

Addis Ababa University

Faculty of Business and Economics

Department of Management

**Critical Evaluation of Process and Marketing Management of
Addis Ababa SPA Services (Addis Ababa Filwoha)**

**A Thesis Submitted to School of Graduate Studies of Addis
Ababa University in partial fulfillment of the requirements
for a masters degree in Business Administration (MBA)**

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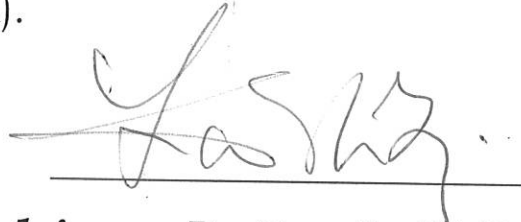
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Statement of Certification

This is to certify that Ato Ashenafi Assefa has carried out this research work on the topic entitled "Critical Evaluation of Process and Marketing Management at Addis Ababa SPA Services (Addis Ababa Filwoha)"

The work is original in nature and is suitable for submission for the award of Masters Degree in Business Administration (MBA).

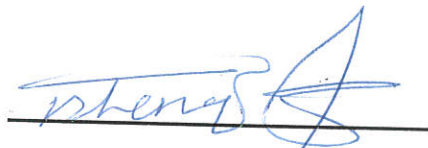


Advisor: Dr Zewde Shibre

Date: 10/08/07

Statement of Declaration

I, Ashenafi Assefa, hereby declare that this study, "Critical Evaluation of Process and Marketing Management at Addis Ababa Spa Services (Addis Ababa Filwoha)" is my own work. I have carried out the present study independently with the guidance and support of the research advisor, Dr Zewde Shibre. The study has not been submitted for award of any Degree or Diploma in this or any other Institution. It has been conducted in partial fulfillment of the requirement for the Masters Degree in Business Administration (MBA).



Ashenafi Assefa

Date: 28/08/07

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ADDIS ABABA UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
MBA PROGRAM

“Critical Evaluation of Process and Marketing Management at
Addis Ababa Spa Services (Addis Ababa Filwoha)”

In partial fulfillment of the requirements for MBA Degree

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Abstract

This thesis sets out to critically evaluate process and marketing management of Addis Ababa Filwoha, one of a long established service providing firm in the country. Observations and a well deigned questionnaire are employed, to do so

Customers find few thing as per their expectation. The price is affordable & information is provided about facility location, though only in Amharic .the customers like to use the shower service & they are satisfied with the quality of the soap. The outstanding problem is the long waiting hours. There is a noticeable service inconsistency. Toilettes are not available in all rooms. The existing ones are not in proper condition.

Waiting customers are left with out entertaining things, there is even lack of chairs. The service consistency is also evident in cleaning the rooms, towels, treating customers, room conditions. For all these customers are ready to switch to another service provider the moment one is available

CHAPTER 1: INTRODUCTION

1.1 Organization Background

Ethiopia lies in the cardinal part of the Great Rift Valley. It is virtually bestowed with an immense geothermal wealth as yet untapped. This enormous opulence includes the innumerable hot spring sources located, nearly in all its physical regions.

The Addis Ababa SPA has been established in 1889, during reign of Emperor Menelik II. Empress Taitu, Queen wife of the very sovereign, who on one occasion traveled from the then capital, Entoto to Finfine, the actual site of the spa, to bath in the natural hot springs. Delighted, she then, convinced her husband to move down to the Finfine locality, in which he agreed soon after, the foundation of a new capital had been here established.

Gradually, the royal family, dignitaries, the army and ordinary citizens settled into the vicinities of Finfine, which meant "spring" or even "hot spring". Tents were, then, pitched to accommodate the royal family, and dignitaries, people commenced building houses. The army on forced their quarters in the surrounding areas.

The proponent of the project, the wise queen was happy and proud because the development of the various sites had shown steady progress.

She then called the locality covered with exotic daisies, "Addis Ababa" New Flower".

Immediately, in the same year, 1886, the construction of a palace, just above Finfine, on a hill area, started.

Villages and hamlets merged from all segments, plots of lands were all segments, and plots of lands were allotted to all who wished so Addis, a new capital flourished amidst hilly districts.

Addis Ababa situated in the central part of the ancient land: enjoys these viable and affluent natural sources, the hot springs.

Located in the very heart of the metropolis, the Addis spa center offers a commendable service to all groups of people who frequently visit this sanitary and recreational establishment.

The modern facilities of the Addis Ababa spa meet the needs of its domestic and foreign visitors who come from the neighboring lands and from all over the world.

As the Addis Filwoha spring have various curative, Characteristic chemicals and components that remedy ailment which include rheumatism, gangrene, arthritis, skin diseases and other maladies, it is quite popular a resort.

The Addis spa center has two major sectors namely the New Filwoha and the Finfinie wing the older segment..

1.2 Research Background

Ethiopia is rarely known for a well thought for, disciplined, scientific undertaking of business letting few exceptions aside to be fair. The purpose of this research proposal is fetched from this assumption. Ours is, once again, a country where business activities are undertaken conventionally even at times haphazardly to say the least. This in mind, the project writer tries to examine one of a long established service providing business in the country, Addis Ababa Filwoha from two critical angles; its process management and integrated marketing management.

