

Assessing the service quality of the SPA at Leela Cottages using SERVQUAL

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Date: 27th April 2023



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DECLARATION

I hereby declare that the data presented in this Internship report entitled, “Assessing the service quality of the SPA at Leela Cottages using SERVQUAL” is based on the results of investigations carried out by me in the Management Studies at the Goa Business School, Goa University under the Mentorship of Ms. Teja Khandolkar and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the dissertation.

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COMPLETION CERTIFICATE

This is to certify that the internship report “Assessing the service quality of the SPA at Leela Cottages using SERVQUAL” is a bonafide work carried out by **Mr. Milan Halder** under my supervision/mentorship in partial fulfilment of the requirements for the award of the degree of **Master of Business Administration** in the Discipline of Management Studies at the Goa Business School, Goa University.

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To Whomsoever It May Concern

This is to certify that Mr. Halder Milan Gobinda from Goa Business School, Goa University, has successfully completed two months of internship program from 1st March 2023 to 26th April 2023. During the course of the internship Mr. Halder Milan Gobinda has worked diligently at our resort, we found his work and conduct to be excellent.

During this tenure we found him to be sincere and hardworking and he showed a keen interest in learning. We appreciate his help in conducting a study on our spa and presenting to us with the findings. We wish him all the best in his future endeavors.

For Leela Cottages



Prakash Khawadiya

(Resort Owner)



ACKNOWLEDGEMENT

I wish to express my sincere gratitude to Mr. Prakash Khawadiya and Mr. Ravi Khawadiya owners of Leela Cottages and the Front Office Manager Mr. Abhijeet Banaulikar and also Mr. Rahul Khawadiya and Miss. Rashmi Khawadiya who handles marketing, sales and HR and Mr. Shantanu Khan manager of the restaurants for providing me with an opportunity to do my internship in Leela Cottages.

I also wish to express my gratitude to the other staff members of Leela Cottages including the Housekeeping In charge Mr. Paritosh Paik and the Restaurant Manager Mr. Shantanu Khan who rendered their help during the period of my internship.

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Thank you

Milan Halder

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1 Introduction to Leela Cottages

Leela Cottages is owned by **Mr. Prakash Khawadiya** and **Mr. Rahul Khawadiya**, the front office is managed by **Mr. Abhijeet Banaulikar**, the restaurants are managed by **Mr. Shantanu Khan**, the house keeping in charge is **Mr. Paritosh Paik** and the marketing, sales and HR part of the resort is handled by **Mr. Rahul Khawadiya**.

- Leela Cottages also has a branch in Manali.
- Leela Cottages Ashwem was incorporated in 2008

Leela Cottages is a small and exclusive beach resort located on the beautiful Ashwem Beach in North Goa, India. The resort has been designed using traditional Indian art and craft techniques, and the accommodations are all tastefully decorated with a blend of rustic and modern luxury. The resort is surrounded by lush coconut groves and offers stunning views of the Arabian sea.

The resort offers different types of accommodations, including luxury cottages, grand cottages, and beach suites. The luxury cottages are spacious and decorated with hand-painted murals, antique dressing tables, and mirrors. The grand cottages feature exquisite flooring, vintage furniture with a contemporary finish, and modern art. The beach suites offer unobstructed views of the sea, and their living rooms and bedrooms are lavishly designed and stylishly furnished.

The resort also has a beachfront lounge bar and restaurant called Beach Club by Leela, which serves expertly prepared fusion and continental cuisine and drinks. The restaurant offers exceptional views of the beach, making it an ideal place to enjoy a Goan sundowner.

Guests can also indulge in a variety of relaxing therapies at the Leela Wellness Spa, which offers a range of services to help guests feel rejuvenated and revitalized.





1.1 SWOT Analysis of Leela Cottages

Strengths:

- The location of the resort is exceptional as it is situated right on the beach and has access from both the road and the beach, providing guests with stunning views of the beach.
- The resort offers a wide range of amenities, including a beach, restaurants, spa, yoga classes, pick-up and drop-off facility, and a Jacuzzi pool.
- The Leela Cottages is a well-known brand in the area, having been in business since 2008, and attracting many famous guests.

Weaknesses:

- Finding quality manpower is difficult, as it is challenging to hire experienced employees who are fluent in foreign languages, proficient in using the resort's software, and willing to work from 10 am to 12 am.
- Guests have complained about the slow internet connection and a shortage of sunbeds.

Opportunities:

- The Leela Cottages could expand its business and brand to other areas in Goa and other parts of India, taking all necessary factors into account, as it did when it expanded to Manali.
- Leela Cottages can collaborate with water sports businesses at Ashwem, such as scuba diving, kayaking, parasailing, jet ski rides, bumper rides, banana rides, and wave surfing, to offer guests these popular activities.

Threats:

- The resort's business is heavily dependent on tourism, and demand is seasonal, with business being low during the off-season.
- Competition in the area is high, with many resorts offering similar services and amenities, and a new entrant under construction.
- Pandemics, like the COVID-19 pandemic, can threaten Leela Cottages and the hospitality industry overall.

1.2 Departmental details

- **Marketing:** Mr. Rahul Khawadiya and Miss Rashmi Khawadiya manage marketing and sales. • They offer discounts on cottages ranging from 10% to 20% when booked online or through an agency. Additionally, they provide offers on spa treatments and restaurants, such as a happy hour starting at 4 pm and a 10% discount on a single seafood dish costing more than 3500, as well as a 15% discount if the total bill exceeds 15,000. They engage with guests on various social media platforms like Facebook, Instagram, and Google Plus, and also have tie-ups with preferred travel agency partners like OYO, Goibibo.com, makemytrip.com, booking.com, agoda.com, Expedia.co.in, and Easymytrip.com. They provide complete assurance and guarantee of payments from online and offline travel partners and make their website easy and simple to book any service or cottage that customers require.
- **Human Resources:** The Human Resource Department is responsible for hiring, firing, training, and developing resort staff. During the tenure mentioned, no firing or training and development was provided to the resort staff. Only the hiring of a person to manage the restaurant's cash counter was done by Mr. Rahul Khawadiya, who also handles the HR department. The hiring process began by circulating a vacancy ad for Leela. The person that got hired was referred by another staff working at Leela Cottages, and Mr. Rahul Khawadiya conducted the interview and hired the person based on their experience, skills, and qualifications.
- **Front Office:** The front office is responsible for welcoming guests, carrying their luggage, assisting them with registration, giving them their room keys and mail, answering questions about hotel and surrounding area activities, and checking them out. They also have dedicated staff with excellent communication skills that handle reservations and convert leads into business via calls, emails, and face-to-face interactions.
- **Housekeeping:** The housekeeping team is responsible for ensuring that guest rooms are clean and tidy, from the cleanliness of the sheets to keeping toiletries stocked.
- **F&B:** The F&B team comprises establishments that primarily prepare meals, snacks, and beverages for immediate consumption on and off the premises. When a restaurant is part of

a resort, it can enhance the guest experience by providing excellent food and first-class customer service. Mr. Shantanu Khan manages F&B.

- Purchase: The Purchase department purchases all raw materials and materials required for the resort's functioning. Mr. Rahul Khawadiya handles this by taking inputs from Mr. Abhijeet Banaulikar, who manages the front office, Mr. Shantanu Khan, who is in charge of the restaurants & spa, and Mr. Paritosh Paik, who is in charge of housekeeping.
- Finance/Accounts: • Miss Rashmi Khawadiya handles finance and accounts, including cash receipts and banking, payroll processing, accumulating operating data, and preparing internal reports and audits. They hire a CA for accounting purposes.

2 Introduction

Topic - assessing the service quality of the spa at leela cottages using SERVQUAL

2.1 Reasons For Choosing This Topic:

- To capture the opportunity of applying my theoretical knowledge of the SERVQUAL model in a practical situation which has presented itself at Leela Cottages, to conduct research on customer satisfaction level of their newly opened spa.
- As the resort wanted research to be conducted on the customer satisfaction level of the customer using their spa and wanted to know whether they are meeting the customers' expectations or no.
- So, to find out this the SERVQUAL model will be used as The SERVQUAL model is a well-established tool that helps businesses to evaluate and improve their service quality. The model is based on five dimensions of service quality, reliability, responsiveness, assurance, empathy, and tangibles.

