International Journal of Psychoogyl*, 11 (3), 215-229.

Bruner, E. M. (1990). Experience and its expressions. In Turner, V. W., & Bruner, E.M.(eds.). *The Anthropology of Experience*. Urbana: University of Illinois Press, 3-30.

Bryan, H. (1977). Leisure value systems and recreational specialization: The case of trout fishermen. *Journal of Leisure Research*, 19, 174-187.

Buttle, F. (1992). Shopping motives constructionist perspective. *The Service Industries Journal*, 12 (3), 349-367.

Cadotte, E. R., & Turgeon, N. (1988). Key factors in guest satisfaction. *The Cornell Hotel and Restaurant Administration Quarterly*, 28 (4), 45-51.

Campbell, D., & Stanley, J. (1963). *Experimental and quasi-experimental designs for research*. Chicago: Rand McNally and Co.

Carman, J. M. (1990). Consumer perceptions of service quality: An assessment of the SERVQUAL dimensions. *Journal of Retailing*, 66 (1), 33-55.

Caru, A., & Cova, B. (2003). Revisiting consumption experience. *Marketing Theory*, 3(2), 267-286.

Cardozo, R. N. (1965). An experimental study of customer effort, expectation, and satisfaction. *Journal of Marketing Research*, 2 (3), 244-249.

Chan, A. (2003). *The Impact of Tour Service Performance on Group Cohesion, Customer Satisfaction and Behavioural Intentions.* PhD dissertation of University of Strathclyde.

China National Tourism Bureau. (2007). *The Yearbook of China Tourism Statistic 2007.* Beijing: China Tourism Publication

Churchill, G. A. (1979). A paradigm for developing better measures of marketing constructs. *Journal of Marketing Research*, 16 (1), 64-73.

Coffman, D. L., & MacCallum, R. C. (2005). Using parcels to convert path analysis models into latent variable models. *Multivariate Behavioural Research*, 40 (2), 235-259.

Corrigan, P. (1997). *The Sociology of Consumption.* Sage: London.

Costa, G., Glinia, E., Goudas, M., & Antoniou, P. (2004). Recreational services in resort hotels: Customer satisfaction aspects. *Journal of Sport Tourism,* 9 (2), 117-126.

Coyle, M. P., & Dale, B. G. (1993). Quality in the hospitality: A study. *International Journal of Hospitality Management*, 12 (2), 141-153.

Cronin, J.J., & Taylor, S.A. (1992). Measuring service quality: A re-examination and extension. *Journal of Marketing*, 56, 55-68.

Crosby, L. A., & Stephens, N. (1987). Effects for relationship marketing on satisfaction, retention, and prices in the life insurance industry. *Journal of Marketing Research*, 24, 404-411.

Csikzentmihalyi, M. (1975). *Beyond Boredom and Anxiety*. San Francisco: Jossey-Bass.

Csikzentmihalyi, M. (1997). *Finding Flow*. New York: Perseus Book.

Csikzentmihalyi, M. (2000). The cost and benefits of consuming, *Journal of Consumer Research*, 27 (2), 267-272.

Csikzentmihalyi, M., & Nakamura, J. (1989). The dynamics of intrinsic motivation: A study of adolescents. In Ames, R., & Ames, C. (eds.). *Handbook of Motivation Theory and Research*, 3, 45-71. New York: Academic Press.

Dabholkar, P. C., Shepherd, C. D., & Thorpe, D. I. (2000). A comprehensive framework for service quality: An investigation of critical conceptual and measurement issues through a longitudinal study. *Journal of Retailing*, 76 (2), 139-173.

Dabholkar, P. C., Thorpe, D. I., & Rentz, J. O. (1996). A measure of service quality for retail stores. *Journal of the Academy of Marketing Science*, 24 (1), 3-16.

Danaher, P. J., & Mattsson, J. (1994a). Customer satisfaction in the service delivery process. *European Journal of Marketing*, 28 (5), 5-16.

Danaher, P. J., & Mattsson, J. (1994b). Cumulative encounter satisfaction in the hotel conference process. *International Journal of Service Industry Management,* 5(4), 69-80.

Davenport, T., & Beck, J. (2002). *The Attention Economy: Understanding the New Currency of Business*. Boston: Harvard Business School Press.

DeRuyter, K., Wetzels, M., Lemmink, J., & Mattson, J. (1997). The dynamics of the service delivery process: A value-based approach. *International Journal of Research in Marketing*, 14 (3), 231-247.

DeVellis, R. F. (1991). *Scale Development: Theory and Applications*. Newbury: Sage.

Diamantopolous, A., & Siguaw, J. (2000). *Introducing LISREL: A guide for the uninitiated*. Sage Publication, Inc.

Dimanche, F., & Havitz, M. E. (1990). Propositions for guiding the empirical testing of the involvement construct in recreational and tourist contexts. *Leisure Sciences*, 12, 179-196.

Dittmer, P. R. (2002). *Dimensions of the Hospitality Industry: An Introduction* (3rd edition). New York: John Wiley & Sons Inc.

Dodds, W. B., Monroe, K. B., & Grewal, D. (1991). Effects of price, brand and store information on buyers' product evaluations. *Journal of Marketing Research*, 28, 7-18.

Dubé, L., & Renaghan, L. (2000). Creating visible customer value: How customers view best-practice champions, *The Cornell Hotel and Restaurant Administration Quarterly*, 41 (1), 62-72.

Edvardsson, B., Enquist, B., & Johnston, R. (2005). Cocreating customer value through hyperreality in the prepurchase service experience, *Journal of Service Research*, 8 (2), 149-161.

Finn, D. (1983). Low involvement isn't low involving. *Advances in Consumer Research*, 10, 419-424.

Firat, A. F., & Dholakia, N. (1998). *Consuming People: From Political Economy to Theaters of Consumption.* London: Sage.

Flynn, L. R., & Goldsmith, R. E. (1993). Application of the personal involvement inventory in marketing, *Psychology & Marketing*, 10 (4), 357-366.

Fornell, C. (1992). A national customer satisfaction barometer: The Swedish experience. *Journal of Marketing*, 56, 6-21.

Ford, R. C., & Heaton, C. P. (2000). *Managing the Guest Experience in Hospitality*. Albany, N.Y.: Delmar/Thomson Learning.

Fournier, S., & Mick, D. G. (1999). Rediscovery satisfaction. *Journal of Marketing*, 63 (4), 5-23.

Gale, B. T. (1994). *Managing Customer Value*. New York: Free Press

Gee, C. Y. (2000). *Resort Development and Management*. Michigan: Educational Institute of the American Hotel & Motel Association.

Getty, J. M., & Thompson, K.N. (1994). A procedure for scaling perceptions of lodging quality. *Hospitality Research Journal*, 18 (2), 75-96.

Gobe, M., & Zyman, S. (2001). *Emotional Branding: The new paradigm for connecting brands to people.* New York: Alloworth Press.

Grace, D., & O'Cass, A. (2004). Examining service experiences and post-consumption evaluations. *Journal of Service Marketing*, 18 (6), 450-461.

Gray, W. S. & Liguori, S. C. (2003). *Hotel and Motel Management and Operations* (4th edition). New Jersey: Pearson Education, Inc.

Grönroos, C. (1984). A service quality model and its marketing implications. *European Journal of Marketing,* 18 (4), 36-44.

Grove, S. J., Fisk, R. P., & Dorsch, M. J. (1998). Assessing the theatrical components of the service encounter: A cluster analysis examination. *The Service Industry Journal,* 18 (3), 116-134.

Grove, S. J., & Fisk, R. P. (1997). The impact of other customers on service experiences: A critical incident examination of "getting along". *Journal of Retailing*, 73 (1), 63-85.

Gundersen, M. G., Heide, M., & Olsson, U. F. (1996). Hotel guest satisfaction among business travelers. *Cornell Hotel and Restaurant Administration Quarterly*, 37 (2), 72-80.

Gursoy, D., & Gavcar, E. (2003). International leisure tourists' involvement profile. *Annals of Tourism Research,* 30 (4), 906-926.

Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W.C. (1995). *Multivariate Data Analysis* (4th edition). New Jersey: Prentice Hall

Hartman, R. S. (1967). *The Structure of Value: Foundations of a Scientific Axiology*. Southern Illinois Press, Carbondale, IL.

Hartman, R.S. (1973). *The Hartman Value Profile (HVP): Manual of Interpretation, Research Concepts.* Southern Illinois Press, Muskegon, ML.

Havlena, W.J., & Holbrook, M.B. (1986). The varieties of consumption experience comparing two typologies of emotion in consumer behaviour. *Journal of Consumer Research,* 13 (3), 394-404.

Havitz, M. E., & Dimanche, F. (1990). Propositions for testing the involvement construct in recreational tourism contexts. *Leisure Science*, 12 (2), 179-196.

Havitz, M. E., & Dimanche, F. (1997). Leisure involvement revisited: Conceptual conundrums and measurement advances. *Journal of Leisure Research*, 29 (3), 245-278.

Havitz, M. E., & Dimanche, F. (1999). Leisure involvement revisited: Drive prosperities and paradoxes. *Journal of Leisure Research,* 31(2), 122-149.

Holbrook, M. B. (1985). Emotion in the consumer experience: Toward a new model of the human consumer. In Peterson, R. A., Hoyer, W. D. and Wilson, W.R. (eds.), *The Role of Affect in Consumer Behaviour: Emerging Theories and Applications*. Lexington, MA: D.C. Heath, 104-137.

Holbrook, M. B. (1994). The nature of customer value: An axiology of services in the consumption experience. *In Service Quality: New Directions in Theory and Practice.* Rust, R. T. & Oliver, R. L. (eds.). Thousand Oaks, CA: Sage Publications, Holbrook, 21-71.

Holbrook, M. B. (1996). Customer value: A framework for analysis and research. *Advances in Consumer Research*, 23, 138-142.

Holbrook, M. B. (2006). Consumption experience, customer value, and subjective personal introspection: An illustrative photographic essay. *Journal of Business Research*, 59, 714-725.

Holbrook, M. B., Chestnut, R. W., Oliva, T. A., & Greenleaf, E. A. (1984). Play as consumption experience: The roles of emotion, performance and personality in the enjoyment of games. *Journal of Consumer Research,* 11(2), 132-140.

Holbrook, M. B., & Hirschman, E. C. (1982). The experiential aspects of consumption: Customer fantasy, feelings and fun. *Journal of Consumer Research,* 9(2), 132-140.

Holbrook, M. B., & O'Shaughnessy, J. (1982). The role of emotion in advertising. *Psychology and Marketing*, 1 (2), 45-64.

Homburg, C., Koschate, N., & Hoyer, W. D. (2006). The role of cognition and affect in the formation of customer satisfaction: A dynamic perspective. *Journal of Marketing*, 70 (3), 21-31.

Huang, H. (2008). The first service quality of hot spring tourism published by Yunnan province. *ChunCheng Evening Newspaper.*

Huang, J. (2008). *Customer-to-customer Interactions: Impact on Cruise Vacation Experience and Overall Vacation Satisfaction*. Phd dissertation of Hong Kong Polytechnic University.

Hwang, S. N., Lee, C., & Chen, H. (2005). The relationship among tourists' involvement, place attachment and interpretation satisfaction in Taiwan's national parks. *Tourism Management*, 26, 143-156.

Inkabaran, R., Jackson, M., & Chhetri, P. (2004). Segmentation of resort tourists: A study on profile differences in selection, satisfaction, opinion and preferences. In *Proceedings of the New Zealand Tourism and Hospitality Research Conference 2004*. Smith, K. A., & Schott, C. (eds.) Wellington, 8-10 December. 136-145.