Even if the project treats the two areas of the business separately it will be done to meaningfully intertwine one to the other separately. Simply put they are intended to accomplish a synergetic effect on the over all evaluation of the performance of the business. The integration of operations & marketing is long recognized as central to service business management.

First, the research focuses on the marketing mix of AAF. The writer believes it reasonable to start with the product (service) provisions, the cost of getting the service (its pricing), the location and how the offers are being communicated to the customers.

Next, the focus shifts to the process management side of the business understudy, In order to avoid congestions at peak demand hours and idle facility at other limes it fakes a rigorous forecasting of demand for services, capacity management, managing waiting lines by applying scientific tools are not issues to be considered optional.

Therefore, a complete revision of the existing business of AAF will be made if the aforementioned factors are used to deliver superior value to customers and to ensure a competitive advantage for the service giver, i.e. AAF.

1.2 Research problem

As has been tried to pin point this research undertaking aim to examine two sides of AAF business. First a rigorous examination will be made to see if the 4P's of marketing are managed in an integrated manner to drive the utmost benefit. Second, a complete revision of the existing service process management will be give due attention to find out commissions that are worth sticking to & omissions that promise improvement in the future if committed. Given the aforementioned general picture each potential problem areas are dealt below.

AAF provides a hygiene keeping service to its customers. According to Messer's Fitzsimons, in their book *Service Management*, "service managers have difficulty identifying their product. This problem is partly a result the intangible nature of services, but it is the presence of the customer in the process that creates a concern for the *total service experience*"(Italics mine-page 19). Although the core service provided by AAF is hygiene keeping, is it presented, the writer asks and tries to answer, in a package to create a sense of superior "total service experience"?

The following criteria are adopted from Messer's Fitzsimons book to evaluate the service package of AAF

1. Supporting Facility

i) Location

Is AAF centrally located & accessible by public transportations?

ii) Interior decorating

Is the proper mood established? Can it make customers stay patiently while waiting for the service?

iii) Facility layout

Is there a natural flow of traffic? Are adequate waiting areas provided?

2. Facility Goods

i) Quantity

Is the time customers are permitted to stay in bath room long enough?

i) Selection

Are there enough variety of service levels to choose from as per the need and purchasing power of consumers?

ii) Consistency

Would the next customer get the same level of service as the one just before him? Could customers reasonably expect the same level of service at a revisit?

2. Explicit Services

1) Training of service personnel

Is the gate keeper, the first man the customer encounters, customer friendly? What about the ticket seller? And cleaners? Does the person who is

responsible for seeing customers are served in their arriving order do so justly?

II) Availability

Could customers get reservations by telephoning? Is twenty four hours service feasible and available?

III) Comprehensiveness

Would customers get any thing different from what is offered elsewhere? Is there any thing missing or do customer feel so?

3. Implicit Services

i) Attitude of service

When customers do come is it because they have no other service provider or is it because what the service at AAF meant to them?

ii) Atmosphere and waiting

Are there things that made the customers waiting time bearable? (Such things as a TV to watch, music to listen and a magazine to read...)

iii) Status

What difference does it make to come to AAF than going any where else?

iv) Sense Of Well – Being

Would customers get out of bath rooms safe, sound and satisfied or has they ever fall because of slippery floors ? Or get draught stricken?

v) Privacy & Security

Do the rooms ensure privacy of a bathing or showering customer? Could one get back valuable items forgotten in a room?

Unlike product pricing or more than product pricing, its service counterpart is a demanding task. It is so for the distinctive nature of services. First, service capacity is a perishable commodity. A bath room left untended has lost forever the revenue opportunity of a washing customer might bring.

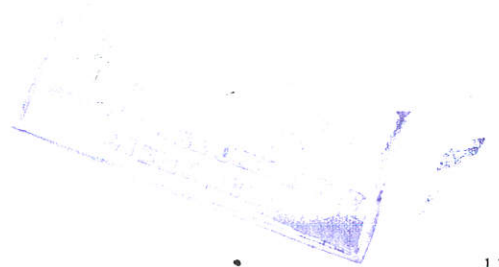
Second, again unlike products that are stored in warehouses for future consumption, a service is an intangible personal experience that cannot be transferred from one point of time to the next. Instead, a service is produced & consumed simultaneously. Whenever demand for a service falls short of the capacity to serve the results are idle services & facilities. Further, the variability in service demand is quite pronounced, in fact, our culture and habits contribute to these variations. For example, most of us wash on Saturdays and Sundays. These variations create consumer waiting on these days and idle service at other days of the week.

Then, is the current pricing of the services at AAF account for weekday and weekend variations? By requiring a Saturday and Sunday washer to do so for a higher price AAF can discriminate between a time-sensitive bather and a price-sensitive customer who may shift his service demand to weekdays.

Is there any practice of making a portion of the capacity variable? For instance are rooms for bathing families let to a lone bather when not demanded by the former?