2.2 Research Benefit To The Organization:

- Identifying gaps in service quality: SERVQUAL can help the resort to identify gaps in their service quality by comparing customer expectations and perceptions. This information can be used to develop strategies to close the gap and improve service quality.
- Enhancing customer satisfaction: By measuring and improving service quality, the resort can enhance customer satisfaction. Satisfied customers are more likely to become loyal customers and recommend the spa services to others.
- Improving customer retention: A spa that consistently delivers high-quality service is more likely to retain its customers. SERVQUAL can help the resort identify areas where service quality can be improved to retain customers.
- Increasing profitability: Improved service quality can lead to increased profitability for the resort. Satisfied customers are more likely to make repeat purchases and are willing to pay more for high-quality service at the spa.

3 Literature review

The spa industry is a rapidly growing sector of the hospitality industry that has become increasingly popular over the years. Customer satisfaction is a key determinant of success in the spa industry. Measuring customer satisfaction can be challenging, but the SERVQUAL model has been widely used to assess customer satisfaction in the service industry. This literature review explores previous studies that have used the SERVQUAL model to assess customer satisfaction in spas.

Service Quality and the Servqual Model: The meaning of "Service quality" is difficult to define and assess, and has been described by various authors from different perspectives. According to Philip Kotler and Gary Armstrong, service quality is measured by a service firm's ability to retain its customers, as customer retention is seen as the best indicator of service quality. On the other hand, A. Parasuraman, Valarie A. Zeithaml¹, and L. Berry define service quality as the delivery of superior or excellent service that meets or exceeds customer expectations. To measure service quality, the authors introduced the Servqual model in 1985, which consists of five dimensions: reliability, responsiveness, assurance, empathy, and tangibles. These dimensions are commonly used to evaluate service quality in various industries, and are based on the comparison of customers' expectations with their perceptions of the actual service delivered. The difference between these measures is used to identify areas for improvement and to evaluate service quality.

Service quality is influenced by various factors related to service and service firms. These factors include reliability, which refers to a service firm's ability to provide the promised service accurately and dependably. Customers prefer to do business with firms that keep their promises, making reliability an important aspect of service quality. Responsiveness, the willingness to help customers and provide prompt service, is another dimension that focuses on the attitude and promptness of employees in dealing with customer requests and complaints. The assurance dimension refers to employee knowledge, courtesy, and the ability of the firm and its employees to inspire trust and confidence in their customers. The empathy dimension involves providing individualized attention and caring to customers, with a focus on personalizing services to meet customers' unique needs and preferences. Finally, the tangibles dimension relates to the physical appearance of facilities, equipment, communication materials, and technology, which provide cues to customers about the quality of service and enhance the image of the firm. To ensure high service quality, service providers need to be aware of customer expectations and continuously monitor the service delivery process and employee attitudes towards customers.

They also need to invest in physical facilities and provide personalized services to meet customers' needs. (A. Parasuraman, 1985)

Gap analysis - Gap analysis model of service quality was developed by Parasuraman in the year 1985. The model indicated that customer perception of quality was influenced by a series of five distinct gaps. They are mentioned below:

Gap 1: This gap is between the customer's expectations and the management's perception. It occurs because of insufficient market research and communication. The gap can be minimized by conducting thorough research to understand customers' needs and improving communication. The SERVQUAL scale can be used to measure the gap by comparing scores obtained from management and customers.

Gap 2: This gap is between the management's perception and service quality specifications. It arises due to the lack of management commitment to service quality and inadequate service leadership. Standardizing service delivery processes and setting proper organizational goals can help close this gap.

Gap 3: This gap is between service quality specifications and service delivery. It results from discrepancies in actual service delivery, where employees do not perform at the level expected by management. Ineffective recruitment and lack of proper incentives and motivation are the reasons for this gap. Providing employees with a proper support system and effective human resource management can eliminate this gap.

Gap 4: This gap is between service delivery and external communication. It occurs due to exaggerated promises or ineffective communication with customers, which raises their expectations. Efficient and effective communication systems can help minimize this gap.

Gap 5: This gap is between expected quality and perceived quality. It exists due to differences in customers' expectations and perceptions of service quality. Identifying, quantifying, and monitoring customer expectations and perceptions through effective marketing and market research tools can help overcome this gap. (Parasuraman et al., 1985)

3.1 Application of Servqual Model in Spa Industry:

- Several studies have applied the Servqual model in the context of spas to measure service quality. For instance, a study by (Spyridoula Vryoni, 2017) where Customer satisfaction at Spa centers in Greece is influenced by a complex model of service quality factors. The SERVQUAL model's five dimensions, including responsiveness, assurance, tangibles, and

empathy, had a significant impact on customer satisfaction. The study found that human and environmental factors were important to customers' satisfaction with the service quality provided by Spa centers in Greece. As customers are the key drivers of revenue and market share, providing high-quality services that satisfy them is essential to gaining a competitive advantage and sustaining it. The most predictive variables of Spa centers customers' satisfaction from the SERVQUAL model's five dimensions and twenty-two items were responsiveness, assurance, tangibles, empathy, and honest and empathic treatment of customers. The findings of this research can be applied to designing marketing strategies to enhance customer satisfaction in the Spa market and industry in Greece

- Another study by (Löke, 2020) where A study was conducted with 300 Hungarian guests in Hévíz, Spain to examine service quality, satisfaction, and loyalty. The responses of 164 medical guests and 117 wellness tourists were evaluated separately. The study confirmed a positive relationship between quality and satisfaction for both medical and wellness tourists. For medical tourists, there was also a significant positive relationship between loyalty and the willingness to return, recommend, and engage in positive word-of-mouth advertising. However, for wellness tourists, the relationship between satisfaction and loyalty was less clear. The study found that pleasure and satisfaction played a key role in directing spa services towards providing enjoyable experiences. The researchers concluded that measuring customer satisfaction alone is insufficient and that other factors influencing the loyalty of medical and wellness tourists must also be explored.
- In a different study by (Sangpikul, 2022), Their aim was to assess how customers perceive the quality of spa services in Bangkok, specifically by examining negative feedback from dissatisfied customers on online reviews. They used a combined approach to create a framework of eight different service dimensions, which they used to analyze customers' expectations of spa service quality. The data was analyzed using content analysis and descriptive statistics. The results revealed that customers are more likely to complain when the service quality falls short of their expectations. The study found that spas in Bangkok struggle with service delivery across all eight service dimensions, particularly in the areas of reliability, empathy, and courtesy. Furthermore, the researchers combined the eight service dimensions into three key constructs: service process, physical elements, and service outcomes. Overall, the study contributes to the literature by using eight service dimensions to gain a deeper understanding of dissatisfied customers' expectations of spa service quality and by conceptualizing these dimensions into three meaningful constructs.

Finally, the study highlights that innovation in people and technology-based services can improve the spa industry's service quality.