Izard, C. E. (1977). *Human Emotions*. New York: Plenum Press.

Jamrozy, U., Backman, S. J., & Backman, K. F. (1996). Involvement and opinion leadership in tourism, *Annals of Tourism Research*, 23 (4), 908-924.

Jarvis, L. P., & Mayo, E. J. (1986). Winning the market share game. *Cornell Hotel and Restaurant Administration Quarterly,* 27 (3), 73-79.

Jayanti, R. K., & Ghosh, A. K. (1996). Service value determination: An integrative. *Journal of Hospitality and Leisure Marketing*, 3 (4), 5-25.

Jennings, G. (2001). *Tourism Research*. Australia: Jonh Wiley & Sons.

Jensen, R. (1999). *The Dream Society: How the Coming Shift from Information to Imagination Will Transform Your Business.* New York: McGraw-Hill.

Kashyap, R., & Bojanic, D. (2000). A structural analysis of value, quality, and price perceptions of business and leisure travellers. *Journal of Travel Research*, 39 (1), 45-51.

Kempf, D. S. (1999). Attitude formation from product trial: Distinct roles of cognition and affect for hedonic and functional products. *Psychology and Marketing*, 16 (1), 35-50.

Kerlinger, F.N. (1973). *Foundation of Behavioural Research*. (3rd edition). New York: Rinehart and Winston.

Knutson, B. J. (1988). Frequent travellers: Making them happy and bringing them back, *The Cornell Hotel and Restaurant Administration Quarterly,* 29 (1), 83-87.

Knutson, B., Stevens, P., Patton, M., & Thompson, C. (1992). Consumers' expectations for service quality in economy, mid-price and luxury hotels. *Journal of Hospitality and Leisure Marketing*, 1 (2), 27-43.

Krugman, H. E. (1965). The impact of television advertising: Learning without involvement. *Public Opinion Quarterly*, 29 (3), 349-356.

Kwun, J. W., & Oh, H. (2004). Effects of brand, price, and risk on customers' value perceptions and behavioural intentions in the restaurant industry. *Journal of Hospitality and Leisure Marketing,* 11 (1), 31-49.

Kyle, G., Graefe, A., Manning, R., & Bacon, J. (2003). An examination of the relationship between leisure activity involvement and place attachment among hikers along Appalachian Trail. *Journal of Leisure Research*, 35 (3), 249-273.

LaSalle, D., & Britton, T. A. (2003). *Priceless: Turning Ordinary Products into Extraordinary Experiences.* Boston, MA: Harvard Business School Press.

Laurent, G., & Kapferer, J. N. (1985). Measuring consumer involvement profiles. *Journal of Marketing Research*, 22 (1), 184-194.

Lawson, F. (1995). *Hotels and Resorts: Planning, Design and Refurbishment*. Boston: Butterworth Architecture.

Laverie, D. A. & Arnett, D. B. (2000). Factors affecting fan attendance: The influence of identity salience and satisfaction. *Leisure Research*, 32 (2), 225-246.

Lemmink, J., DeRuyter, K., & Wetzels, M. (1998). The role of value in delivery process of hospitality services. *Journal of Economic Psychology*, 19 (2), 159-177.

Liang, N. W. (2000). *The Magnificent Spectacle of Yunnan Springs*. Kunming: Yunnan Renmin Publication.

Liu, Shijun. (2006). *How to Develop Resort Hotel in China*. Available: http://www.veryeast.cn/cms/Html/guanli/Expertrostrum/2007-7/13/077131159212623.htm.

Lo, D. (2007). *The Theme Park Experience: Its Nature, Antecedents and Consequences.* Mphil dissertation of Hong Kong Polytechnic University.

Manfredo, M. J., & Driver, B. L. (1996). Measuring leisure motivation: A meta-analysis of the recreation experience preference scales. *Journal of Leisure Research*, 28 (3), 88-213.

Mannell, R. C., & Iso-Ahola, S. E. (1987). Psychological nature of leisure and tourism experience. *Annals of Tourism Research*, 14, 314-331.

Mano, H., & Oliver, R. L. (1993). Assessing the dimensionality and structure of the consumption experience: Evaluation, feeling and satisfaction. *Journal of Consumer Research*, 20 (3), 451-466.

Maslow, A. (1970). *Motivation and Personality* (2nd edition). New York: Harper and Row.

Mathwick, C., Malhotra, N., & Rigdon, E. (2001). Experiential value: Conceptualization, measurement and application in the catalog and internet shopping environment. *Journal of Retailing,* 77, 39-56.

Mattila, A. (1999). Consumers' value judgment: How business travelers evaluate luxury-hotel. *The Cornell Hotel and Restaurant Administration Quarterly*, 40 (1), 40-46.

Mattsson, P.J. (1992a). A service quality model based on an ideal value standard. *International Journal of Service Industry Management*, 3 (3), 18-33.

Mattsson, P.J. (1992b). Interpreting the value content of headlines in print advertisements: A new theory relating to the value realm. *Marketing and Research Today*, 20 (2), 107-114.

Matzler, K. & Pechlaner, H. (2001). Guest satisfaction barometer and benchmarking: Experience from Austria. *Journal of Quality Assurance in Hospitality and Tourism*, 2(3/4), 25-47.

McIntyre, N., & Pigram, J.J. (1992). Recreation specialization reexamined: The case of vehicle based campers. *Leisure Science*, 14, 3-16.

McCracken, G. (1988). *The Long Interview*. Newbury Park, CA: Sage Publications.

McQuarric, E. F., & Munson, J. M. (1986). The Zaichkowsky Personal Involvement Inventory: Modification and extension. *Advance in Consumer Research*, 14, 36-40.

McQuarric, E. F., & Munson, J. M. (1991). A revised product involvement inventory: Improved usability and validity. *Advance in Consumer Research,* 19, 108-115.

Mebrabian, A., & Russell, J. A. (1974). *An Approach to Environment Psychology*. Cambridge, MA: MIT Press.

Mittal, B. (1989). A theoretical analysis of two recent measures of involvement. *Advances in Consumer Research,* 16, 697-702.

Mittal, B. (1995). A comparative analysis of four scales of involvement. *Psychology & Marketing*, 12 (7), 663-682.

Mill, R. C. (2001). *Resort Management and Operation*. New York: John Willey & Sons, Inc.

Miller, J. A. (1977). Studying satisfaction, modifying models, eliciting expectations, posing problem, and making meaningful measurements. In Hunt, H. K. (Ed.). *Conceptualization and Measurement of Consumer Satisfaction and Dissatisfaction.* Cambridge, MA: Marketing Science Institute. 72-91.

Monroe, K. B. (1990). *Pricing: Making Profitable Decisions*. New York: McGraw-Hill.

Morgan, N. A., Anderson, E.W., & Mittal, V. (2005). Understanding firms' customer satisfaction information usage. *Journal of Marketing*, 69 (3), 131-151.

Morrison, A., Rimmington, M., & Willams, C. (1999). *Entrepreneurship in the Hospitality, Tourism and Leisure Industries*. Butterworth-Heinemann: Oxford.

Novak, T. P., Hoffman, D. L., & Yung, Y. F. (2000) Measuring the customer experience in online environments: A structural modeling approach. *Marketing Science*, 19 (1), 22-42.

Oh, M. & Jeong, M. (1996). Improving marketer's predictive power of customer satisfaction on expectation-based target market levels. *Hospitality Research Journal*, 19 (4), 65-86.

Oh, H. (1999). Service quality, customer satisfaction, and customer value: A holistic perspective. *International Journal of Hospitality Management*, 18, 67-82.

Oh, H. (2000). The effect of brand class, brand awareness, and price on customer value and behavioural intentions. *Journal of Hospitality and Tourism Research*, 24 (2), 136-162.

Oh, H, Flore, A. M. & Jeoung, M. (2007). Measuring experience economy concepts: Tourism application. *Journal of Travel Research*, 46 (2), 119-132.

Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17 (4), 460-469.

Oliver, R. L. (1981). Measurement and evaluation of satisfaction process in retail setting. *Journal of Retailing*, 57 (3), 25-48.

Oliver, R. L. (1993). Cognitive, affective, and attribute based of the satisfaction response. *Journal of Consumer Research,* 20 (3), 418-430.

Oliver, R. L. (1996). *Satisfaction: A Behavioural Perspective on the Consumer.* New York: McGraw Hill.

Orsingher, C. & Marzocchi, G. L. (2003). Hierachical representation of satifactory consumer experience. *International Journal of Service Industry Management,* 14 (2), 200-216.

Otto, J., & Ritchie, B. J. (1996). The service experience in tourism. *Tourism Management, 17*(3), 165-174.

Padgett, D., & Allen, D. (1997). Communicating experiences: A narrative approach to creating service brand image. *Journal of Advertising*, 26(4), 49-62.

Papatheodorou, A. (2004). Exploring the evolution of tourism resorts. *Annals of Tourism Research*, 31(1), 219-237.

Parasuraman, A., Zeithaml, V. A., & Berry, L.L.. (1991). Refinement and reassessment of the SERVQUAL scale. *Journal of Retailing*, 67(4), 420-450.

Parasuraman, A., Zeithaml, V. A., & Berry, L.L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49 (4), 41-50.

Parasuraman, A.., Zeithaml, V. A., & Berry, L.L. (1988). SERVQUAL: A multiple-item scale for measuring customer perceptions of service quality. *Journal of Retailing*, 64 (1), 12-40.

Parasuraman, A., Zeithaml, V. A., & Berry, L.L. (1994). Reassessment of expectations as a comparison standard in measuring service quality: Implication for further research. *Journal of Marketing*, 58 (1), 111-124.

Park, S. H. (1996). Relationships between involvement and attitudinal loyalty constructs in adult fitness programs. *Journal of Leisure Research*, 28 (4), 233-250.

Patton, M. Q. (1990). *Qualitative Evaluation and Research Methods.* SAGE

Perkins, D. S. (1991). A consumer satisfaction, dissatisfaction and complaining behaviour bibliography: 1982-1990. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behaviour*, 4, 194-228.

Pine, B., & Gilmore, J. (1998). *The Experience Economy*. Boston: Harvard Business School Press.

PKF. (2006). *Trends in the hotel industry*. GA : PKF Hospitality Research

Plutchik, R. (1980). *Emotion: A Psychoevolutionary Synthesis*. New York: Harper and Row.

Powers, T., & Barrows, C.W. (2003). *Introduction to Management in the Hospitality Industry* (7th edition). New York: John Wiley & Sons, Inc.

Pullman, M. E., & Gross, M. A. (2004). Ability of experience design elements to elicit emotions and loyalty behaviours. *Decision Sciences*, 35 (3), 551-578.

Reisinger, Y. & Turner, L. (1999). Structural equation modeling with Lisrel: Application in tourism. *Tourism Management*, 20, 71-88.

Richardson, E. C. (2000). *Resort management* In Hospitality and Tourism: An Introduction to the Industry (9th edition) Brymer, R. M. (eds.), New York: John Wiley & Sons, Inc. 374-379.

Richins, M. (1997). Measuring emotions in the consumption experience. *Journal of Consumer Research,* 24(2), 127-146.

Richins, M. C., & Bloch, P. H. (1991). Post-purchase product satisfaction: Incorporating the effect of involvement and time. *Journal of Business Research*, 23, 145-158

Rodgers, W., & Schneider, K. (1993). An empirical evaluation of the Kapferer-Laurent consumer involvement profile scale. *Psychology and Marketing*, 10, 333-345.

Rust, R. T., & Oliver, R. L. (1994). Service quality: Insights and managerial implications from the frontier. *In Service Quality: New Directions in Theory and Practice.* Rust, R. T & Oliver, R. L. (eds.). Thousand Oaks, CA: Sage Publications, 1-19.