Are reservation systems adopted by AAF to sell capacity in advance of use? If so what is the cost of accepting an early reservation at a discount than to wait and hope to sell the service to higher paying customer?

What is being done to win customers in the market for hygiene-keeping by AAF if at all? Is AAF centrally located & accessible by public transportations?



Part II: Process Management

As stated earlier fluctuations in demand for service are difficult to cope with because the consumption and production of services occur simultaneously.

Customers typically arrive at random & place immediate demands on the available wash rooms. If all wash rooms are occupied at the arrival of a customer then the customer is expected to wait patiently until a room gets vacated. Varying arrival rates & service time requirements result in the formation of queues (i.e. lines of customers waiting for their turn for service) the management of queues is a continuing challenge for service managers.

For customer, the cost of waiting is the forgone alternatives of that time. Added to these are the costs of boredom, anxiety and other psychological distress.

As a service providing firm the writer will investigate if there is the understanding of the queue phenomena & application thereby at AAF. An understanding of a calling population, arrival process, queue configuration, queue discipline & service process provides insights & identifies management options for improving customer service.

1.3 Research Objectives

By undertaking the project the writer wants to achieve the following objectives

- i) Look for the quality of service AAF provides its customers and find out if anything is missing from the service package and bring this to light for future improvement.
- ii) Demonstrate the unique feature of service giving and their implication for demand management and pricing services.
- iii) Show the impact a good servicescapes has on employees and customers and what a bad one would do to the organization under study.
- iv) Shade a light on how to communicate an intangible good and the means to make it tangible in the mind's of the consumer and there by distinguish one's offerings from what is available elsewhere.
- v) Bring to attention what a difference the application of one of scientific management tool, i.e. process management make to organizations like AAF.

1.4 Research significance

This research undertaking, when finalized, is expected to bring the following benefits both for the specific company under examination and others that closely and distantly resemble AAF

- I) The organization can revise its current offerings and find out what is missing from the package and stick to good practices and bring to the basket what is not there yet.
- II) Avoid the revenues lost forever from unused capacity by a proper demand forecasting and adjusting for the irregularities of demand on weekdays and weekends.
- III) Eliminate confusion from the existing facility and bring order over wherever things seem went amiss so that both customers and employees interact in an attractive and friendly atmosphere.
- IV) Cope up with the difficulty of communicating an intangible service and do tangibilize it in the mind's of customers so that customers see AAF service differently.
- V) Apply a readily available and a practically proven scientific management tool, i.e. queue model to minimize both the psychological and economic cost of waiting time on customers.

VI) Other service providers such as banks, hotels, fuel stations can get one or all of the benefits that would materialize from this undertaking to AAF.

1.5 Research Methodology

The nature of the study and the objectives it meant to accomplish, the writer believes, call for the following research methodologies

i) Observation

The writer has made closer observation of business conduct at the premise of the organization for one week; for an hour a day.

i) Questionnaire

Through a well-designed questionnaire, information is solicited from customers. Every day a minimum of 3000 customers visit Filwoha, ten percent of them are considered a representative sample.

1.6 Research Limitation

Lack of past researches conducted at AAF or any other similar organization deprived this project the opportunity of capitalizing from those findings. Due to lack of resources and the nature of the problem it was not possible to conduct a thorough investigation on the process side of the business conduct.

Chapter 2: Literature

Review

2.1 The Role of Services in an Economy

Services lie at the very hub of economic activity in any society. Infrastructure services such as transportation and communications, are the essential links among all sectors of the economy including, the final customer. In a complex economy, both infrastructure and distribution services function as intermediaries and as the channel of distribution to the final consumer.

In an industrialized economy specialized firms can supply business services to manufacturing firms more cheaply and efficiently than manufacturing firms can supply these services for themselves. Thus, more and more often we find advertising, consulting and other business services being provided for the manufacturing sector by service firms. (Collin, 1972, p11)

Government services play a critical role in providing a stable environment for investment and economic growth. Services such as public education, health care, well-maintained roads, safe drinking water, clean air, and public safety are necessary for any nation's economy to survive and people to prosper.

Thus, it is imperative to recognize that services are not peripheral activities but rather integral parts of society. They are central to a well functioning and healthy economy and lie at the heart of the economy. Finally, the service sector not only facilitates but also makes possible the goods producing activities of the manufacturing sectors. Services are the crucial force for today's change toward a global economy.

Except for basic subsistence living, where individual households' are-sufficient, service activities are absolutely necessary for the economy to function and to enhance the quality of life.

2.2 Service Definitions

Many definitions of service are available but all contain a common theme of intangibility and simultaneous consumption. The following represent a sample of service definitions:

Services are deeds, processes, and performances. (Valarie A. Zeithaml and Mary Jo Bitner, Services Marketing, New York: McGraw-Hill, 1996, p.5.)

A service is an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between customer and service employees and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems. (Christian Gronroos, Service Management and Marketing, Lexington, Mass: Lexington Books, 1990, p.27)

Most authorities consider the services sector to include all economic activities whose output is not a physical product or construction, is generally consumed at the time it is produced, and provides added value in forms (such as convenience, amusement, timeliness, comfort, or health) that are essentially intangible concerns of its first purchaser. (James Brian Quinn, Jordan J. Baruch, and penny Cushman Paquette, Scientific American, Vol. 257, no. 2, December 1987, p.50.)