- Another study by (Pinthong et al., 2021) where The study enhances our understanding of customers' perceived experience when using day spa services in Pattaya. The results demonstrate that service quality is determined by various factors, including assurance, tangible aspects, empathy, reliability, and responsiveness. These factors influence customers' attitudes towards the spa service, and positive outcomes and good service delivery can lead to higher customer satisfaction and repeat purchases. Assurance is particularly important in building customer trust and confidence in the service, which can be achieved through competent, friendly, and courteous service, as well as appealing facilities and staff appearance. Empathy is also crucial in providing personalized attention and understanding of customers' specific needs. Service providers should fulfill their promises by performing services correctly and promptly, and responding quickly to customer requests. Overall, these findings can help service providers improve their offerings and enhance customer satisfaction
- Another study by (González & Brea, 2005) pointed the significance of providing top-notch service quality in the spa resort industry was emphasized. Having high service quality not only leads to greater customer satisfaction but also enhances their intention to revisit the establishment. Studies have demonstrated that customers tend to speak positively about their experiences and have a reduced sensitivity towards pricing, leading to an increase in their buying intentions. Additionally, since many customers rely on the recommendations of their loved ones when choosing a resort, prioritizing customer satisfaction can result in an expansion of the customer base. Therefore, the emphasis is placed on ensuring customer satisfaction as a means of spreading positive information, which ultimately leads to repeat business.
- In a study by (Albayrak et al., 2017) It was discovered that 'Tangibility' appeared to hold more sway than other factors when it comes to spa and wellness services. The elevated significance of 'Tangibility' in such services can be attributed to customers' concerns regarding cleanliness and sanitation in hotels. Additionally, it was observed that the 'Credibility & Safety' of spa and wellness services had a greater effect on customer satisfaction compared to the 'Competence & Courtesy' of the staff.
- The study by (Sangpikul, 2022) The study analyzed customer complaints regarding spa services and sorted them into two categories: subjective and objective evaluations of

service quality. The majority of complaints concerned inadequate therapist skills, poor customer service, and the failure to provide promised services. The research revealed that customer complaints were related to both subjective and objective assessments of service quality. The most frequent cause of complaints among the five dimensions of service quality was reliability, followed by empathy, responsiveness, assurance, and tangibles. This study adds to the existing literature on service quality by offering a more comprehensive understanding of how customers express subjective and objective grievances about spa service quality. The results have important implications for the development of service quality measurement, especially for the quantitative approach. The study highlights the significance of the reliability dimension on customer satisfaction with spa services and provides insights into the two evaluations of service quality, which can aid service providers in modifying and applying these evaluations to enhance service quality.

- A study by (Giritlioglu et al., 2014) The study proposes enhancing the quality of food and beverage service in their establishments by concentrating on six significant dimensions, which include employee knowledge and assurance, appealing and healthy food, empathy, tangibles, service delivery responsiveness, and reliability. To enhance the service quality, it is suggested to focus on tangible factors such as clean food halls, modern equipment, and proper employee appearance, as well as providing training programs to enhance employee skills and knowledge. The study also suggests tailoring menus to cater to customer health requirements and offering room service to guests with physical disabilities. Employee empathy and individual attention are critical to the service delivery process, and managers should encourage employees to use their personal initiative when meeting customer requests. By prioritizing these essential aspects, spa hotel managers can enhance the perceived quality of their food and beverage service, leading to higher customer satisfaction.
- Another study by (Snoj & Mumel, 2002) found that According to research, Slovenia's health spas face intense competition from neighboring countries, especially Austria. To stay ahead, Slovenia's health spas should concentrate on enhancing service quality through personnel skills rather than constructing new facilities such as pools, which can be easily copied by competitors. The study revealed that guests' loyalty to a tourist destination is heavily influenced by their perception of the value and quality of services. Although the overall score for health spa service quality declined from 1991 to 1999, it still remained reasonable. Additionally, the importance of various service quality components changed

over the years, with "Medical and other professional programs" becoming the most important in 1999, replacing "employees' commitment to guests' comfort." On the other hand, "the heterogeneity of physical facilities, equipment and surroundings according to the type of services provided" and "entertainment" were scored relatively low.

- A study by (Juliana, n.d.) found that The dimensions of physical evidence, reliability, responsiveness, guaranteed certainty, empathy, and customer satisfaction are closely linked. This suggests that improving the quality of service can increase customer satisfaction. To achieve this, the hotel should concentrate on enhancing the factors that influence customer satisfaction, such as the conduct of employees, tangible elements, and ethical standards of service. By maintaining and improving guest satisfaction, the hotel can foster loyalty, trust, and repeat business. Future studies could examine how service quality, satisfaction, and loyalty vary in different locations with distinct dynamics, and could consider other variables or mediators in addition to guest satisfaction.
- A study by (Lagrosen & Lagrosen, 2016) where The aim of the study was to investigate how customers perceive important factors for a quality experience in the SPA industry and to examine the implications of these perceptions on service quality. The study involved seven Swedish SPA hotels and had two parts. The first part was qualitative, involving seven focus-group interviews with hotel guests and seven quality cafes with service providers. Grounded theory approach and constant comparative technique were used to analyze the qualitative data. Based on the findings from the interviews, a questionnaire was administered to 400 women selected randomly. The responses were analyzed using exploratory factor analysis and cluster analysis. The study identified four dimensions of customer perceptions of quality: physical effects, mental effects, pleasure, and flexibility. The staff's perspective, on the other hand, identified treatments, climate, and the SPA facility itself as the key dimensions for service quality. The exploratory factor analysis revealed six underlying factors: enjoyment, treatments, practicality, fitness, cost, and calm, while the cluster analysis identified four customer profiles: the more of everything group, the enjoyers, the savers, and the fitness freaks. The study's limitations include the fact that it was conducted in only one country, while its implications include a better understanding of quality dimensions and service quality perceptions in the SPA industry
- Another study by (Sangsri & Ruanguttamanan, 2021) where Data was collected via an online survey using a questionnaire that employed convenient sampling techniques. The collected data was then analyzed using structural equation modeling. The analysis revealed

that the service quality of Thai Sappaya Spa had a significant and direct impact on both wellness values and customer satisfaction. Additionally, the service quality indirectly affected the intention to revisit through its influence on wellness values and customer satisfaction. These results provide valuable insights that can be used to enhance marketing strategies aimed at improving customer satisfaction and wellness values, thereby increasing the likelihood of repeat visits to Thai Sappaya Spas in the Thai spa industry

- A study by (Sakhonkaruhatdej et al., n.d.) where The SERVQUAL service quality model has been embraced as a framework for evaluating service quality, which can offer a competitive advantage for service-oriented businesses. Comprising ten service dimensions, the SERVQUAL model includes attributes such as reliability, responsiveness to customer needs, service performance, courtesy and respect, information integrity, reliability, safety and comfort, customer understanding, and physical awareness. These dimensions serve as factors that can enhance the competitiveness of a wellness spa business by adding value for customers and creating an exceptional impression through quick and outstanding service.

3.2 Conclusion:

Overall, the SERVQUAL model has been widely used to assess customer satisfaction in spas. The model has identified several dimensions of service quality that are important for customer satisfaction, including reliability, assurance, tangibles, empathy, and responsiveness. However, the model has some limitations, and researchers should consider these limitations when applying the model to assess customer satisfaction in spas. Further research is needed to develop more effective tools for assessing customer satisfaction in spas. The literature reviewed suggests that empathy, reliability and tangibility are critical dimensions in determining overall service quality in spas. The findings of the reviewed studies also suggest that customer satisfaction plays a significant role in the relationship between service quality and customer loyalty. These findings can provide valuable insights for spa managers in developing effective service strategies that meet the needs of customers and promote customer loyalty.

4 Research questions

1. What is the overall level of service quality in the spa as perceived by customers using the Servqual model?
2. What are the specific areas of service quality that the spa excels in and where do they fall short based on Servqual dimensions?
3. How does the level of service quality perceived by customers affect their overall satisfaction and likelihood to return to the spa?
4. What actions can the spa take to improve its service quality based on customer feedback and Servqual dimensions?
5. How does the spa's service quality compare to customer expectations, and how can the spa better manage those expectations based on Servqual dimensions?
6. What are the different service quality gaps present at the spa?

5 Research objectives

- Identifying gaps in service quality: SERVQUAL can help the resort to identify gaps in their service quality by comparing customer expectations and perceptions. This information can be used to develop strategies to close the gap and improve service quality.
- Enhancing customer satisfaction: By measuring and improving service quality, the resort can enhance customer satisfaction. Satisfied customers are more likely to become loyal customers and recommend the spa services to others.
- Improving customer retention: A spa that consistently delivers high-quality service is more likely to retain its customers. SERVQUAL can help the resort identify areas where service quality can be improved to retain customers.

6 Project methodology / design

Hypotheses: Good service quality of the SPA creates intention to repurchase.