Rust, R. T., Zahorik, A. J., & Keiningham, T. L. (1995). Return on quality (ROQ): Making service financially accountable. *Journal of Marketing*, 59, 58-70.

Ryu, K., & Jang, S. S. (2007). The effect of environmental perceptions on behavioural intentions through emotions: The case of upscale restaurant. Journal of Hospitality and Tourism Research, 31(1), 56-72.

Saleh, F., & Ryan, C. (1991). Analyzing service quality in hospitality industry using the SERVQUAL model. *The Service Industries Journal*, 11(3), 324-343.

Schmitt, B. (1999). *Experiential Marketing*. New York: The Free Press.

Sherif, M., & Cantril, H. (1947). *The Psychology of Ego Involvement*. New York: Wiley.

Sherif, M., & Hovland, C. (1961). *Social Judgment*. New Haven CT: Yale University Press.

Sherif, C., Sherif, M., & Nebergall, R. (1965). *Social Judgment*. New Haven, CT: Yale University Press.

Shostack, G. L. (1985). Planning the service encounter. In Czpiel, J. A., Soloman, M. R. & Suprenat, C. F. (Eds.), The Service Encounter, 243-254. Lexicon, MA: Lexicon Books

Shostack, G. L. (1987). Service positioning through structural change. *Journal of Marketing*, 51 (1), 34-43.

Smith, A.K., & Bolton, R. N. (2002). The effect of customers' emotional response to service failures on their recovery effort evaluations and satisfaction judgments. *Journal of the Academy of Marketing Science*, 30 (1), 5-23.

Solomon, M. R., Surprenant, C., Czepiel, J. A., & Gutman, E. G. (1985). A role theory perspective on dyadic interactions: The service encounter. *Journal of Marketing*, 49 (1), 99-111.

Soutar, G. N. (2001). Service quality, customer satisfaction and value: An examination of their relationships. In *Service Quality Management in Hospitality, Tourism, and Leisure*. Kandampully, J., Mok, C., & Sparks, B. (eds.) New York: The Haworth Hospitality Press.

Sparks, B., & Bradley, G. (1997). Antecedents and consequences of perceived service provider effort in the hospitality industry. *Hospitality Research Journal*, 20 (3), 17-34.

Spiggle, S. (1994). Analysis and interpretation of qualitative data in consumer research. *Journal of Consumer Research*, 21 (2), 491-503.

Stevens, J. (1996). *Applied Multivariate Statistics for Social Science*. New Jersey: Lawrence Erlbaum Associates.

Suh, H. S., Lee, Y. H., Park, Y. H., & Shin, G. C. (1997). The impact of consumer involvement on the consumers' perception of service quality-focusing on the Korean hotel industry. *Journal of Travel & Tourism Marketing*, 6 (2), 33-51.

Surprernant, C. F., & Solomon, M. R. (1987). Predictability and personalization in the service encounter. *Journal of Marketing*, 51 (2), 86-96.

Swan, J. E., & Combs, L. J. (1976). Product performance and customer satisfaction: A new concept. *Journal of Marketing*, 40 (2), 25-33.

Tabachnick, B. G., & Field, L. S. (2001). *Using Multivariate Statistics*. Boston, MA: Allyn & Bacon.

Tauber, E. M. (1972). Why do people shop? *Journal of Marketing*, 30 (4), 46-72.

Tu, R. (2004). *Beyond service quality and expectation: The critical impact of emotions and service experience on customer satisfaction*, PhD dissertation of University of North Carolina.

Twynam, G. D. (1993). *An analysis of the extent and response forms of complaint behaviour and those factors which influence consumers to complain within travel contexts*, PhD dissertation of University of Oregon, 1992.

Voelkl, J. E., & Ellis, G. D. (1994) Measurement and analysis issues with explanation of variance in daily experience using the flow model. *Journal of Leisure Research,* 26 (4), 337-356.

Vitterso, J., Vorkinn, M., Vistad,O. I., & Vaagland, J. (2000). Tourist experiences and attractions. *Annals of Tourism Research*, 27 (2), 432-450.

Wakefield, K. L., & Barnes, J. (1996). Retailing hedonic consumption: A model of scales promotion of a leisure service. *Journal of Retailing*, 72 (4), 409-427.

Walker, J. R. (2006). *The Introduction to Hospitality* (7th edition). Person Prentice Hall: New Jersey.

Wei, Xiaoan. (2006). *Outlook of Resort Development in China.* China Resort Development Forum 2007

Westbrook, R. A., & Oliver, R. L. (1991). The dimensionality of consumption emotion patterns and consumer satisfaction. *Journal of Consumer Research*, 18 (1), 84-91.

Williams A. (2000). Consuming hospitality: Learning from post-modernism. In *In Search of Hospitality: Theoretical Perspectives and Debates*, Lashley C, Morrison A. (eds.).Butterworth-Heinemann: Oxford, 217-232.

Wolf, M. J. (1999). *The Entertainment Economy-How Mega-media Forces Are Transforming Our Lives*. New York: Times Books, Random House.

Woodruff, R. B. (1997). Customer value: The next source for competitive advantage. *Journal of the Academy of Marketing Science*, 25 (2), 139-153.

Yi, Y. (1990). A critical review of consumer satisfaction. In Zeithaml, V.A. (eds.), *Review of Marketing*, 78-123. Chicago: American Marketing Association.

Yuksel, A. (2007). Tourist shopping habitat: Effects on emotions, shopping value and behaviours. *Tourism Management*, 28 (1), 58-69.

Yung, E., & Chan, A. (2001). Business traveler satisfaction with hotel service encounters. *Journal of Travel and Tourism Marketing*, 11(4), 29-41.

Zaichkowsky, J. (1985). Measuring the involvement concept. *Journal of Consumer Research*, 12 (3), 341-352.

Zaichkowsky, J. (1986). Conceptualizing involvement. *Journal of Advertising*, 15 (2), 4-14.

Zaichkowsky, J. (1987). The emotional aspect of product involvement. *Advances in Consumer Research*, 14 (1), 32-35.

Zeithaml, V. A. (1988). Consumer perceptions of price, quality and value: A means-end model and synthesis of evidence. *Journal of Marketing*, 52, 2-22.

Zeithaml, V. A., Berry, L. L., & Parrsuraman, A. (1996). The behavioural consequence of service quality. *Journal of Marketing*, 60 (2), 31-46.

Appendix I (A)

In-depth Interview Protocol (English Version)

Section I—Introduction (5-6 minutes)

1. Welcome greetings.
2. Self-introduction by interviewer.
3. Briefly describe the purposes of the research project.
4. Explanation of the interview procedures and ground rules.

Section II—Open Questions (10-15 minutes)

1. Which resort hotels have you been to? Which one did you like best?
2. Which resort hotel do you most look forward to lodging in soon? Why?
3. What activities do you prefer to undertake when you lodge in a resort hotel?

Section III—Main Questions (70-80 minutes)

Part I: Resort Hotel Services (40-45minutes)

1. Thinking about your last lodging experience in a resort hotel, what did you like/dislike about its services?
2. Thinking about your last lodging experience in a resort hotel, what did you like/dislike about the physical environment of the services?
3. Thinking about your last lodging experience in a resort hotel, what did you like/dislike about the services interaction with employees?

Probe (Questions 1-3):

- Reception
- Room
- Food and Beverage

- Recreation and Entertainment
- Open public areas

Part II Customer Experience in a Resort Hotel (30-35minutes)

1. Why do you lodge in resort hotels for your holidays?
2. What kind of feelings do you expect to obtain from the resort hotel experience?

Probe (Questions 1-2):

- Efficiency and Excellent Service
- Fun and Relaxation
- Aesthetic enjoyment
- Accomplishment
- Reputation
- Admiration
- Sense of belonging towards family members or other accompanying guests
- Popular and fashionable consumption in modern society

3. Please describe your most unforgettable experience in a resort hotel. Probe:
   - Reasons
   - Activities
   - Feelings, etc.

4. Please describe your ideal resort experience.

Section IV—Conclusion (5-10 minutes)

1. Summarise the discussion.
2. Thank the participants and offer them a small incentive.

Appendix I (B)

In-depth Interview Protocol (Chinese Version)

第一阶段: 介绍(5-6 分钟)

1. 欢迎词。

2. 访谈者的自我表现介绍。

3. 简短介绍研究目的。

4. 简述讨论的程序和规则。

第二阶段：热身问题 (10-15 分钟)

1. 您曾经入住过哪几家度假酒店? 你最喜欢哪家?

2. 您近来最期望入住哪家度假酒店?为什么?

3. 在入住度假酒店时,您更愿意参加哪些活动?

第三阶段: 主要讨论问题(70-80 分钟)

第一部分: *度假酒店服务(40-45 分钟)*

1. 回想您最后入住度假酒店的经历,您最满意和最不满意的服务是什么?

2. 回想您最后入住度假酒店的经历, 您最满意和最不满意度假酒店内装饰环境是哪些?

3. 回想您最后入住度假酒店的经历, 当您同酒店的员工接触时,您最满意和最不满意她们的是什么?

探究的方面(问题 1-3):

- 前台服务

- 客房服务

- 餐饮服务

- 康乐服务

- 室外休闲服务

第二部分 *度假酒店的客人体验(30-35 分钟)*

1. 您入住旅游酒店度假的动机是什么?

2. 您期望通过体验度假酒店得到什么?

探究的方面(问题 1-2):

- 快捷便利的高品质服务

- 放松娱乐心情

- 赏心悦目的美感享受觉

- 成功人士的感觉

- 受到尊重的感觉

- 来自别人的羡慕

- 这是现代社会的一种时尚流行

3. 请简单描述一下到此为止, 最令您难忘的一次度假酒店体验。

探究的方面:

- 原因

- 参与的活动

- 感受等等

4. 请尝试着描述一下您最期盼的一种度假酒店的体验感受

第四阶段：总结(10-15 分钟)

1. 访谈者简单总结一下这次讨论。

2. 对被访谈人员表示忠心的感谢并发送礼物。

Appendix II (A)

Demographic Questionnaire for Interviewees

(English Version)

Please place a tick (√) over the line before the appropriate item.