A precise definition of goods and services should distinguish them on the basis of their attributes. A good is a tangible physical object or product that can be created and used later. A service is intangible and perishable. It is an occurrence or process that is created and used simultaneously or nearly simultaneously. While the consumer cannot retain the actual service after it is produced, the effect of the service can be retained. (Earl Sasser, R. Paul Olsen, and D. Daryl Wyckoff, Management of service operations, Boston: Allyn and Bacon, 1978,p.8.)

A service is a time-perishable, experience performed for a customer acting in the role of co-producer.(Philip B.Crosby: "Quality is Free: The art f Making Quality Certain"New York: McGraw Hill 1979)

2.3 Service classification

To demonstrate that management problems are common across service industries, Roger Schmenner proposed the service process matrix in figure 2.1. In this matrix, Services are classified across two dimensions that significantly affect the character of the service delivery process. The vertical

dimension measures the degree of labor intensity, which is defined as the ratio of labor cost to capital cost. Thus, capital-intensive services such as airlines and hospitals are found in the upper row because of their considerable investment in plant and equipment relative to labor costs. Labor-intensive services such as schools and legal assistance are found in the bottom row because their labor costs are high relative to their capital requirements. (Carr, 1992, p72-77)

The horizontal dimension measures the degree of customer interaction and customization, which is a marketing variable that describes the ability of the customer to affect personally the nature of the service being delivered. Little interaction between customer and service provider is needed when the service is standardized rather than customized.

Degree of interaction and customization

Degree of labor intensity	Low	<p style="text-align: center;">Service Factory:</p> <ul style="list-style-type: none"> • Airlines • Trucking • Hotels • Resorts and recreation 	<p style="text-align: center;">Service shop:</p> <ul style="list-style-type: none"> • Hospitals • Auto repair • Other repair services
	High	<p style="text-align: center;">Mass service:</p> <ul style="list-style-type: none"> • Retailing • Wholesaling • Schools • Retail aspects of commercial banking 	<p style="text-align: center;">Professional service:</p> <ul style="list-style-type: none"> • Physicians • Lawyers • Accountants • Architects

Figure 1:1

The four quadrants of the service process matrix have been given names, as defined by the two dimensions, to describe the nature of the services illustrated. Service factories provide a standardized service with high capital investment, much like a line flow manufacturing plant. Service shops permit more service customization, but they do so in a high capital environment. Customer of a mass service will receive an undifferentiated service in a labor-intensive environment, but highly trained specialists will give those seeking a professional service.

2.4 The Service package

Service managers have difficulty identifying their product. This problem is partly a result of the intangible nature of services, but it is the presence of the customer in the process that creates a concern for the total service experience. The service package is defined as a bundle of goods and services that is provided in some environment.

This bundle consists of the following five features:

a) Supporting Facility

The physical resources that must be in place before a service can be offered

b) Facilitating goods

The material purchased or consumed by the buyer, or the items provided by the customer.

c) Information

Operations data or information that is provided by the customer to enable efficient and customized service.

d) Explicit Services

The benefits that are readily observable by the senses and that consist of the essential or intrinsic features of the service.

e) Implicit Services

Psychological benefits that the customer may sense only vaguely or the extrinsic features of the service.

All of these features are experienced by the customer and form the basis of his or her perception of the service. It is important that the service manager offer a total experience for the customer that is consistent with the desired service package. However, an appreciation of the unique features of the service environment is important for understanding the challenges facing service managers.

2.5 Distinctive Characteristics of Service operations

In services, a distinction must be made between inputs and resources. For service, inputs are the customer themselves, and resources are the facilitating goods, the service system must interact with the customers as participants in the service process. Because customers typically arrive at their own discretion and with unique demands on the service system, matching service capacity with demand is a challenge. (Beharia, 1999, P-324)

a) Customer participation

The presence of the customer as a participant in the service process requires an attention to facility design that is not found in traditional manufacturing operations. That automobiles are made in a hot, dirty, noisy factory is of no concern to the eventual buyers because they first see the product in the pleasant surroundings of a dealer's showroom. The presence of the customer on site requires attention to the physical surroundings of the service occurring in the front office of the service facility, and the quality of service is enhanced if the service facility is designed from the customer's perspective. Attention to interior decorating, furnishings, layout noise, and even color can influence the customer's perception of the service.

b) Simultaneity

The fact that services are created and consumed simultaneously and, thus cannot be stored is a critical feature in the management of service. This inability to inventory services precludes using the traditional manufacturing strategy of relying on inventory as a buffer to absorb fluctuations in demand. An inventory of finished goods serves as a convenient system boundary for a manufacturer, separating the internal operations of planning and control from the external environment. Thus, the manufacturing facility can be operated at a constant level of output that is most efficient. The factory is operated as a closed system with inventory decoupling the productive system from customer

demand. Services, however, operate as open system, with the full impact of demand variations being transmitted to the system.