- The survey questionnaire will be administered via Google forms to the customers who have used the various SPA services of the Leela Cottages.
- **Sampling Frame** – Customers who have already used the spa services

- **Sampling Size** – 184 customers
- **Sampling Technique - Convenience sampling** is a non-probability sampling technique where participants are selected based on their accessibility and willingness to participate. In this case, the researcher can select participants who have used the spa service recently or are currently using the service and send them the Google Form survey. The researcher can also share the survey on social media platforms or forums related to spa services to get more responses.
- The measuring scale to be used in the survey questionnaire will be a 5-point Likert scale where: **1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree**
- In this research The SERVQUAL model will be used to assess service quality is determined by the size and direction of the so-called internal gaps. The gaps are defined as: Gap 1 (positioning gap), Gap 2 (specification gap), Gap 3 (delivery gap), Gap 4 (communication gap), & Gap 5 (perception gap). We will adapt these five dimensions, Tangible aspects, Reliability, Responsiveness, Assurance & Empathy into elements based on the services offered by the SPA of Leela Cottages.
- In order to assess the quality of the services, the difference Q is formulated as follows:
- $Q (\text{quality of service}) = P (\text{perceived service}) - E (\text{expected service})$ (Equation 1).
- A average response will be taken of the aspects i.e. Average
- A calculation of will be done of the service quality from equation (1) applied to the elements of each dimension and will determine the most critical dimension, which has the largest and shortest average of the service quality gap.
- A positive gap score implied that expectations have been met or exceeded, service quality is perceived to be satisfied.
- A negative gap score implied that expectations have not being met, quality is perceived to be unsatisfactory.

6.1 Data Collection, Analysis & Presentation:

- The data will be collected in the format where the same 15 aspects in the form of a servqual questionnaire will be used to collect the data for expectation and perception and once the data is collected it will be analysed by first taking the average response of expectation and perception in each 5 dimensions than this equation will be used **(P (perception) – E**

(expectation) = Gap score) to find the gap score that will tell us whether the customers are satisfied or no. after this is done the second part will be where the average response of expectation and perception of all 15 aspects of the 5 dimensions will be taken and this equation will be used $(P \text{ (perception)} - E \text{ (expectation)}) = \text{Gap score}$ to find the gap score which is tell us which aspects are meeting the customers' expectations and which are not.

- The below questionnaire will be used to collect data for expectation and perception of customers, the 15 items of the 5 dimensions were chosen on the basis of them being full and complete sentences, which relayed the proper information to the customers that needed to be collected from the customers.

Dimensions	Aspects
1. Tangibles	1. Spa establishments have modern equipment.
	2. Staff of spa are well dressed and appear neat
	3. The physical décor is visually appealing.
2. Reliability	4. Spa has Skilful/Experienced Therapists
	5. Spa Performs service According To Agreed Promises
	6. Equipment Of Spa are Clean And Well Maintained
3. Responsiveness	7. Provision of prompt services (availing the service before the designated time)
	8. Helping the customers in selection of services
	9. Employees are not busy when they meet the needs of customers.
4. Assurance	10. Employees have enough information when responding to customer queries
	11. Employees Were Professional and Gave You Confidence.
	12. Physical Safety Of Guests And Security Of Their Valuables is assured
5. Empathy	13. Spa functioning hours are convenient to all clients
	14. Employees understand specific clients' needs
	15. Employees use personal initiative to fulfil customer requests

7 Data analysis and discussion

Total number of responses collected is 184

7.1 Gap Analysis Of The 5 Dimensions Of Service Quality

- The values in the expectation and perception are the average total average response of 184 customers in all the 5 Dimensions.

Dimension	Average Expectations (E)	Average Perceptions (P)	Gap Score (P-E)
Tangibles	3.84	3.98	0.14
Reliability	3.86	4.00	0.13
Responsiveness	3.72	3.77	0.05
Assurance	3.69	3.87	0.19
Empathy	3.69	3.84	0.15

The table above represents an analysis of customer expectations and perceptions of an SPA in five dimensions of service quality as defined by SERVQUAL: Tangibles, reliability, Responsiveness, Assurance and Empathy. The expectation scores are the average response given by the 184 responses, while the perception score are the average response given by the 184 responses. The gap score (P-E) shows the extent to which perception falls short of expectation, with a positive score indicating customer satisfaction and a negative score indicating customer dissatisfaction.

- Customers are satisfied with the tangible components of the spa, such as the facilities, equipment, and appearance, as seen by the high expectation score of 3.84 and high perception score of 3.98 for the tangibles dimension, which deals with the physical appearance of the spa. Customers may be pleased with the service provider's facilities, equipment, and physical appearance based on the positive gap score for tangibles (0.14).
- Customers perceive the spa to be trustworthy and reliable based on the reliability dimension, which measures the capacity to deliver dependable and accurate service, which likewise has a high expectation score of 3.86 and a high perception score of 4.00. Customers can perceive the service provider as being more consistent, trustworthy, and reliable in providing the service as promised, according to the reliability gap score, which is positive (0.13).

- The Spa may have room for improvement in this area to better meet customer expectations, as evidenced by the responsiveness dimension's lower expectation score of 3.72 and slightly higher perception score of 3.77. This dimension deals with the promptness in providing service and attending to customer needs. clients believe that the service provider is more attentive, prompt, and punctual in resolving their requirements and problems, according to the positive gap score for responsiveness (0.05).
- Customers may have had lower expectations in this area but were pleasantly surprised by the quality of service they received, as evidenced by the assurance dimension's lower expectation score of 3.69 but higher perception score of 3.87. This dimension refers to the knowledge and courtesy of employees as well as their ability to instil trust and confidence. The Assurance score has the biggest positive gap value (0.19), indicating that customers are more confident in the service provider's capacity to fulfil commitments, exhibit knowledge, and inspire trust.
- Similar to the assurance dimension, the empathy dimension measures how well customers are cared for and given individual attention. It has a lower expectation score of 3.69 but a higher perception score of 3.84, suggesting that customers may not have had high expectations in this area but were happy with the quality of service they received. Empathy (0.15) has the second-highest positive gap score, showing that customers believe the service provider is more understanding, sympathetic, and sensitive to their unique requirements and preferences.
- In conclusion, customers are generally satisfied with the tangible components and reliability of the Spa, as evidenced by the high expectation and perception scores, and positive gap scores. However, there is room for improvement in responsiveness, where customers' expectations are not being fully met, and the spa could strive to enhance its promptness in attending to customer needs. The assurance and empathy dimensions have the highest positive gap scores, indicating that customers have a high level of trust in the service provider's ability to fulfil commitments and provide personalized attention. Overall, these findings suggest that the Spa is performing well, but continuous efforts to improve service quality in all dimensions is needed to achieve a greater customer satisfaction and loyalty.

7.2 Gap Analysis of Service Quality Aspects in All Dimensions

- The values in the expectation and perception are the average total average response of 184 customers in all the 15 Aspects.

Dimensions	Aspects	Expectation (E)	Perception (P)	Gap Score (P-E)
Tangibles	1. Spa establishments have modern equipment.	3.891	4.011	0.12
	2. Staff of spa are well dressed and appear neat	3.891	4.054	0.16
	3. The physical décor is visually appealing.	3.739	3.886	0.15
Reliability	4. Spa has Skilful/Experienced Therapists	3.880	4.022	0.14
	5. Spa Performs service According To Agreed Promises	3.832	3.940	0.11
	6. Equipment Of Spa are Clean And Well Maintained	3.880	4.033	0.15
Responsiveness	7. Provision of prompt services (availing the service before the designated time)	3.652	3.712	0.06
	8. Helping the customers in selection of services	3.793	3.918	0.13
	9. Employees are not busy when they meet the needs of customers.	3.717	3.674	-0.04
Assurance	10. Employees have enough information when responding to customer queries	3.739	3.929	0.19
	11. Employees Were Professional and Gave You Confidence.	3.543	3.723	0.18
	12. Physical Safety Of Guests And Security Of Their Valuables is assured	3.783	3.973	0.19
Empathy	13. Spa functioning hours are convenient to all clients	3.788	3.984	0.20
	14. Employees understand specific clients' needs	3.728	3.815	0.09
	15. Employees use personal initiative to fulfil customer requests	3.543	3.707	0.16

The table above represents an analysis of customer expectations and perceptions of an SPA in 15 service quality aspects of the 5 service quality dimension. The expectation scores are the average response given by the 184 responses, while the perception score are the average response given by the 184 responses. The gap score (P-E) shows the extent to which perception falls short of expectation, with a positive score indicating customer satisfaction and a negative score indicating customer dissatisfaction.