1. Gender
   a. Male   **b.** Female

2. Age
   a.18 yrs   **b.**19-29 yrs   **c.**30-39 yrs
   d. 40-49 yrs   **e.**50-59 yrs   **f.** 60 yrs or older

3. Marital Status
   a. Single   **b.** Married   **c.** Divorced   **d.** Other_____

4. Occupation
   a. Student   **b.** Blue-collar worker
   c. White-collar worker   **d.** Senior manager
   e. Businessman   **f.** Retired
   g. Unemployed   **h.** Other_____

5. Education
   a. Primary level or below   **b.** Secondary school (Professional High School)
   c. College level (2-3 years)   **d.** University level (4 years)
   e. Postgraduate level or higher

6. Personal Monthly Income
   a. Less than RMB1500   **b.** RMB1501-3000
   c. RMB3001-4500   **d.** RMB4501-6000
   e. RMB6001-7500   **f.** More than RMB7500
   g. No income

7. How many nights do you usually stay in a resort hotel?
   a. 1-2days   **b.** 3-4days   **c.** 5-6 days   d. More than 6 days

8. How many times have you lodged in a resort hotel?
   a. 1 time   **b.** 2-3 times   **c.** 4-5times   **d.** More than 5 times

Appendix II (B)

Demographic Questionnaire for Interviewees
(Chinese Version)

请在选择答案的字母下打 √:

1. 性别

   a. 男性　　　　　　　　**b.** 女性

2. 年龄

   a.18 岁　　　　　　　　**b.**19-29 岁　　　　　　**c.**30-39 岁

   d.40-49 岁　　　　　　　**e.**50-59 岁　　　　　　**f.** 60 岁或 60 岁以上

3. 婚姻状况

   a. 单身　　　　**b.**已婚　　　　**c.** 离异　　　　**d.** 其它＿＿＿

4. 职业状况

   a. 学生　　　　　　　　　　**b.** 蓝领职员

   c. 白领职员　　　　　　　　**d.** 高级行政人员

   e. 商人　　　　　　　　　　**f.** 退休工人

   g. 无业人员　　　　　　　　**h.** 其它:＿＿＿＿＿

5. 最高学历

   a. 小学或以下　　　　　　　**b.** 中学(或职业中学)

   c. 大专(2-3 年制)　　　　　**d.** 大学本科(4 年制)

   e. 研究生或以上

6. 月收入状况

   a. 1500 元或以下　　　　　　**b.** 1501-3000 元

   c. 3001-4500 元　　　　　　　**d.** 4501-6000 元

   e. 6001-7500 元　　　　　　　**f.** 7500 元以上

   g. 无收入

7. 您一般在度假酒店里呆多长时间?

   a. 1-2 天　　　**b.** 3-4 天　　　**c.** 5-6 天　　　**d.** 6 天以上

8. 您入住过几次度假酒店?

   a. 1 次　　　**b.** 2-3 次　　　**c.** 4-5 次　　　**d.** 5 次以上

Appendix III (A)
Preliminary Questionnaire
(English Version)

Date：

Interviewer：

Questionnaire No：

The School of Hotel and Tourism Management of Hong Kong Polytechnic University is conducting a study of resort hotels. Your response can help resort hotel operators improve their services. Your participation in this survey is voluntary. Anonymity is guaranteed, and all data will be treated in an ethical and confidential manner. Thank you very much for your participation.

Section I: Screening Questions

1. Have you ever lodged in a **resort hotel**?
(A **resort hotel** is generally located in tourism resort areas, such as Kunming Dianchi National Resort; Yazonghai Resort; Anning Spring Resort; Lijiang Old Town Resort, or Yalong Bay National Resort. A resort hotel not only satisfies the need for basic accommodation of guests, but also creates a high-quality leisure space through service products and the service setting.）

   a. Yes.   **b.** No. (Terminate)

2. Could you tell me **when** you were last or around what time you were at a resort hotel (or which one made the greatest impression)?

3. Could you tell me in **which city** you last lodged at a resort hotel (or which made the greatest impression)?

3．Do you remember the **resort hotel's name and number of stars**?

   a. If so, could you tell me the name (or number of stars?)

   b. If not, please skip this question.

Section II: Customer Experience of a Resort Hotel

In this section, the questions are designed to describe the lodging experience in a resort hotel. Think carefully about each statement, and please indicate the degree of your agreement by circling the appropriate number, where **[1] = "strongly disagree"** and **[5] = "strongly agree."**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I planned each day's activities according to my own schedule during my stay	1	2	3	4	5
2. I did everything I wanted to do here	1	2	3	4	5
3. The daily rhythm was pleasant and relaxing	1	2	3	4	5
4. The resort hotel provided convenient surroundings	1	2	3	4	5
5. I easily finished everything I wanted to do	1	2	3	4	5
6. Trivial matters took up little time	1	2	3	4	5
7. My reasonable requirements were satisfied by the hotel	1	2	3	4	5
8. The problems that I met here were quickly resolved	1	2	3	4	5
9. The services supplied by the hotel were excellent and prompt	1	2	3	4	5
10. The hotel created a high-quality, leisurely atmosphere	1	2	3	4	5
11. The hotel amenities were stylish	1	2	3	4	5
12. I had a good rest	1	2	3	4	5
13. The resort hotel experience refreshed me	1	2	3	4	5
14. I was full of energy	1	2	3	4	5
15. I was comfortable	1	2	3	4	5
16. I could enjoy peace of mind	1	2	3	4	5
17. I was totally relaxed	1	2	3	4	5
18. My stay was leisurely and stress free	1	2	3	4	5
19. I escaped temporarily from public life	1	2	3	4	5
20. I felt the environment was cosy and quiet	1	2	3	4	5
21. I was not disturbed by the outside world	1	2	3	4	5
22. I temporarily forgot the dull things in life	1	2	3	4	5
23. I temporarily got away from career and life pressures	1	2	3	4	5
24. I discovered and did new things	1	2	3	4	5
25. I got to know new friends	1	2	3	4	5
26. My breadth of vision was wide	1	2	3	4	5
27. I was in special surroundings	1	2	3	4	5
28. I had fun here	1	2	3	4	5
29. I experienced interesting things here	1	2	3	4	5

30. I enjoyed my time here	1	2	3	4	5
31. The time here was memorable	1	2	3	4	5
32. The design and decoration of the hotel were attractive	1	2	3	4	5
33. The design and decoration of the hotel were visually appealing	1	2	3	4	5
34. The design and decoration of the hotel were homelike	1	2	3	4	5
35. I was delighted with the natural surroundings	1	2	3	4	5
36. I felt I experienced nature through the surroundings	1	2	3	4	5
37. I had happy times with my companions	1	2	3	4	5
38. My relationship with my companions became closer	1	2	3	4	5
39. I gained a sense of being esteemed by others	1	2	3	4	5
40. I am more confident about facing future challenges after lodging here	1	2	3	4	5
41. Lodging here was a "once-in-a-lifetime" experience	1	2	3	4	5
42. Lodging in a resort hotel is a fashionable way to spend a holiday	1	2	3	4	5
43. I enjoyed the pleasures of retrospection here	1	2	3	4	5
44. I can share the resort experience with others later on	1	2	3	4	5
45. The experience I had was equal to my payment	1	2	3	4	5
46. Although the cost to stay here was high, the experience I had was excellent	1	2	3	4	5
47. Although the cost to stay here was low, the experience I had was fine	1	2	3	4	5
48. The experience I had in the resort hotel was greater than the cost of my stay	1	2	3	4	5

Section III: Service Performance in a Resort Hotel

In this section, the questions are designed to evaluate the service performance of different frontline departments in a resort hotel. Think carefully about each statement, and please indicate the how you felt about the service performance items by circling the appropriate number, where **[1] = "very poor"** and **[5] = "very good."**

Reception (including check-in and check-out; luggage delivery; information services; business centre, and so forth)	Very Poor	Poor	Neutral	Good	Very Good
1. Efficiency of check-in/check-out	1	2	3	4	5
2. The working procedure at reception	1	2	3	4	5

		Very Poor	Poor	Neutral	Good	Very Good
3.	Accuracy of customer information (including personal information, reservation data, and bills)	1	2	3	4	5
4.	Information about the hotel and surrounding area	1	2	3	4	5
5.	Complimentary services for guests	1	2	3	4	5
6.	Frequent-guest or membership me	1	2	3	4	5
7.	Comfortableness of reception areas	1	2	3	4	5
8.	Visual attractiveness of reception areas	1	2	3	4	5
9.	Physical appearance of receptionists	1	2	3	4	5
10.	Novelty of receptionist uniform design	1	2	3	4	5
11.	Smile of receptionists	1	2	3	4	5
12.	Greetings of receptionists	1	2	3	4	5
13.	Attitude of receptionists toward guests	1	2	3	4	5
14.	Knowledge of the hotel's services and facilities	1	2	3	4	5
15.	Promptness of response to customer demands by the reception department	1	2	3	4	5
16.	Satisfactory fulfillment of customer demands	1	2	3	4	5
Room (including housekeeping service, laundry service, and so forth)		**Very Poor**	**Poor**	**Neutral**	**Good**	**Very Good**
1.	Room facilities	1	2	3	4	5
2.	Hotel information directory in room	1	2	3	4	5
3.	Complimentary room services	1	2	3	4	5
4.	Price of room services (1 = very high; 5 = very low)	1	2	3	4	5
5.	Efficiency of room services	1	2	3	4	5
6.	Arrangement of formal housekeeping service (room is cleaned when guests are not in)	1	2	3	4	5
7.	Safety of room	1	2	3	4	5
8.	Cleanliness of room	1	2	3	4	5
9.	Comfort of room	1	2	3	4	5
10.	Visual attractiveness of room decoration	1	2	3	4	5
11.	View from the room	1	2	3	4	5
12.	Cosy atmosphere	1	2	3	4	5
13.	Neatness of room service employee uniforms	1	2	3	4	5
14.	Novelty of room service employee uniform design	1	2	3	4	5
15.	Attitude of room service employees toward guests	1	2	3	4	5
16.	Promptness of response to customer demands by the room service department	1	2	3	4	5
17.	Satisfactory fulfillment of customer demands	1	2	3	4	5
Food and Beverage (including breakfast service, restaurants, and bars)		**Very Poor**	**Poor**	**Neutral**	**Good**	**Very Good**
1.	Uniqueness of food and beverages	1	2	3	4	5
2.	Variety of food and beverages	1	2	3	4	5
3.	Hygiene of food and beverages	1	2	3	4	5
4.	Price of food and beverages (1 = very high; 5 = very low)	1	2	3	4	5
5.	Creativeness and uniqueness of dining style	1	2	3	4	5

	Very Poor	Poor	Neutral	Good	Very Good
6. Working procedure for food and beverage services	1	2	3	4	5
7. Efficiency of food and beverage services	1	2	3	4	5
8. Comfort of dining environment	1	2	3	4	5
9. Visual attractiveness of dining environment	1	2	3	4	5
10. Creation of a pleasant dining atmosphere (including dining performance and music)	1	2	3	4	5
11. Neatness of food and beverage employee uniforms	1	2	3	4	5
12. Novelty of food and beverage employee uniform design	1	2	3	4	5
13. Attitude of food and beverage employees toward guests	1	2	3	4	5
14. Promptness of response to customer demands by the food and beverage department	1	2	3	4	5
15. Satisfactory fulfillment of customer demands	1	2	3	4	5
Entertainment and Recreation (including entertainment performances, health and spa club, travel packages, recreation programmes, and so forth)	Very Poor	Poor	Neutral	Good	Very Good
1. Variety of leisure facilities and programmes	1	2	3	4	5
2. Appeal of leisure facilities and programmes	1	2	3	4	5
3. Price of leisure facilities and programmes(1 = very high; 5 = very low)	1	2	3	4	5
4. Promotion of leisure facilities and programmes	1	2	3	4	5
5. Uniqueness and creativity of leisure programmes organized by the hotel (such as performances, parties, lectures, training courses, and so forth)	1	2	3	4	5
6. Cleanliness of recreation and entertainment environment	1	2	3	4	5
7. Comfort of recreation and entertainment area	1	2	3	4	5
8. Visual attractiveness of recreation and entertainment area	1	2	3	4	5
9. Creation of a leisurely recreation and entertainment atmosphere	1	2	3	4	5
10. Neatness of recreation and entertainment employee uniforms	1	2	3	4	5
11. Novelty of recreation and entertainment employee uniform design	1	2	3	4	5
12. Attitude of recreation and entertainment employees toward guests	1	2	3	4	5
13. Professionalism of recreation and entertainment employees	1	2	3	4	5
14. Promptness of response to customer demands by the recreation and entertainment department	1	2	3	4	5
15. Satisfactory fulfillment of customer demands	1	2	3	4	5
Open Public Areas (including outdoor gardens,	Very Poor	Poor	Neutral	Good	Very Good

playgrounds, facilities: e.g., lavatories, route signs, seating areas)					
1. Design of the hotel architecture	1	2	3	4	5
2. Surrounding scenery	1	2	3	4	5
3. Harmony of the hotel's design with surroundings	1	2	3	4	5
4. Garden-design style	1	2	3	4	5
5. Comfort of outdoor garden	1	2	3	4	5
6. Outdoor route signs and maps (1 = incomprehensible; 5 = completely understandable)	1	2	3	4	5
7. Neatness of employee uniforms	1	2	3	4	5
8. Novelty of employee uniform design					
9. Greetings of employees met in the open public areas	1	2	3	4	5
10. Attitude of employees in open public areas toward guests	1	2	3	4	5
11. Promptness of response to customer demands	1	2	3	4	5
12. Satisfactory fulfillment of customer demands	1	2	3	4	5