Inventory also can be used to decouple the stages in a manufacturing process. For services, the decoupling is achieved through customer waiting. Inventory control is a major issue in manufacturing operations, whereas in services, the corresponding problem is customer waiting, or "queuing." The problems of selecting service capacity, facility utilization, and use of idle time all are balanced against customer waiting time.

The simultaneous production and consumption in services also eliminates many opportunities for quality- control intervention. A product can be inspected before delivery but services must rely on other measures to ensure the quality of services delivered.

c) Perishability

A service is a perishable commodity. Because a service cannot be stored, it is lost forever when not used. The full utilization of service capacity becomes a management challenge because customer demand exhibits considerable variation and building inventory to absorb these fluctuations is not an option.

Faced with variable demand and a time perishable capacity to provide the service, the manager has three basic options:

1. Smooth demand by:
 - a. Using reservations or appointments
 - b. Using price incentives week
 - c. Demarcating peak time



2. Adjust service capacity by:
 - a. Using part time help during peak hours
 - b. Scheduling work shifts to vary workforce needs according to demand
 - c. Increasing the customer self- service content of the service.

3. Allow customer to wait

The last option can be viewed as a passive contribution to the service process that carries the risk of losing a dissatisfied customer to a competitor. By waiting, the customer permits greater utilization of service capacity. The airlines explicitly recognize this by offering standby passengers a reduced price for their tickets.

The intangible nature of services presents a problem for customers. When buying a product the customer is able to see it, feel it, and test its performance before purchase. For a service, however, the customer must rely on the reputation of the service firm.

d) Heterogeneity

The Combination of the intangible nature of services and the customer as a participant in the service delivery system results in variation of service from customer to customer. The interaction between customer and employee in services, however, creates the possibility of more complete human work experience. In service, work activity generally is oriented toward people rather than toward thing.

2.6 Classifying services for strategic insights

A general discussion of service strategy is complicated by the diversity of service firms in the economy and their differing customer relationships. However, strategic insights that transcend industry boundaries are needed to avoid the myopic view, which is prevalent among service managers that concepts do not translate from one industry to another. For example, competitive strategies used by banking services could find an application in laundry services because both deal with customer's property. The new laundry drop off and pick up service available at commuter rail stations is similar in concept to bank automatic teller machines in supermarkets. The following classification schemes developed by Christopher Lovelock provide us with an appreciation of possible strategic dimensions that transcend industry boundaries.

2.7 Services capes

The physical environment or services cope of the supporting facility influences both customer and employee behavior {Fitzsimons, 2004 p60} and should be designed with an image and feel that is congruent with the service concept. This is very important especially if the customer spends a considerable time at the service providing firm.

Environmental Dimensions of service capes

The dimensions of the physical environment surroundings include all the objective factors that can be controlled by the firm to enhance employee and customer actions and perceptions of the service. It is important to realize that

people respond to the environment holistically that is the total combined effect on our senses defines our perception of the servicescape (ibid)

a) Ambient Conditions

The background of our environment, such as temperature, lighting, noise, music and scent affects all five of our senses. Any one of them affect pace of shopping, length of stay and amount of money spent.

b) Spatial layout and functionality

The arrangement of furnishing and equipment and the relationship among them create a visual and functional landscape for delivery of the service. This landscape can communicate order and efficiency or chaos and uncertainty for both employees and customers. For self-service activities, the functionality or ease of use of equipment is important to allow customer to perform unattended activities.

c) Signs, Symbols and Artifacts

Many items in the physical environment serve as explicit or implicit signals that communicate norms of behavior and give directions explicit signs such as "No smoking" communicate rules of behavior, where as an "Arrow" indicates which direction to take.

2.8 Process Analysis

The ability to diagram a process, identify the bottleneck operation, and determine the system capacity are fundamental skills in managing service operations and making improvements. An acknowledged axiom is "If you can not draw it, then you do not really understand it "

Process Terminology

i) Cycle time

It is the average time between completions of successive units. The entire system has a cycle time defined as the time between successive customer exiting during a busy period. Before the system cycle time is can be determined, the bottleneck must be identified.

ii) Bottleneck

It is the factor that limits production usually the bottleneck is the slowest operation (or longest CT)Just as the neck of a bottle constricts the flow of liquid a process bottleneck gets a ceiling on how quickly units can move through the process and thus determine the CJ of the entire system .

CHAPTER THREE: FINDINGS AND DISCUSSION

3.1 Ticketing and coming to Filwoha

In this part, customers are asked if it was easy coming to Filwoha, to find information about ticket prices and whether the price charged for the service is affordable. Moreover, questions are posed to find what customer may feel if price is moved in either direction. This later question cross-checks the affordability of the current price. Additional questions are framed about making reservations through phone call, buying the service ahead of time, by a way of coupon. Lastly, customers are asked how they found the ticket seller. For most of the customers, it was easy to find out information about prices. That was so for 76% of the service buyers. The writer observed a large board that specifies price levels for the various service levels at the main entrance. Surprisingly a great number of the customers, that is 70%, consider the price reasonable. Had it not been for the 18% who are reserved (not sure) the price affordability would have been close to anonymous. The lack of alternative service provider may have been a reason for the undecided customers. Where there are no alternatives, it is difficult to make comparisons and pass a

decisive judgment. Only 56 customers out of 300 find the price expensive. They represent a mere 1.2 percent of the questioned customers.