1. **Tangibles:** the customers were generally satisfied with the physical appearance of the spa. However, there may be room for improvement, as some customers may have higher expectations in this area this is justified by the average expectation response being 3.8. Also, the Positive gap score in all the 3 aspects of tangibles shows that the customers expectations are being met but they are not exceeded as all the score are less than 1. In tangibles the aspect that the customers is most satisfied with is appearance of the staff as it had the highest positive gap score of 0.16, the second highest satisfying aspect was the physical décor of the spa with a gap score of 0.15 and the least satisfying aspects was the presence of modern equipment's with a gap score of 0.12.
2. **Reliability:** the customers were generally satisfied with the reliability of the spa's services. However, there may be some room for improvement, as some customers may have experienced service disruptions or inaccuracies because even though all the 3 aspects of reliability have a positive gap score which means they are meeting the customers expectations but not exceeding them as they all are below 1. In reliability the aspect that influenced the customers satisfaction the most was Clean And Well Maintained spa equipment's as it had the highest positive gap score of 0.15, the second highest influencing aspect Spa having Skilful/Experienced Therapists with a gap score of 0.14 and the least influencing aspects was Spa Performs services According To Agreed Promises with a gap score of 0.11.
3. **Responsiveness:** the customers were satisfied with the spa's responsiveness to an extent. However, there is a need for improvement in this area, as some customers have experienced dissatisfaction and their expectations are not being met in the aspect of employees being busy while meeting the customers need which is justified with a negative gap score of (-0.04), the other two aspects are meeting the customers expectations but not exceeding them as their scores are below 1. In responsiveness the aspect that satisfied the customer the most was Helping the customers in selection of services with a positive gap score of 0.13 and the second highest satisfying aspect was Provision of prompt services (availing the service

before the designated time) with a positive gap score of 0.06 but here the aspect Employees are not busy when they meet the needs of customers led to customers dissatisfaction with a negative gap score of (-0.04)

4. Assurance: the customers were generally satisfied with the spa's ability to provide a sense of trust and confidence. However, there may be some room for improvement, as some customers may have had concerns about the spa's qualifications or expertise. The spa is meeting the customers expectations as all the 3 aspects of assurance are having a positive gap score but they are not exceeding the customers expectation as all the scores are below 1. In Assurance the aspects that influenced the customers satisfaction the most are Employees having enough information when responding to customer queries & Physical Safety Of Guests And Security Of Their Valuables is assured as they both have the same highest positive gap score of 0.19, the second highest influencing aspect is Employees Were Professional and Gave You Confidence. With a gap score of 0.18.
5. Empathy: the customers were generally satisfied with the spa's ability to provide caring and empathetic service. However, there may be some room for improvement, as some customers may have felt that their individual needs were not fully understood or addressed, this is evident looking at all the gap scores which say that the spa is meeting the customers expectations to a extent but not exceeding them as all the scores are below 1. In empathy the aspect that influenced the customers satisfaction the most was Spa functioning hours are convenient to all clients as it had the highest positive gap score of 0.20, the second highest influencing aspect was Employees use personal initiative to fulfil customer requests with a gap score of 0.16 and the least influencing aspects was Employees understand specific clients' needs with a gap score of 0.09.

Overall the customers are highly satisfied with the tangible components of the business, such as facilities, equipment, and appearance, as well as the reliability and assurance dimensions, which measure the company's ability to deliver dependable and accurate service and inspire trust and confidence. However, there is room for improvement in the responsiveness and empathy dimensions, which measure promptness in providing service and individual attention and care, respectively. Nonetheless, the positive gap scores indicate that the customers are pleasantly surprised by the quality of service they received, exceeding their expectations. The spa should focus on improving aspects such as modern equipment, performing services according to agreed promises, employee availability, and understanding specific client needs to enhance the overall customer experience. By making improvements in these areas, the spa

can exceed customer expectations and ensure continued satisfaction and loyalty. Overall, the Spa can build on its strengths while addressing the areas for improvement to enhance customer satisfaction and loyalty.

Overall The aspects that are performing the best and keeping the customers most satisfied are:

- First is Spa functioning hours being convenient to all clients with the highest positive gap score of 0.20. The term "Spa functioning hours" refers to the hours during which the spa is open and providing services to its customers. The convenience of these hours is important because it determines the accessibility of the spa to its customers. If the functioning hours of the spa are not convenient, it can lead to dissatisfaction among clients and result in a lower gap score. Therefore, in order to achieve a high positive gap score of 0.20, the spa has ensured that its functioning hours are convenient to all customers. This involves offering services during evenings and weekends, as well as ensuring that the spa is open during popular times of the day. By doing so, the spa has ensured that its customers have access to its services at times that are convenient for them, which has led to a higher level of satisfaction and a higher gap score.
- Second, are Employees have enough information when responding to customer queries & Physical Safety Of Guests And Security Of Their Valuables is assured, both having the second highest positive gap score of 0.19. Having enough information to respond to customer queries is important for providing good customer service. If employees are knowledgeable and can answer customer questions accurately and promptly, it can enhance the customer experience and satisfaction which is the case here and Ensuring the physical safety of guests and the security of their valuables is also crucial in hospitality and tourism industries. Guests expect to feel safe and secure during their stay, and any incidents of theft, robbery or other forms of harm can severely impact the reputation of the organization. Therefore, it is important to have appropriate security measures in place, such as surveillance cameras, security personnel, or safe deposit boxes, to protect guests and their belongings which were all present here at the Spa.
- Lastly the aspect, Employees Were Professional and Gave You Confidence with a positive gap score of 0.18 which indicates that customers feel that the employees they interacted with were professional and instilled confidence in them. This suggests that the employees

displayed a high level of competence and expertise in their respective roles, which left customers feeling assured that they were in good hands. When employees are professional, they demonstrate a level of proficiency in their work that helps customers trust them and feel confident in their abilities. This can include being knowledgeable about the services they offer, being able to answer questions and provide solutions to problems, and having a positive and helpful attitude towards customers.

Overall The Aspects that are the least performing and the aspect that is causing customer dissatisfaction are:

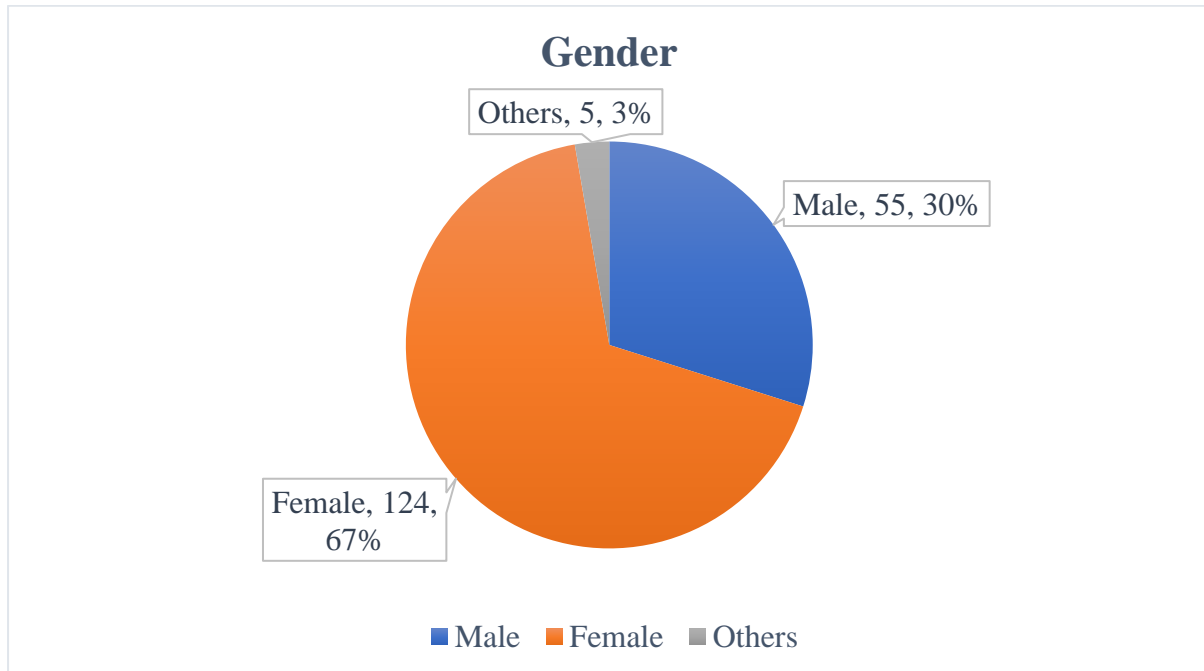
- Firstly the aspect that is and not meeting the customers expectation and causing customer dissatisfaction is Employees are not busy when they meet the needs of customers with a negative gap score of (-0.04) which suggest that customers perceive a slight gap between their expectation of employee engagement and the actual level of engagement they. The statement suggests that one of the factors contributing to customer dissatisfaction is the perceived lack of busyness or attentiveness from employees when meeting their needs. When customers interact with employees, they expect them to be attentive, responsive, and helpful in addressing their needs or concerns. However, if employees appear disengaged or uninterested, customers may feel ignored or undervalued, which can lead to dissatisfaction with the service they receive. This issue may arise due to a variety of reasons, such as understaffing, inadequate training, or poor employee motivation. Employers must address these underlying issues to ensure that their employees are adequately trained, motivated, and supported to deliver high-quality customer service.
- Secondly the least performing aspects are first, Provision of prompt services (availing the service before the designated time) with a gap score 0.06 and second, Employees understand specific clients' needs with a gap score of 0.09. The first aspect, "provision of prompt services," refers to the business's ability to provide services before the designated time, i.e., meeting or exceeding customers' expectations in terms of turnaround time. The gap score of 0.06 suggests that there is only a small difference between customers' expectations and their perception of the business's performance in this aspect. This means that customers may have high expectations for prompt services and that the business may not be meeting those expectations consistently. The second aspect, "employees understand specific clients' needs," refers to the ability of the business's employees to understand and cater to the unique needs and preferences of individual customers. The gap score of 0.09

suggests that there is a slightly larger difference between customers' expectations and their perception of the business's performance in this aspect. This means that customers may feel that the business's employees could do a better job of understanding their specific needs and preferences.

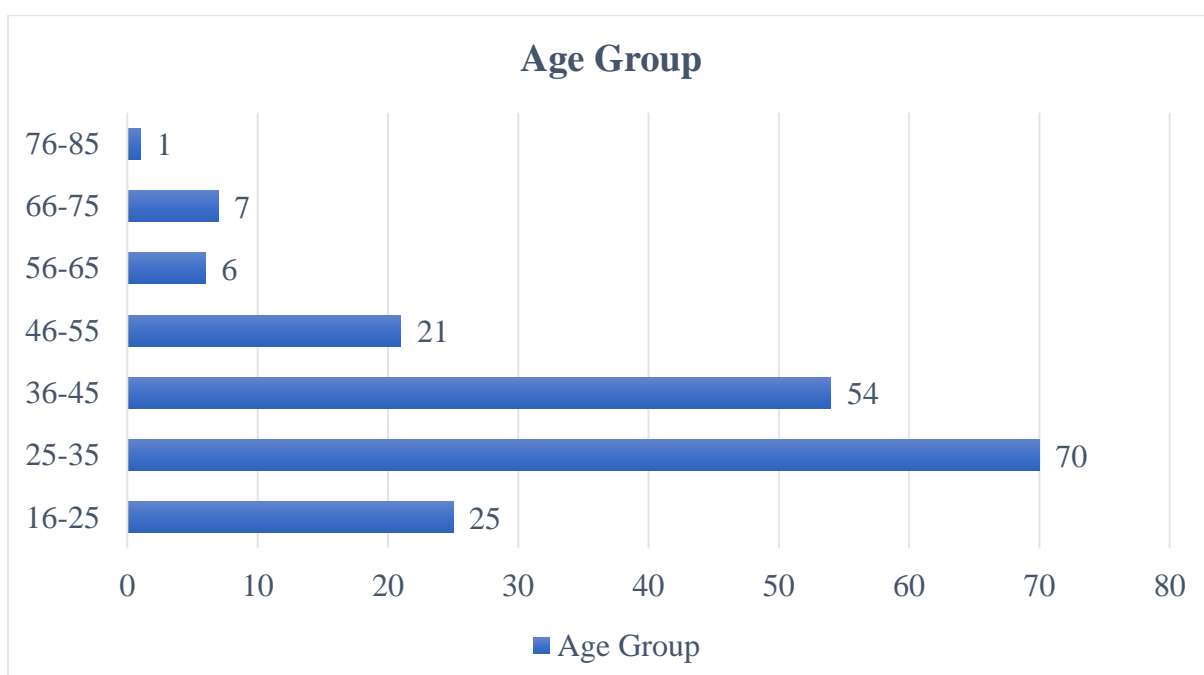
- In summary, the survey results suggest that the business could improve its performance in these two aspects of service delivery to enhance customer satisfaction. This could be achieved by implementing measures to improve turnaround time for services and by providing additional training to employees to better understand and cater to customers' unique needs and preferences.

8 Project findings and conclusion

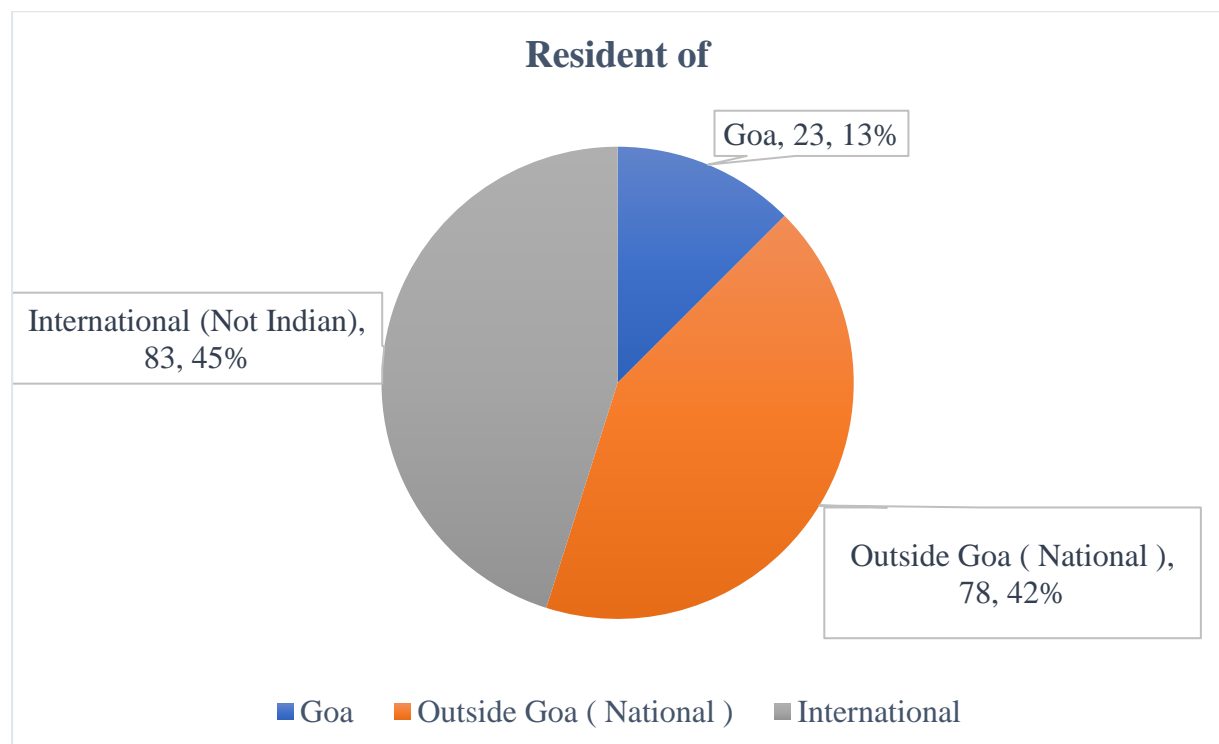
Total number of responses collected is 184 responses.