Section III: Customer Involvement in a Resort Hotel

In this section, the questions are designed to explore the extent of customer involvement when lodging in a resort hotel. Think carefully about each statement, and please indicate the degree of your agreement by circling the appropriate number, where **[1] = "the most negative attitude"** and **[7] = "the most positive attitude."**

1. It is **of no concern/concern** to me to have had a holiday in this resort hotel

    of no concern   1   2   3   4   5   6   7   **of concern to me**

2. It **does not matter/matters** to me to have had a holiday in this resort hotel

    does not matter   1   2   3   4   5   6   7   **matters to me**

3. It is **unimportant/important** to me to have had this resort hotel experience

    unimportant   1   2   3   4   5   6   7   **important**

4. It is **means nothing/means a lot** to me to have had this resort hotel experience

    means nothing to me   1   2   3   4   5   6   7   **means a lot to me**

5. It is **insignificant/significant** to me to have had this resort hotel experience

    insignificant   1   2   3   4   5   6   7   **significant**

Section IV: Customer Satisfaction

In this section, the questions are designed to understand your overall satisfaction with the accommodation in the resort hotel. Think carefully about each statement, and please indicate the degree of your satisfaction by circling the appropriate number.

261

1.	I am **dissatisfied/satisfied** with my lodging experience in the resort hotel								
	dissatisfied	1	2	3	4	5	6	7	**satisfied**
2.	I am **displeased/pleased** with my lodging experience in the resort hotel								
	displeased	1	2	3	4	5	6	7	**pleased**
3.	My feelings about the lodging experience in the resort hotel are **unfavourable/favourable**								
	unfavourable	1	2	3	4	5	6	7	**favourable**

Section V: Behavioural Intention

In this section, the questions are designed to investigate your behavioural intentions after lodging in a resort hotel. Think carefully about each statement, and please indicate the degree of your agreement by circling the appropriate number.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I will say positive things about the resort hotel to other people	1	2	3	4	5
2. I will recommend the resort hotel to anyone who seeks my advice	1	2	3	4	5
3. I will encourage friends and relatives to lodge in the resort hotel for their holidays	1	2	3	4	5
4. If I have another holiday in a resort hotel, then I will first consider this resort hotel	1	2	3	4	5
5. In next three years, I will increase my length of stay in this resort hotel	1	2	3	4	5
6. I will continue to lodge in this resort hotel even if its price increases somewhat	1	2	3	4	5
7. I would pay an even higher price for this resort hotel, although its competitors' prices are lower	1	2	3	4	5

Section VI: Personal Profile

This section asks for your personal information, which will be of assistance in classifying your responses. Please check (√) the appropriate letter before your answer.

1. How many nights did you stay in the resort hotel?
   a. 1-2 days   **b.** 3-5 days   **c.** 5-6 days   **d.** 6 days or more

2. Have you ever lodged in a resort hotel?

a. Yes   **b.** No

3. If yes, how many times have you lodged in a resort hotel?
    a. 1 time   **b.** 2-3 times   **c.** 4-5 times   **d.** more than 5 times

4. Gender   **a.** Male   **b.** Female

5. Age
    a. 18 yrs   **b.** 19-29 yrs   **c.** 30-39 yrs
    d. 40-49 yrs   **e.** 50-59 yrs   **f.** 60 yrs or older

6. Marital Status
    a. Single   **b.** Married   **c.** Divorced   **d.** Other_____

7. Occupation
    a. Student   **b.** Blue-collar worker
    c. White-collar worker   **d.** Senior manager
    e. Businessperson   **f.** Retired
    g. Unemployed   **h.** Other_____

8. Education
    a. Primary level or below   **b.** Middle School (Professional High School)
    c. College level (2-3 years)   **d.** University level (4 years)
    e. Postgraduate level or higher

9. Personal Monthly Income
    a. Less than RMB1500   **b.** RMB1500-3000
    c. RMB3001-4500   **d.** RMB4501-6000
    e. RMB6001-7500   **f.** More than RMB7500
    g. No income

- The End -
Thank you for your participation

Appendix III (B)
Preliminary Questionnaire
(Chinese Version)

THE HONG KONG POLYTECHNIC UNIVERSITY
香港理工大學

School of Hotel & Tourism Management
酒店及旅遊業管理學院

访问日期： 年 月 日

调查人员：

问卷编码：

您好！香港理工大学酒店及旅游业管理学院现正进行一项有关度假酒店的学术研究，所得资料将有助于改善度假酒店的服务质量。本研究不涉及任何商业利益，一切个人资料均绝对保密。谢谢！

第一部分 筛选问题

1. 您是否入住过**度假酒店**?

（**度假酒店**位于旅游度假风景区内，如昆明滇池度假区、阳宗海度假区、安宁温泉度假区、丽江古城和束河古镇，海南亚龙湾度假区等等，度假酒店不但满足客人基本的住宿需求，而且从各方面，包括服务产品、外观设计和设施上为客人营造一个休闲度假的空间。）

   a. 有，请继续。   b. 没有， 谢谢您！

2. 请问最近一次入住/印象最深刻的度假酒店的**时间**

3. 请问最近一次入住/印象最深刻的度假酒店的**地点**

4. 请问您是否记得这家度假酒店的**名称**或是**星级**?

   a. 如果记得的话，请问是：

   b. 若不记得，忽略此问题。

第二部分：入住度假酒店的体验观感

这部分的问题主要是了解您对度假酒店入住的体验和感受。请将最能代表您意见的答案圈上。 [1]代表您非常不同意项目中的叙述；[5]代表您非常同意项目中的叙述。

	非常不同意	不同意	无意见	同意	非常同意
1. 我在这里能够自由地安排自己的活动日程表	1	2	3	4	5
2. 我在这里能够随心所欲地做自己想做的事	1	2	3	4	5
3. 我在这里的整个生活节奏轻松，随意	1	2	3	4	5
4. 酒店为我创造了一个便利的生活空间	1	2	3	4	5
5. 我在这里能够很顺利地完成我想做的事	1	2	3	4	5
6. 我在这里不用花太多时间和精力在一些生活琐事上	1	2	3	4	5
7. 我所提出的各项合理需求，酒店都会尽力满足	1	2	3	4	5
8. 我在这里所面临的困难和麻烦都能够很快地被解决	1	2	3	4	5
9. 酒店能够为我提供优质快捷的服务	1	2	3	4	5
10. 酒店为我创造了一个高品质的休闲空间	1	2	3	4	5
11. 酒店营造的环境温馨、惬意	1	2	3	4	5
12. 我能够休息得很好	1	2	3	4	5
13. 我的体力得到了很好的恢复	1	2	3	4	5
14. 我的精力变得更加充沛和旺盛了	1	2	3	4	5
15. 我感觉整个人都很舒服	1	2	3	4	5
16. 我的心情变得平静、舒畅	1	2	3	4	5
17. 我全身心都得到了放松	1	2	3	4	5
18. 我觉得这段时间很逍遥自在	1	2	3	4	5
19. 我能够暂时脱离城市的喧嚣和嘈杂	1	2	3	4	5
20. 我感到这里的环境很安静舒适	1	2	3	4	5
21. 我在这里可以完全不受外界的干扰	1	2	3	4	5
22. 我所有的烦心事都被抛在了脑后	1	2	3	4	5
23. 我可以暂时抛开生活和工作上的压力	1	2	3	4	5
24. 我发现并尝试了一些新鲜事物	1	2	3	4	5
25. 我认识并结交了一些新朋友	1	2	3	4	5
26. 我开阔了眼界	1	2	3	4	5
27. 我觉得犹如置于一个独特的环境	1	2	3	4	5

28. 我觉得很开心	1	2	3	4	5
29. 我觉得这里经历的一切都是那么有趣	1	2	3	4	5
30. 我很享受这里的时光	1	2	3	4	5
31. 这里的美好时光令我很难忘	1	2	3	4	5
32. 酒店的设计和装饰有吸引力	1	2	3	4	5
33. 酒店的设计和装饰让人赏心悦目	1	2	3	4	5
34. 酒店的设计和装饰给人温馨如家的感觉	1	2	3	4	5
35. 酒店内外的自然风光让人陶醉	1	2	3	4	5
36. 酒店周围的自然风光让人有回归自然的感觉	1	2	3	4	5
37. 我和同伴共同度过了美好的时光	1	2	3	4	5
38. 我觉得在这里我和同伴的关系变得更加亲密	1	2	3	4	5
39. 我在这里能够感受到别人对我的尊重	1	2	3	4	5
40. 这里的经历让我觉得更有信心面对将来的挑战	1	2	3	4	5
41. 来这里度假是我一生应该有的一次经历	1	2	3	4	5
42. 在这里度假是时下的一种流行趋势	1	2	3	4	5
43. 这里的度假经历值得回味	1	2	3	4	5
44. 在这里的经历和体验日后可以与他人共同分享	1	2	3	4	5
45. 我觉得在这里的花费与我所得到体验的是相符的	1	2	3	4	5
46. 我觉得在这里的消费虽然很高，但我得到的是高品质的服务	1	2	3	4	5
47. 我在这里的消费虽然不高，但我觉得我得到的同样是不错的服务	1	2	3	4	5
48. 我觉得在这里的消费是物超所值的	1	2	3	4	5

第三部分：度假酒店的服务表现

这部分的问题主要是了解您对这家度假酒店五个不同部门的服务评价。请将最能代表您意见的答案圈上。[1]代表服务表现非常差；[5]代表服务表现非常好。

前厅部门（服务项目主要包括入住登记，离店结帐，行李搬运，信息询问等）	非常差	差	一般	好	非常好
1. 前厅服务接待程序	1	2	3	4	5
2. 入住/离店手续办理的效率	1	2	3	4	5
3. 客人信息的准确性（包括客人资料，定房信息，消费帐单等）	1	2	3	4	5
4. 酒店提供的信息服务（包括酒店内外的服务及设施）介绍及宣传	1	2	3	4	5
5. 对会员/常客提供的优惠或特殊服务	1	2	3	4	5
6. 酒店对入住客人的优惠待遇	1	2	3	4	5
7. 酒店大堂的舒适程度	1	2	3	4	5
8. 酒店大堂设计装饰的美观感	1	2	3	4	5