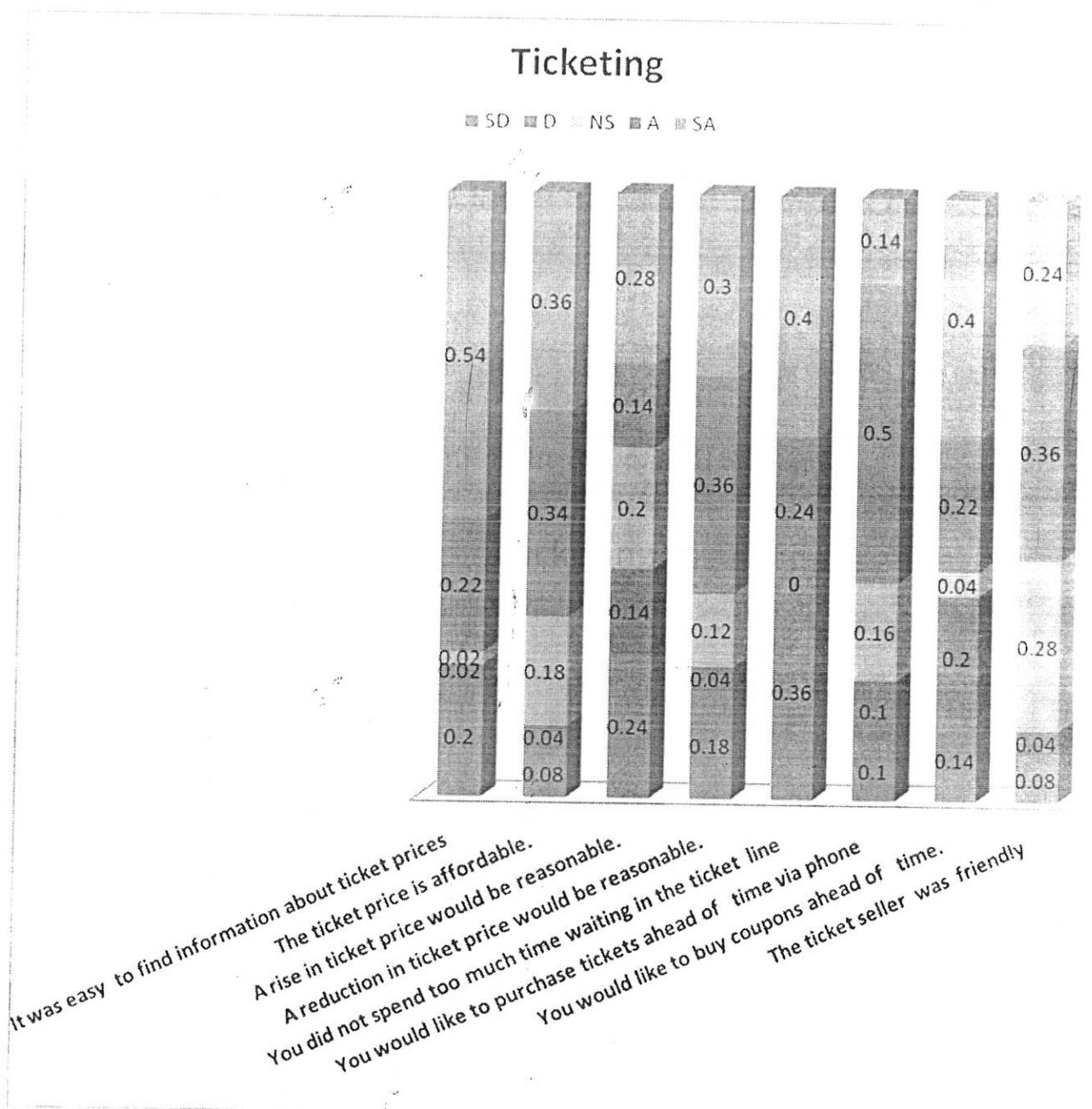


Figure 1: Ticketing

A price rise splits customers equally. A not so small proportion, i.e. 42% favors a price rise. Out of these 28% strongly do so. A comparable proportion of customers, close to, 38% are against a price increment and 24% of them are a staunch opponent of such a move. Only 2% of the respondents found out to be indifferent.

Such divisions among customers about a price increment seem to be surprising at a first glance. It sounds irrational hearing a customer calling for or agreeing enthusiastically to a price rise. However, it has a contextual explanation. Those customers who favor a rise in price need to spare themselves of long waiting for a service. It is ingeniously calculated motive. It goes like this; a price increment would discourage some customers buying the service. This reduces the number of customers coming to Filwoha. Again, this will shorten the waiting time. As will be shown shortly, customers suffer a long waiting time. This demonstrates that a large number of customers need to trade- off money for a fast service. The other group is understandable, customers rarely welcome additional expense. Nevertheless, to support the former argument 22% automatically dismiss the opportunity of paying a lower price. Moreover, 18% of them are strongly against seeing the price lowered. As for the customers who favor a price reduction, i.e. 39%, it is obvious. As customers, we usually want to pay less. Still only 3% strongly want the price reduced. The rest are indifferent. This further strengthens that Filwoha is charging a reasonable amount for the services it is providing.