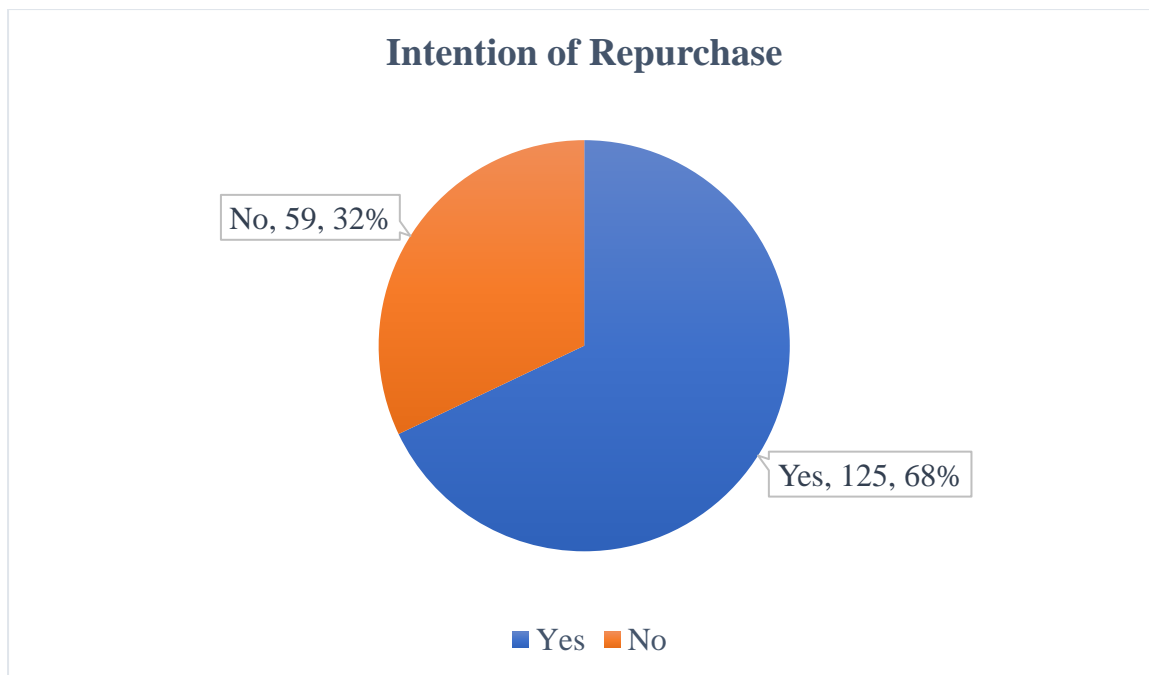
Out of the 184 responses collected the majority of the respondents were female with 124 responses, the second highest respondents are Male with 55 responses and the least number of responses collected were from others that were 5 responses, this suggest that the gender which purchased and experienced the spa services the most are Females.



Out of the 184 responses collected 25 respondents were in a age group of 16-25, 70 respondents were in a age group of 25-35, 54 respondents were in a age group of 36-45, 21 respondents were in a age group of 46-55, 6 respondents were in a age group of 56-55, 7 respondents were in a age group of 66-75 and 1 of the respondents was in a age group of 76-85. Highest number of respondents were from the age group of 25-35 with a total of 70 respondents, followed by the age group of 36-45 which had the second highest number of respondents which is 54.



Out of the 184 responses collected 83 respondents were international customers which means they were not Indian citizen, 78 respondents were customers that were of other Indian states outside Goa and 23 respondents were Goan customers. The majority of respondents were international customers with 83 responses and the Second highest number of customers were from other Indian states except Goa.



Out of 184 responses collected 125 respondents had the intention of repurchase which suggests that majority of the customers would like to repurchase the services again and experience them as their expectations were met and they were satisfied with their previous purchase and experience. Only 59 respondents didn't have the intention to repurchase and experience the services again. This proves that Good service quality of the SPA creates intention to repurchase.

Based on the overall analysis, the service quality gap present in the spa can be identified as Gap 3(delivery gap) - Gap between Service quality specification and service delivery, which is the difference between customer expectations and the perception of service delivery by the company. This gap arises when the spa fails to meet or exceed customer expectations, resulting in customer dissatisfaction. In this the spa, the analysis indicates that customers' expectations are being met to a certain extent, but not exceeded in some aspects of service delivery, particularly in responsiveness and empathy dimensions. This can be seen in the positive gap scores, which indicate that the company is meeting customer expectations but not exceeding them. For example, in the responsiveness dimension, customers have expressed dissatisfaction with the employees' availability when meeting their needs, leading to a negative gap score. Similarly, in the empathy dimension, some customers felt that their individual needs were not fully understood or addressed, as indicated by the gap scores that fall below 1. Therefore, to address the service quality gap, the spa needs to focus on improving aspects of service delivery that are important to customers but not currently being met. For instance, the spa can improve employee availability by increasing staffing levels or managing employee schedules more

effectively to ensure prompt service delivery. Similarly, the spa can train its employees to be more empathetic and attentive to individual customer needs to enhance the overall customer experience.

The smallest service quality gap present in this analysis is in the assurance dimension. Although there is room for improvement, the customers were generally satisfied with the spa's ability to provide a sense of trust and confidence. All the three aspects of assurance have a positive gap score, which means that the spa is meeting the customers' expectations in terms of qualifications, expertise, and professionalism. The gap scores are not exceeding the customer's expectations, but they are not falling short either. In comparison, the other dimensions have larger gaps between customer expectations and the spa's performance. The responsiveness dimension has a negative gap score, indicating that customers are dissatisfied with the aspect of employees being busy while meeting their needs. The empathy dimension also has a larger gap between customer expectations and the spa's performance, particularly in the aspect of understanding specific client needs. Therefore, the assurance dimension has the least service quality gap present in this analysis.

9 Recommendations to the spa

- The Spa need to focus on improving aspects of their service delivery that are important to their customers but are currently unmet to fill gaps in service quality. Improve employee availability by managing time more effectively and ensuring prompt service delivery. Similarly, spa can train their staff to be more sensitive and attentive to individual customer needs in order to improve the overall customer experience. Increase customer satisfaction and ensure ongoing loyalty.
- Spa must continue to focus on maintaining their level of expertise, qualifications and professionalism to ensure the trust of their customers. At the same time, spas must bridge the gap in the dimensions of responsiveness and empathy to improve customer satisfaction and loyalty.
- Spas also need to focus on improving aspects such as modern equipment, delivery of services on agreed promises, staff availability and understanding of specific customer needs to enhance the overall customer experience. Improvements in these areas enables the spa to exceed customer expectations and ensure continued satisfaction and loyalty. Overall, the spa can build on its strengths and work on areas of improvement to increase customer satisfaction and loyalty.
- Improved Wi-Fi Network: The current Wi-Fi network is plagued with frequent issues such as intermittent signal or complete network failure lasting between 30 minutes to 1 hour. Therefore, upgrading to a new and better network would greatly enhance guest satisfaction.
- Expansion of Cottage Capacity: With only 24 cottages currently available, the resort is unable to meet the demands of customers during peak seasons. As a result, they often have to turn away potential guests due to the unavailability of cottages. Thus, expanding the number of cottages would be beneficial.
- Addition of More Sunbeds: Due to the limited number of sunbeds, they are frequently in high demand and get occupied quickly. Consequently, guests often have to wait or miss out on using them altogether. To address this, increasing the number of sunbeds available would be necessary.