9. 前厅服务员的气质及风度	1	2	3	4	5
10. 前厅服务员制服设计的新颖性	1	2	3	4	5
11. 前厅服务员的微笑服务	1	2	3	4	5
12. 前厅服务员的礼貌问候	1	2	3	4	5
13. 前厅服务员的服务态度	1	2	3	4	5
14. 前厅员工（包括房间电话接线员）对酒店设施和服务的了解程度	1	2	3	4	5
15. 前厅员工对您提出的服务需求反应的及时性	1	2	3	4	5
16. 前厅员工对您提出的服务需求满足程度	1	2	3	4	5
客房部门（服务项目主要包括客房服务等）	非常差	差	一般	好	非常好
1. 客房的设备设施情况	1	2	3	4	5
2. 客房内的酒店服务指南手册	1	2	3	4	5
3. 客房免费赠送的服务及礼品	1	2	3	4	5
4. 客房常规清洁服务时间安排的合理性（指服务能够在客人不在客房的时候进行）	1	2	3	4	5
5. 客房服务的效率	1	2	3	4	5
6. 客房额外收费项目的价格（1=非常高；5=非常便宜）	1	2	3	4	5
7. 客房的安全性	1	2	3	4	5
8. 客房的干净程度	1	2	3	4	5
9. 客房的舒适程度	1	2	3	4	5
10. 客房设计装饰的美观感	1	2	3	4	5
11. 客房里能看到的室外风景	1	2	3	4	5
12. 客房的温馨氛围的营造	1	2	3	4	5
13. 客房服务员工穿着的整洁程度	1	2	3	4	5
14. 客房服务员工制服设计的新颖性	1	2	3	4	5
15. 客房服务员工的服务态度	1	2	3	4	5
16. 客房服务员工对您提出的服务需求反应的及时性	1	2	3	4	5
17. 客房服务员工对您提出的服务需求的满足程度	1	2	3	4	5
餐饮部门（服务项目主要包括酒店里各种类型的餐饮服务，以及餐厅和酒吧等）	非常差	差	一般	好	非常好
1. 餐饮的特色化	1	2	3	4	5
2. 餐饮的多样化	1	2	3	4	5
3. 餐饮的卫生程度	1	2	3	4	5
4. 餐饮的价格（1=非常高；5=非常便宜）	1	2	3	4	5
5. 就餐形式的新颖性及创意程度	1	2	3	4	5
6. 就餐服务程序	1	2	3	4	5
7. 餐饮的服务效率	1	2	3	4	5
8. 就餐环境的舒适程度	1	2	3	4	5
9. 就餐环境设计装饰的美观感	1	2	3	4	5

	非常差	差	一般	好	非常好
10. 就餐环境愉悦氛围的营造	1	2	3	4	5
11. 餐饮服务员工穿着的整洁度	1	2	3	4	5
12. 餐饮服务员工制服设计的新颖性	1	2	3	4	5
13. 餐饮服务员工的服务态度	1	2	3	4	5
14. 餐饮服务员工对您的服务需求反应的及时性	1	2	3	4	5
15. 餐饮服务员工对您的服务需求的满足程度	1	2	3	4	5
康乐部（服务项目包括娱乐表演，健身及按摩水疗中心，旅游服务及各种娱乐休闲项目等）	非常差	差	一般	好	非常好
1. 健身、娱乐设施及项目的多样化	1	2	3	4	5
2. 健身、娱乐设施及项目的有趣性	1	2	3	4	5
3. 健身、娱乐设施及项目的价格（1=非常高，5=非常便宜）	1	2	3	4	5
4. 健身、娱乐设施及项目的信息宣传	1	2	3	4	5
5. 酒店组织的娱乐项目（如：表演、晚会、讲座、培训及旅游等）的新颖性	1	2	3	4	5
6. 健身、娱乐场所的干净程度	1	2	3	4	5
7. 健身、娱乐场所的舒适程度	1	2	3	4	5
8. 健身、娱乐场所设计装饰的美观感	1	2	3	4	5
9. 健身、娱乐场所的休闲氛围的营造	1	2	3	4	5
10. 健身、娱乐部门服务员工穿着的整洁程度	1	2	3	4	5
11. 健身、娱乐部门服务员工制服设计的新颖性	1	2	3	4	5
12. 健身、娱乐部门服务员工的服务态度	1	2	3	4	5
13. 健身、娱乐部门服务员工的专业技能素质	1	2	3	4	5
14. 健身、娱乐部门服务员工对您服务需求反应的及时性	1	2	3	4	5
15. 健身、娱乐部门服务员工对您服务需求的满足程度	1	2	3	4	5
室外休闲环境（主要指酒店室外的绿地花园及周围的环境）	非常差	差	一般	好	非常好
1. 酒店的建筑外观设计	1	2	3	4	5
2. 酒店周围的自然环境	1	2	3	4	5
3. 酒店与外部自然景观的融合协调程度	1	2	3	4	5
4. 酒店的室外园艺设计	1	2	3	4	5
5. 酒店的室外环境布置的舒适程度	1	2	3	4	5
6. 酒店室外休闲环境的路标指示(1=非常不清楚；5=非常清楚)	1	2	3	4	5
7. 酒店室外场所员工穿着的整洁程度	1	2	3	4	5
8. 酒店室外场所员工制服设计的新颖性	1	2	3	4	5
9. 酒店室外场所员工的礼貌问候	1	2	3	4	5
10. 酒店室外场所员工的服务态度	1	2	3	4	5
11. 酒店室外场所员工对服务需求反应的及时性	1	2	3	4	5
12. 酒店室外场所员工对服务需求的满足程度	1	2	3	4	5

第四部分：度假酒店经历的个人融入程度

以下问题主要是了解您此次度假酒店经历的融入程度。请将最能代表您的个人感受的答案圈上。越高分数代表右边的词语越能反应您的个人感受。

1. 您对来这里度假是"毫不关心"还是"非常关心"？

毫不关心	1	2	3	4	5	6	7	非常关心

2. 来这里度假对您来说是"可有可无"还是"必须的"？

可有可无	1	2	3	4	5	6	7	必须的

3. 这次度假酒店的经历对您来说是"不重要的"还是"重要的"？

不重要的	1	2	3	4	5	6	7	重要的

4. 这次度假酒店的经历对您来说"并不意味什么"还是"意味深远的"？

并不意味什么	1	2	3	4	5	6	7	意味深远的

5. 您对这次度假酒店的经历是"索然无味"还是"印象深刻"？

索然无味	1	2	3	4	5	6	7	印象深刻

第五部分：度假酒店体验的整体评价

这部分的问题主要是了解您对此次度假酒店入住体验的整体评价。请将最能代表您的个人感受的答案圈上。越高分数代表右边的词语也能反应您的个人感受。

1. 您对此次的入住体验是"不满意"还是"满意"？

不满意	1	2	3	4	5	6	7	满意

2. 此次入住度假酒店的体验是令您"失望"还是"高兴"？

失望	1	2	3	4	5	6	7	高兴

3. 您对此次的入住体验的整体评价是"差"还是"好"？

差	1	2	3	4	5	6	7	好

第六部分：将来入住度假酒店的行为意向

以下的问题主要是了解您在经过此次度假酒店的体验后将来的行为意向。请将最能代表您意见的答案圈上。 [1]代表您非常不同意项目中的叙述；[5]代表您非常同意项目中的叙述。

	非常不同意	不同意	无意见	同意	非常同意
1. 您会向其他人称赞这家度假酒店	1	2	3	4	5
2. 如果有人询问您度假酒店的意见时，您会向他们推荐这家酒店	1	2	3	4	5
3. 您会鼓励自己的亲友来这家度假酒店入住	1	2	3	4	5
4. 如果还有机会到此地度假，您还会选择这家度假酒店	1	2	3	4	5
5. 在未来数年中，您会考虑增加到这个度假酒店度假的次数	1	2	3	4	5
6. 即使这家度假酒店的价格稍微增加了，您同样也会到这家度假酒店入住	1	2	3	4	5
7. 即便其它同档次度假酒店的价格比这家度假酒店还便宜，您仍然还是会选择这家度假酒店	1	2	3	4	5

第七部分：个人资料

这部分的问题主要是为了了解您的一些个人资料，以便对收集的所有问卷进行分类。**您所提供的所有资料将会绝对保密。**

1. 请问您此次在这家度假酒店住了几晚？
   a. 1-2 天　　**b.** 3-4 天　　**c.** 5-6 天　　　**d.** 6 天或以上

2. 请问您入住过几次度假酒店？
   a. 1 次　　　**b.** 2-3 次　　**c.** 4-5 次　　　**d.** 5 次以上

3. 性别
   a. 男　　　　　**b.** 女

4. 年龄
   a. 20-25 岁　　　　**b.** 25-34 岁　　　　**c.** 35-44 岁
   d. 45-54 岁　　　　**e.** 55-64 岁　　　　**f.** 65 岁或以上

5. 婚姻状况
    a. 单身   **b.** 已婚   **c.** 离异   **d.** 其它：_____

6. 职业状况
    a. 学生   **b.** 蓝领职员
    c. 白领职员   **d.** 高级行政人员
    e. 商人   **f.** 退休
    g. 无业人员   **h.** 其它:_____

7. 最高学历
    a. 小学或以下   **b.**中学(或职业中学)
    c. 大专(2-3 制)   **d.**大学(4 年制)
    e. 研究生或以上

8. 月收入状况
    a. 2000 元或以下   **b.** 2001-3500 元
    c. 3501-5000 元   **d.** 5001-6500 元
    e. 6501-8000 元   **f.** 8000 元以上
    g. 无收入

----- 问卷结束 -----
谢谢

Appendix IV (A)
Final Questionnaire for Main Survey
(English Version)

THE HONG KONG
POLYTECHNIC UNIVERSITY
香港理工大學

School of HTM
Hotel & Tourism Management
酒 店 及 旅 遊 業 管 理 學 院

Questionnaires No:

The School of Hotel and Tourism Management at Hong Kong Polytechnic University is conducting a study of resort hotels. Your response can help resort hotel operators improve their services. Your participation in this survey is voluntary. Anonymity is guaranteed, and all data will be treated in an ethical and confidential manner. Thank you very much for your participation.

Screening Questions

1. Have you stayed in a resort hotel for at least one day?

   a. Yes.   **b.** No. (Terminate)

2. When lodging in the resort hotel, did you consume the service products supplied by the food and beverage and recreation and entertainment departments in the resort hotel?

   a. Yes.   **b.** No. (Terminate)

Section I: Profile of Lodging at a Resort Hotel

1. How many nights have you stayed in a resort hotel?
   a. 1-2 days   **b.** 3-4 days   **c.** 5-6 days   **d.** more than 6 days

2. How many times have you lodged in a resort hotel?
   a. 1 time   **b.** 2-3 times   **c.** 4-5 times   **d.** more than 6 times

3. Did you lodged in the resort hotel alone?
   a. Yes.   **b.** No.

   If not, who accompanied you here? (Multiple Choices)
   a. Friends   **b.** Family Members

   c. Colleagues   **d.** Others (Please specify:_____)

272

Section II: Customer Experience of a Resort Hotel

In this section, the questions are designed to describe the lodging experience at a resort hotel. Think carefully about each statement, and please indicate the degree of your agreement by circling the appropriate number, where **[1] = "strongly disagree"** and **[5] = "strongly agree."**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The daily rhythm is pleasant and relaxing	1	2	3	4	5
2. The resort hotel provides convenient surroundings	1	2	3	4	5
3. The services supplied by the hotel are excellent and prompt	1	2	3	4	5
4. The hotel has created a high-quality, leisurely atmosphere	1	2	3	4	5
5. Although in the cost to stay here was high, the experience I had was excellent	1	2	3	4	5
6. Although in the cost to stay here was low, the experience I had was fine	1	2	3	4	5
7. I can have a good rest	1	2	3	4	5
8. I feel comfortable and refreshed	1	2	3	4	5
9. I enjoy peace of mind	1	2	3	4	5
10. I can escape temporarily from public life	1	2	3	4	5
11. I can forget temporarily the boring things in life	1	2	3	4	5
12. I temporarily got away from career and life pressures	1	2	3	4	5
13. I discovered and did new things	1	2	3	4	5
14. I was in special surroundings	1	2	3	4	5
15. I had fun here	1	2	3	4	5
16. I enjoyed my stay	1	2	3	4	5
17. The design and decoration of the hotel were attractive	1	2	3	4	5
18. The design and decoration of the hotel were visually appealing	1	2	3	4	5
19. I was delighted with the natural surroundings	1	2	3	4	5
20. I had happy times with my companions	1	2	3	4	5
21. My relationship with my companions became closer	1	2	3	4	5
22. Lodging here was a "once-in-a-lifetime" experience	1	2	3	4	5
23. Lodging in a resort hotel is a fashionable way to spend a holiday	1	2	3	4	5
24. I can share the resort experience with others later on	1	2	3	4	5