Customers are gain divided on the length of waiting to get tickets. Some 36% said that there was waiting to pay for the service. The rest confirm that there was little waiting (24%) no waiting at all (40%).

This too is not so surprising. The length of waiting at the ticket counter depends on customers' arrival rate. When many customers arrive at the same hour of the day, they wait some time to get tickets. The larger the number of customers arriving simultaneously, the longer the waiting time would be. Only one person is employed to sell tickets to all customers. The writer observed that on weekends the waiting is longer than the rest of the days. Saturdays and Sundays witness large number of visitors.

Not surprisingly, customers need to both make reservations via phone and pay for future service. Currently both services are available. Making a reservation via phone and getting the service immediately costs twice as much as the usual pay alternative.

Visitors to Filwoha obtained information about the service primarily through word of mouth from friends and relatives, but also by passing by. Some do not remember where from.

Filwoha is not equally accessible to all customers. It is located on the road leading to Leul Genet palace. It is the only major provider of hot shower service; therefore, customers arrive from every corner of the city.

3.2 Orientation

Orientation is the first behavioral need of an individual on entering a place. It includes questions of place orientation (e.g. where am I?) as well as function orientation (e.g. How does this organization work, and what do I do next?) On entering a physical setting, customers gain control when they can use spatial cues, along with previous experience, to identify where they are, where they should go, and what they need to do. Anxiety and a sense of helplessness can result if spatial cues are not present or previous experience cannot be used to avoid disorientation. Richard E. Wener argues that the causes of disorientation in service settings can be reduced by facility design that incorporates previous experience, design legibility and orientation aids.

The following questions demonstrate if there are aid of both of place orientation (e.g. where am I?) as well as function orientation (e.g. How does this organization work, and what do I do next?)

Almost all customers agree that it was easy getting to washing blocks, as there are enough information posted pointing directions of the blocks. In addition, most agree that information provided in both Amharic and English. The writer's personal observation contradicts the later claim. Since most of the customers are regular ones, it is not as such difficult finding their ways around. This explains the contradiction, between the writer's observation, and what the customers claimed to be the case. That is why close to half of the customers consent to the availability of guide service when there is none. Although, there are no employees employed for this specific task any member

of the staff provide information when asked .This implies that customers are at the initiating side of the communication. This is the reason why half the customers find it easy to get information from the staff and consider them friendly and the rest did not .As many as 60% of the respondents agree that there were clear signs giving information about the facilities. However, the information was not provided in a variety of language. Unlike, the response about information about washing block location, customers are consistent with their answers. The consistency arises because the respondents were at their respective washing blocks while filling the questionnaire. This gives them the chance to look around to check if the information is there before answering. The writer's observation confirms all information provided in Amharic.