10 Work done & learnings derived during the internship period

During the internship at Leela Cottages, I had the opportunity to work in various departments and gained valuable experiences. Here are the work done and learnings I gained during the internship:

- **Front Desk Operations:** was to assist guests at the front desk. I learned how to check-in and check-out guests, handle guest inquiries and complaints, and make reservations for room, spa appointments and events. Bookings, the work here was to cancel and to make bookings of cottages, restaurants, spa and for yoga classes on their website and face to face.
- **Event Planning:** I had the opportunity to work with the event planning team and assist with the coordination of weekly events like Happy hour, Live music, DJ nights, Salsa evenings/nights and dances by various groups and other festive events like Afro Flower Holi which was a Holi event organized at the resort. I learned how to manage timelines, budgets, and guest expectations.
- **Marketing and Sales:** One of my main responsibilities was assisting the marketing and sales team in creating social media content, developing promotional materials, and conducting market research study on Customer satisfaction on the SPA of the resort to figure out whether the spa is meeting the customer expectations or no and what are the service quality gaps present here. I gained valuable skills in communication, customer service, and marketing. Promotions, the work here was to promote Leela Cottages by handling their social media sites on Instagram and Facebook and the main part was to promote their wedding events because it wasn't so well knowing like their other services by posting stories on their Social Media sites and also posting stories on my Facebook account and tagging Leela Cottages also informing the walk-in guests for the overall promotion of Leela Cottages. Photos of Leela had to be posted on their social media pages which were clicked by Mr. Rahul Khawadiya.
- **Mailing travel agents:** Travel agents across the country received promotional packages including deals such as Stay for 3, Pay for 2, and Family Package. To compile a list of potential recipients, I accessed databases from various locations including Mumbai, Delhi, Noida, Ahmedabad, Punjab, Pune, Goa, and Gurgaon. The emails contained comprehensive information about the package and contact details for further inquiries or reservations.

- **Creating a database of reviewers:** To create a database of guests who gave 4 or 5-star ratings for Leela Cottages on websites like Google Reviews, Booking.com, and Expedia, I compiled their names and contact details in an Excel sheet, categorized by their rating. The email addresses were obtained through Opera and added to the sheet. I then sent emails to these guests, requesting that they provide reviews on TripAdvisor. The email included a link to the hotel's page on TripAdvisor, where they could submit their review. The goal was to increase the number of reviews on TripAdvisor, boost the hotel's ranking, and ultimately drive more sales.
- **Following up with customers:** I followed up with customers to confirm receipt of their payment, informed guests of booking confirmations, and provided information on their check-in time and date. Additionally, I followed up with departing guests to inquire about their experience at Leela Cottages and any suggestions for improvement.
- **Paperwork and filing:** This task involved scanning and photocopying various documents, such as photos, IDs, passports, and other resort-related documents. I also maintained a record of all bookings, including the number of guests and the date of their stay, and provided this information to the manager. Additionally, I created a list of advance bookings categorized by the number of people and the date on which they were made, which was also given to the manager.
- **Coordinating with blogger:**
 - This was the most interesting work I got to do during my internship. The resort tied up with Miss Pryanca Talukdar who is a well-known blogger.
 - Miss. Rashmi Khawadiya had discussed the deliverables from the resorts side in return for her promotional activities. The deliverables from the hotels side were:
 - Complimentary stay for two nights
 - Complimentary meals
 - Complimentary spa treatment
 - I was appointed as the ambassador for Miss Pryanca Talukdar during her stay at the hotel, as Miss Rashmi Khawadiya was on leave. As her ambassador, I was responsible for ensuring a smooth and comfortable stay for her, which included arranging transportation, room amenities, and coordinating with various departments such as housekeeping, front office, and F&B. Prior to her arrival, I attended a pre-arrival meeting to brief the staff about her requirements and expectations.

- Upon Miss Pryanca Talukdar's arrival, I ensured a hassle-free check-in process and accompanied her to her room. As she was travelling alone, she asked me to capture videos and photographs of her experiences during her stay, which was a new experience for me.
 - From a marketing perspective, I discussed with Miss Pryanca Talukdar about the areas she could cover in her promotions, such as the beach view, restaurant, room views, and recreation activities. I coordinated with the head chef and F&B manager to offer various dishes and cocktails for her to promote through her social media accounts.
 - During her stay, I also took additional pictures that the hotel could use for future promotions on social media. I assisted the F&B manager in setting up the perfect shots and videos of the breakfast by the beach or live kitchen videos.
 - After Miss Pryanca Talukdar's checkout, I followed up with her about her stay and when she planned to post her content. I provided Miss Rashmi Khawadiya with a detailed report on Miss Pryanca Talukdar's stay and promotional activities
- Some of the other learnings are as follows:
 - Working at Leela Cottages provided an opportunity to gain knowledge and skills that would be valuable for developing a successful career in the future. As an intern, one learns how to interact with customers and effectively present products and services, which helps improve verbal and non-verbal communication, sales and negotiation skills, and self-confidence. The experience also involves using hotel booking software, creating lists of required documents, preparing daily sales reports, and interacting with guests at the front desk. Additionally, the experience provides exposure to the various problems that guests and staff encounter and how to solve them, as well as learning about promotions, offers, and packages. Basic functions of hotel management systems like Opera are also taught, such as generating reports, checking arrivals and departures, and feeding guest information. In addition to learning about hotel operations, one gains knowledge about OTAs extranets, where data such as content, facilities, and pictures can be fed, allowing one to compare the hotel's performance with its competitors and its ranking in the respective portal.
 - Coordinating with bloggers is another interesting task that offered a valuable experience in handling guest responsibilities and using available resources and manpower to portray a positive image of the resort. The internship also involves learning how to use social media for brand promotion, generating sales, and using SEO to increase traffic on pages.

- Cold calling is another skill that is taught, including the correct greeting and language, and how to interact with potential clients.
- The internship also offered insight into the sources of income for the resort, such as restaurants, cottages, SPA, and yoga classes, with restaurants and cottages being the major sources of income.
- To be a successful manager, one must possess problem-solving and decision-making skills, planning skills, the ability to delegate responsibilities, good communication skills, flexibility, patience, and interpersonal skills. Experience in the industry can also be valuable in implementing successful strategies for the organization.

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12 Annexure

Questionnaire of the Survey

SPA Service Quality Survey of Leela Cottages



Instructions:

- The information collected will be Highly Confidential & used for research purpose only.
- This survey will measure Customers Expectation and perception on the aspects of Services provided by the SPA of Leela Cottages to see how well the spa is meeting the customers perceptions compared to their expectations.
- The survey Will also answer does good service quality lead to repurchase of the services.

Gender? *

- ☐ Male
- ☐ Female
- ☐ Others

Age? *

- ☐ 16-25
- ☐ 26-35
- ☐ 36-45
- ☐ 46-55
- ☐ 56-65
- ☐ 66-75
- ☐ 76-85

Resident of? *

- ☐ Goa
- ☐ Outside Goa (National)
- ☐ International

THIS SECTION WILL MEASURE THE EXPECTATION & THE PERCEPTION OF THE CUSTOMERS.



EXPECTATION - This will measure the various expectations you had from the SPA and its services before using or experiencing them.

PERCEPTION - This will measure your views & perception of the SPA and its services after using and experiencing them.

- Every question has two parts first Expectation and second Perception, please answer both before going to the next question.

The measuring scale is as follows.

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

- Please read each question carefully before answering.

1. Spa establishments have modern equipment. *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

2. Staff of spa are well dressed and appear neat. *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

3. The physical décor is visually appealing. *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

4. Spa has Skillful/Experienced employees. *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

5. Spa Performs service According To Agreed Promises. *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

6. Equipment Of Spa are Clean And Well Maintained. *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

7. Provision of prompt services (availing the service before the designated time). *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

8. Helping the customers in selection of services. *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

9. Employees are not busy when they meet the needs of customers. *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

10. Employees have enough information when responding to customer queries. *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

11. Employees Were Professional and Gave You Confidence. *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

12. Physical Safety Of Guests And Security Of Their Valuables is assured. *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

...

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

13. Spa functioning hours are convenient to all clients. *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

14. Employees understand specific clients' needs. *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

15. Employees use personal initiative to fulfil customer requests. *

Expectation

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Perception *

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

16. Would you be interested in purchasing the spa services again? *

- ☐ Yes
- ☐ No