Section III: Service Performance in a Resort Hotel

In this section, the questions are designed to evaluate the service performance of different frontline departments in a resort hotel. Think carefully about each statement, and please indicate the degree of your evaluation by circling the appropriate number, where **[1]** = **"very poor"** and **[5]** = **"very good."**

Reception (including check-in and check-out; luggage delivery; information services; business centre, etc.)	Very Poor	Poor	Neutral	Good	Very Good
1. Efficiency of check-in/check-out	1	2	3	4	5
2. Accuracy of customer information (including personal information, reservation data and bills)	1	2	3	4	5
3. Comfortableness of reception areas	1	2	3	4	5
4. Visual attractiveness of reception areas	1	2	3	4	5
5. Smile of receptionists	1	2	3	4	5
6. Greetings of receptionists	1	2	3	4	5
Room (including housekeeping service, laundry service, etc.)	Very Poor	Poor	Neutral	Good	Very Good
1. Room facilities (such as furniture, electronic and lifestyle articles, and hotel information directory)	1	2	3	4	5
2. Formal room services (such as cleaning the room, repairs, etc.)	1	2	3	4	5
3. Comfort of room	1	2	3	4	5
4. Visual attractiveness of the room decoration	1	2	3	4	5
5. Cosy atmosphere	1	2	3	4	5
6. Promptness of response to customer demands by the room service department	1	2	3	4	5
7. Satisfactory fulfillment of customer demands	1	2	3	4	5
Food and Beverages (including breakfast service, restaurants, and bars)	Very Poor	Poor	Neutral	Good	Very Good
1. Uniqueness of food and beverage	1	2	3	4	5
2. Variety of food and beverage	1	2	3	4	5
3. Comfort of dining environment	1	2	3	4	5
4. Visual attractiveness of dining environment	1	2	3	4	5
5. Creation of a pleasant dining atmosphere (such as the dining performance and music)	1	2	3	4	5
6. Promptness of response to customer demands by the food and beverage department	1	2	3	4	5
7. Satisfactory fulfillment of customer demands	1	2	3	4	5
Entertainment and Recreation (including entertainment performances, health and spa club, travel packages, recreation programmes, etc.)	Very Poor	Poor	Neutral	Good	Very Good
1. Variety of leisure facilities and programmes	1	2	3	4	5
2. Appeal of leisure facilities and programmes	1	2	3	4	5
3. Comfort of recreation and entertainment area	1	2	3	4	5

4.	Visual attractiveness of recreation and entertainment area	1	2	3	4	5
5.	Promptness of response to customer demands by the recreation and entertainment department	1	2	3	4	5
6.	Satisfactory fulfillment of customer demands	1	2	3	4	5
Open Public Areas (including outdoor gardens, playgrounds, facilities: e.g., toilets, route signs, seating areas)		**Very Poor**	**Poor**	**Neutral**	**Good**	**Very Good**
1.	Design of the hotel architecture	1	2	3	4	5
2.	Surrounding scenery	1	2	3	4	5
3.	Harmony of the hotel's design with surroundings	1	2	3	4	5
4.	Design style of gardening	1	2	3	4	5

Section IV: Customer Involvement in a Resort Hotel

In this section, the questions are designed to explore the extent of customer involvement when lodging in a resort hotel. Think carefully about each statement, and please indicate the degree of your agreement by circling the appropriate number, where **[1]** = "the most negative attitude" and **[7]** = "the most positive attitude."

1. It is **of no concern/of concern** to me to have had a holiday in the resort hotel	
of no concern 1 2 3 4 5 6 7 **of concern to me**	
2. It **does not matter/matters** to me to have had a holiday in the resort hotel	
does not matter 1 2 3 4 5 6 7 **matters to me**	
3. It is **unimportant/important** to me to have had this resort hotel experience	
unimportant 1 2 3 4 5 6 7 **important**	
4. It is **means nothing/means a lot** to me to have had this resort hotel experience	
means nothing to me 1 2 3 4 5 6 7 **means a lot to me**	
5. It is **insignificant/significant** to me to have had this resort hotel experience	
insignificant 1 2 3 4 5 6 7 **significant**	

Section V: Customer Satisfaction

In this section, the questions are designed to understand your overall satisfaction with the accommodation in the resort hotel. Think carefully about each statement, and please indicate the degree of your satisfaction by circling the appropriate number.

1. I am **dissatisfied/satisfied** with the lodging experience in the resort hotel	
dissatisfied 1 2 3 4 5 6 7 **satisfied**	
2. I am **displeased/pleased** with the lodging experience in the resort hotel	
displeased 1 2 3 4 5 6 7 **pleased**	
3. My feelings about the lodging experience in the resort hotel are **unfavourable/favourable**	
unfavourable 1 2 3 4 5 6 7 **favourable**	

Section VI: Behavioural Intention

In this section, the questions are designed to investigate your behavioural intention after lodging in a resort hotel. Think carefully about each statement, and please indicate the degree of your agreement by circling the appropriate number.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I will say positive things about the resort hotel to other people	1	2	3	4	5
2. I will recommend the resort hotel to anyone who seeks my advice	1	2	3	4	5
3. I will encourage friends and relatives to lodge in the resort hotel for their holidays	1	2	3	4	5
4. If I have another holiday in a resort hotel, then I will first consider this resort hotel	1	2	3	4	5
5. In next three years, I will increase my length of stay in this resort hotel	1	2	3	4	5
6. I will continue to lodge in this resort hotel even if its price increases somewhat	1	2	3	4	5
7. I would pay an even higher price for this resort hotel, although its competitors' prices are lower	1	2	3	4	5

Section VII: Personal Profile

This section asks for your personal information, which will be of assistance in classifying your responses. Please choose (√) the appropriate letter before your answer.

1. Gender
   a. Male   **b.** Female

2. Age
   a. 18-24 yrs   **b.** 25-35 yrs   **c.** 35-44 yrs
   d. 45-54 yrs   **e.** 55-65 yrs   **f.** 65 yrs or older

3. Education
   a. Primary level or below   **b.** Secondary School (Professional High School)
   c. College level (2-3 years)   **d.** University level (4 years)
   e. Postgraduate level or higher

4. Area of Residence
   a. Mainland   **b.** Hong Kong   **c.** Macao   **d.** Taiwan

5. Personal Monthly Income

   5.1. For mainland China guests
   - **a.** Less than ￥1,500
   - **b.** ￥1,501-￥3,000
   - **c.** ￥3,001-￥4,500
   - **d.** ￥4,501-￥6,000
   - **e.** ￥6,001-￥7,500
   - **f.** ￥7,500-￥9,000
   - **g.** ￥9,001-￥10,000
   - **h.** More than ￥10,000
   - **i.** No income
   - **j.** Refuse to answer

   5.2. For Hong Kong and Macao guests
   - **a.** Less than HK$5,000
   - **b.** HK$5,000-HK$9,999
   - **c.** HK$10,000-HK$19,999
   - **d.** HK$20,000-HK$29,999
   - **e.** HK$30,000-HK$39,999
   - **f.** HK$40,000-HK$49,000
   - **g.** HK$50,000-HK$59,999
   - **h.** More than HK$60,000
   - **i.** No income
   - **j.** Refuse to answer

   5.3. For Taiwan guests
   - **a.** Less than NT$5,000
   - **b.** NT$10,000-NT$20,000
   - **c.** NT$20,001-NT$20,000
   - **d.** NT$20,001-NT$30,000
   - **e.** NT$30,001-NT$40,000
   - **f.** NT$40,001-NT$50,000
   - **g.** NT$50,001-NT$60,000
   - **h.** More than NT$60,001
   - **i.** No income
   - **j.** Refuse to answer

- The End -
Thank you for your participation

Appendix IV (B)
Final Questionnaire for Main Survey
(Chinese Version)

访问日期： 年 月 日 调查地点：

调查人员： 问卷编码：

您好！香港理工大学酒店及旅游业管理学院现正进行一项有关度假酒店的学术研究，所得资料将有助于改善度假酒店的服务质量。本研究不涉及任何商业利益，一切个人资料均绝对保密。谢谢！

筛选问题

1. 请问您在这家度假酒店至少住了一天吗？
   a. 有　　　　b. 没有（结束）

2. 请问您是否光顾这家度假酒店的餐饮, 以及休闲娱乐场所（如温泉泡浴，按摩水疗，娱乐、健身休闲等）。
   a. 有　　　　b. 没有（结束）

第一部分： 度假酒店入住经历

1. 请问您此次在这家度假酒店住了几晚？
   a. 1-2 天　　b. 3-4 天　　c. 5-6 天　　d. 6 天以上

2. 请问您以前曾入住过几次度假酒店?
   a. 1 次　　　　b. 2-3 次　　　　c. 4-5 次　　　　d. 5 次以上

3. 请问您是否是单独来度假的?
   a. 是的　　　　b. 不是

   若不是，请问他们是您的(可多选)
   a. 朋友　　　b. 家人　　　c. 同事　　d. 其它（请说明：＿＿＿＿＿）

第二部分：入住度假酒店的体验观感

这部分的问题主要是了解您对度假酒店入住的体验和感受。请将最能代表您意见的答案圈上。 [1]代表您非常不同意项目中的叙述；[5]代表您非常同意项目中的叙述。

	非常不同意	不同意	无意见	同意	非常同意
1. 我在这里的整个生活节奏轻松，随意	1	2	3	4	5
2. 酒店为我创造了一个便利的生活空间	1	2	3	4	5
3. 酒店能够为我提供优质快捷的服务	1	2	3	4	5
4. 酒店为我创造了一个高品质的休闲空间	1	2	3	4	5
5. 我觉得在这里的消费虽然很高，但我得到的是高品质的服务	1	2	3	4	5
6. 我在这里的消费虽然不高，但我觉得我得到的同样是不错的服务	1	2	3	4	5
7. 我能够休息得很好	1	2	3	4	5
8. 我感觉整个人都很舒服，放松	1	2	3	4	5
9. 我的心情变得平静、舒畅	1	2	3	4	5
10. 我能够暂时脱离城市的喧嚣和嘈杂	1	2	3	4	5
11. 我所有的烦心事都被抛在了脑后	1	2	3	4	5
12. 我可以暂时抛开生活和工作上的压力	1	2	3	4	5
13. 我发现并尝试了一些新鲜事物	1	2	3	4	5
14. 我觉得犹如置身于另外一个世界	1	2	3	4	5
15. 我觉得经历的一切都是开心有趣的	1	2	3	4	5
16. 我很享受这里的时光	1	2	3	4	5
17. 酒店的设计和装饰让人赏心悦目	1	2	3	4	5
18. 酒店的设计和装饰别具一格	1	2	3	4	5
19. 酒店内外的自然风光让人陶醉	1	2	3	4	5
20. 我和同伴共同度过了美好的时光	1	2	3	4	5
21. 我觉得在这里我和同伴的关系变得更加亲密	1	2	3	4	5
22. 来这里度假是我一生应该有的一次经历	1	2	3	4	5
23. 在这里度假是时下的一种流行趋势	1	2	3	4	5
24. 在这里的经历和体验日后可以与他人共同分享	1	2	3	4	5

第三部分：度假酒店的服务表现

这部分的问题主要是了解您对这家度假酒店五个不同部门的服务评价。请将最能代表您意见的答案圈上。[1]代表服务表现非常差；[5]代表服务表现非常好。

前厅部门（服务项目主要包括入住登记，离店结帐，行李搬运，信息询问等）	非常差	差	一般	好	非常好
1. 入住/离店手续办理的效率	1	2	3	4	5
2. 客人信息的准确性（包括客人资料，定房信息，消费帐单等）	1	2	3	4	5
3. 酒店大堂的舒适程度	1	2	3	4	5
4. 酒店大堂设计装饰的美观感	1	2	3	4	5
5. 前厅服务员的微笑服务	1	2	3	4	5
6. 前厅服务员的礼貌问候	1	2	3	4	5
客房部门（服务项目主要包括客房服务等）	非常差	差	一般	好	非常好
1. 客房的设备设施情况（如：家具、电器、清洁用品及指南手册）	1	2	3	4	5
2. 客房的常规服务（如：清洁、维修保养等）	1	2	3	4	5
3. 客房的舒适程度	1	2	3	4	5
4. 客房设计装饰的美观感	1	2	3	4	5
5. 客房的温馨氛围的营造	1	2	3	4	5
6. 客房服务员工对您提出的服务需求反应的及时性	1	2	3	4	5
7. 客房服务员工对您提出的服务需求的满足程度	1	2	3	4	5
餐饮部门（服务项目主要包括酒店里各种类型的餐饮服务，以及餐厅和酒吧等）	非常差	差	一般	好	非常好
1. 餐饮的特色化	1	2	3	4	5
2. 餐饮的多样化	1	2	3	4	5
3. 就餐环境的舒适程度	1	2	3	4	5
4. 就餐环境设计装饰的美观感	1	2	3	4	5
5. 就餐环境愉悦氛围的营造	1	2	3	4	5
6. 餐饮服务员工对您的服务需求反应的及时性	1	2	3	4	5
7. 餐饮服务员工对您的服务需求的满足程度	1	2	3	4	5
康乐部（服务项目包括娱乐表演，健身及按摩水疗中心，旅游服务及各种娱乐休闲项目等）	非常差	差	一般	好	非常好
1. 健身、娱乐设施及项目的多样化	1	2	3	4	5
2. 健身、娱乐设施及项目的有趣性	1	2	3	4	5
3. 健身、娱乐场所的舒适程度	1	2	3	4	5

4. 健身、娱乐场所设计装饰的美观感	1	2	3	4	5
5. 健身、娱乐部门服务员工对您服务需求反应的及时性	1	2	3	4	5
6. 健身、娱乐部门服务员工对您服务需求的满足程度	1	2	3	4	5

室外休闲环境（主要指酒店室外的绿地花园及周围的环境）	非常差	差	一般	好	非常好
1. 酒店的建筑外观设计	1	2	3	4	5
2. 酒店周围的自然环境	1	2	3	4	5
3. 酒店与外部自然景观的融合协调程度	1	2	3	4	5
4. 酒店的室外园艺设计	1	2	3	4	5

第四部分：度假酒店经历的个人融入程度

以下问题主要是了解您此次度假酒店经历的融入程度。请将最能代表您的个人感受的答案圈上。越高分数代表右边的词语越能反应您的个人感受。

1. 您对来这里度假是"毫不关心"还是"非常关心"？
毫不关心 1 2 3 4 5 6 7 非常关心

2. 来这里度假对您来说是"可有可无"还是"必须的"？
可有可无 1 2 3 4 5 6 7 必须的

3. 这次度假酒店的经历对您来说是"不重要的"还是"重要的"？
不重要的 1 2 3 4 5 6 7 重要的

4. 这次度假酒店的经历对您来说"并不意味什么"还是"意味深远的"？
并不意味什么 1 2 3 4 5 6 7 意味深远的

5. 您对这次度假酒店的经历是"索然无味"还是"印象深刻"？
索然无味 1 2 3 4 5 6 7 印象深刻

第五部分：度假酒店体验的整体评价

这部分的问题主要是了解您对此次度假酒店入住体验的整体评价。请将最能代表您的个人感受的答案圈上。越高分数代表右边的词语也能反应您的个人感受。

1. 您对此次的入住体验是"不满意"还是"满意"？
不满意 1 2 3 4 5 6 7 满意

2. 此次入住度假酒店的体验是令您"失望"还是"高兴"？
失望 1 2 3 4 5 6 7 高兴

3. 您对此次的入住体验的整体评价是"差"还是"好"？
差 1 2 3 4 5 6 7 好

第六部分：将来入住度假酒店的行为意向

以下的问题主要是了解您在经过此次度假酒店的体验后将来的行为意向。请将最能代表您意见的答案圈上。 [1]代表您非常不同意项目中的叙述；[5]代表您非常同意项目中的叙述。

	非常不同意	不同意	无意见	同意	非常同意
1. 您会向其他人称赞这家度假酒店	1	2	3	4	5
2. 如果有人询问您度假酒店的意见时，您会向他们推荐这家酒店	1	2	3	4	5
3. 您会鼓励自己的亲友来这家度假酒店入住	1	2	3	4	5
4. 如果还有机会到此地度假，您还会选择这家度假酒店	1	2	3	4	5
5. 在未来数年中，您会考虑增加到这个度假酒店度假的次数	1	2	3	4	5
6. 即使这家度假酒店的价格稍微增加了，您同样也会到这家度假酒店入住	1	2	3	4	5
7. 即便其它同档次度假酒店的价格比这家度假酒店还便宜，您仍然还是会选择这家度假酒店	1	2	3	4	5

第七部分：个人资料

这部分的问题主要是为了了解您的一些个人资料，以便对收集的所有问卷进行分类。**您所提供的所有资料将会绝对保密。**

1. 性别
   a. 男　　　　　　　　　　b. 女

2. 年龄
   a. 18-24 岁　　　　　b. 25-34 岁　　　　　c. 35-44 岁
   d. 45-54 岁　　　　　e. 55-64 岁　　　　　f. 65 岁或以上

3. 最高学历
   a. 小学或以下　　　b. 中学（或职业中学）　　c. 大专(2-3 年制)
   d. 大学(4 年制)　　e. 研究生或以上

4. 请问您来自
   a. 内地　　　　b. 香港　　　　　c. 台湾　　　　d. 澳门

5. 月收入状况
    5.1 中国内地客人请选择如下答案
        a. ￥1，500 或以下   b. ￥1，501-￥3，000
        c. ￥3，001-￥4，500   d. ￥4，501-￥6，000
        e. ￥6，001-￥7，500   f. ￥7，500-￥9，000
        g. ￥9，001-￥10，000   h. ￥10，000 以上
        i. 无收入   j. 不回答

    5.2 香港或澳门请选择如下答案
        a. HK$5,000 或以下   b. HK$5,000-HK$9,999
        c. HK$10,000-HK$19,999   d. HK$20,000-HK$29,999
        e. HK$30,000-HK$39,999   f. HK$40,000-HK$49,000
        g. HK$50,000-HK$59,999   h. HK$60,000 或以上
        i. 无收入   j. 不回答

    5.3 台湾请选择如下答案
        a. NT$5，000 或以下   b. NT$10,000-NT$20,000
        c. NT$20,001-NT$20,000   d. NT$20,001-NT$30,000
        e. NT$30,001-NT$40,000   f. NT$40,001-NT$50,000
        g. NT$50,001-NT$60,000   h. NT$60,001 或以上
        i. 无收入   j. 不回答

----- 问卷结束 -----
谢谢

Appendix V (A)

Invitation Letter (English Version)

Dear General Manager of the Resort Hotel:

I am a postgraduate student of the School of Hotel and Tourism Management, Hong Kong Polytechnic University. I am currently working on my thesis, which is on the customer experience in a resort hotel. The purpose of this study is to understand how to create a great customer experience through the supply of service products, the physical environment of the service, and communication by staff with customers in different frontline departments of the hotel. I believe that the results of this study will benefit the development of your hotel. To carry out my research, I need to conduct a survey in resort hotels. Therefore, I am asking for your permission to carry out a survey within your hotel

This survey will require a sample of 500 resort hotel guests. So I expected to get 150 to 200 successfully completed questionnaires in your hotels for around 10 days. These questionnaires will be respectively finished by three trained interviewers. This survey will begin in July 2008, and I would be grateful to have acknowledgement of your participation in advance. All of the information provided in the survey will be treated with the strictest confidence and used for academic purposes only. It will not be released to the public without your consent.

I look forward to your favourable reply. If you have any questions or comments, then please feel free to contact me.

Yours faithfully,

Yang Yun, Sunny
Research Student
School of Hotel & Tourism Management
Hong Kong Polytechnic University
Hung Hom, Kowloon, Hong Kong
Tel: (852) 3400   ; Fax: (852) 2362 9362
E-mail: sunny.yangyun@
Website: www.polyu.edu.hk/htm

Appendix V (B)

Invitation Letter (Chinese Version)

尊敬的度假酒店总经理：

　　我是来自香港理工大学酒店与旅游管理学院的一名研究生。我正在做的毕业论文课题是关于度假酒店客人的体验。其研究目的就是为了了解度假酒店每个一线服务部门如何通过服务产品，酒店外部环境及服务人员同客人的有效沟通来为客人营造独特且令人满意的度假酒店体验经历。我相信此研究成果将有助于酒店的发展。按照研究计划，我需要进行一个酒店的实地调查。所以我诚挚地请求贵酒店能够允许我在贵酒店内执行此次调查。

　　这次调查需要在度假酒店里获得 500 个有效调查样本。所以每个酒店需要选取至少 150 到 200 个成功完成的调查问卷。调查问卷将分别在 3 位经过培训的调查人员协助下完成。此次调查预计在 2009 年 7 月开始。在此我提前对贵酒店的参与表示衷心的感谢. 所有从贵酒店获得的资料将绝对保密，并且保证只是用于学术研究的目的，在没有贵公司的同意下绝不会向外泄露。

我真心期盼贵酒店的答复。如果贵酒店还有任何相关问题，请与我联系。

此致，
　　敬礼

<div align="right">

香港理工大学酒店与旅游管理学院
杨韫
联系电话：(852) 3400
传真：(852) 2362 9362
电子邮箱：sunny.yangyun@
网站：www.polyu.edu.hk/htm

</div>

Appendix VI (A)

Interviewer Record (English Version)

Interviewer's Name:	
Location:	
Date	

No	Intercepted Successfully	Age Group*	Refused	Unqualified	Stop Halfway	Completed	Quota Exceeded	Remarks
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								
11.								
12.								
13.								
14.								
15.								
16.								
17.								
18.								
19.								
20.								
21.								
22.								
23.								
24.								
25.								

Note: * a. 18—24 yrs **b.** 25—35 yrs **c.** 35—44 yrs **d.** 45—54 yrs **e.** 55—65 yrs **f.** 65 yrs or older

Appendix VI (B)

Intercepting Interviewers Record (Chinese Version)

访问员:	
访问地点:	
访问日期:	

编码	成功拦截	年龄特征*	拒绝参与	条件不合格	中途退出	成功完成	配额已满	其它说明
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								
11.								
12.								
13.								
14.								
15.								
16.								
17.								
18.								
19.								
20.								
21.								
22.								
23.								
24.								
25.								

Note: * a. 18—24 岁   **b.** 25—35 岁   **c.** 35—44 岁   **d.** 45—54 岁   **e.** 55—65 岁   **f.** 65 岁以上