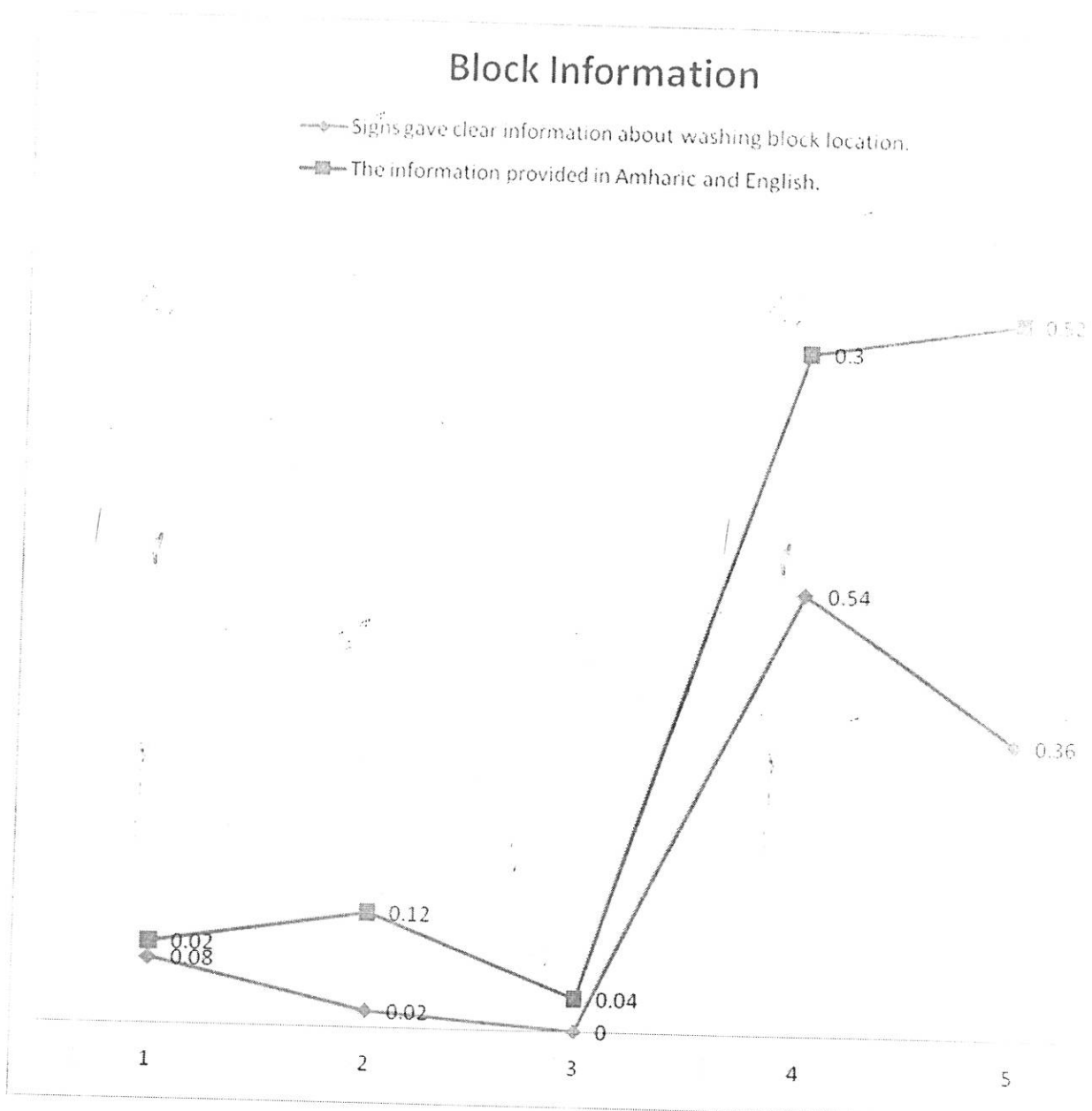


Figure2:Block Information

Facility Information

- There were clear signs giving information about the facilities.
- The information was provide in a variety of language

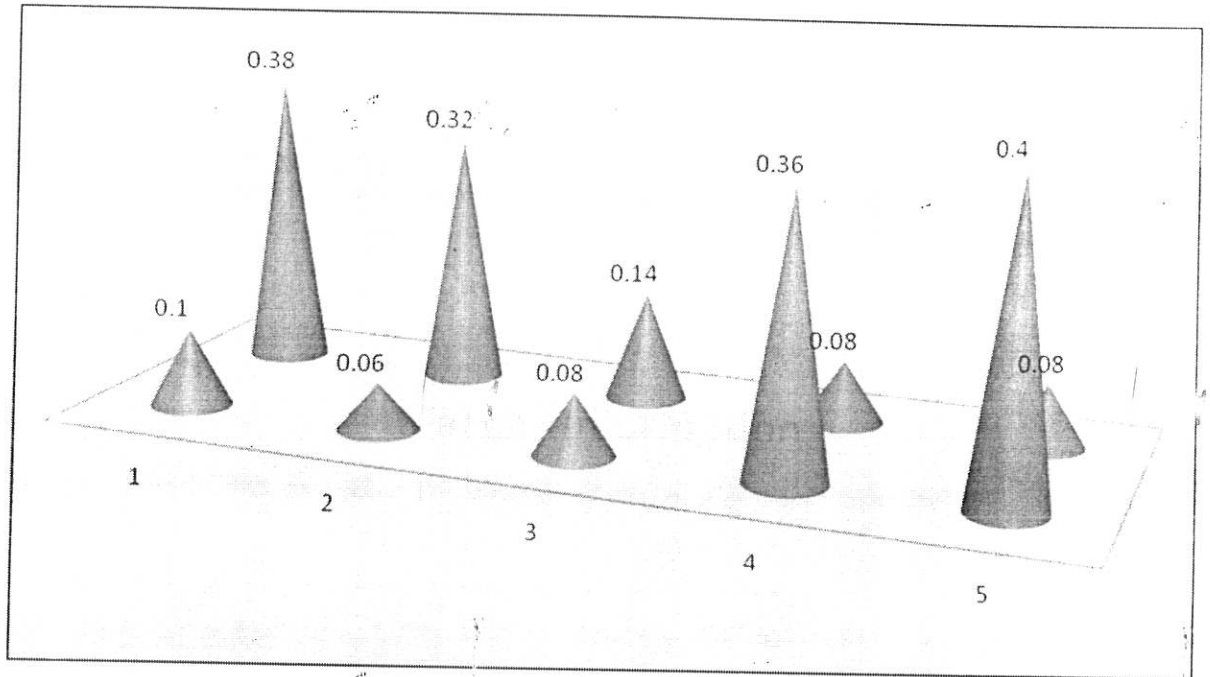


Figure 3: Facility Information

Among the respondents, there were foreigners and Ethio-Canadian family. The children in the later group did not speak Amharic

Many respondents (above 70%) confirmed that there were not enough chairs for waiting customers to sit on and the ones in use are not comfortable. The writer observed many customers standing in every corner available and walking around while waiting for their turn of the service.

3.3 Toilette Facility

At least 3,000 customers visit Filwoha every day and there is a long waiting for the service. This demands that toilette service requires great consideration.

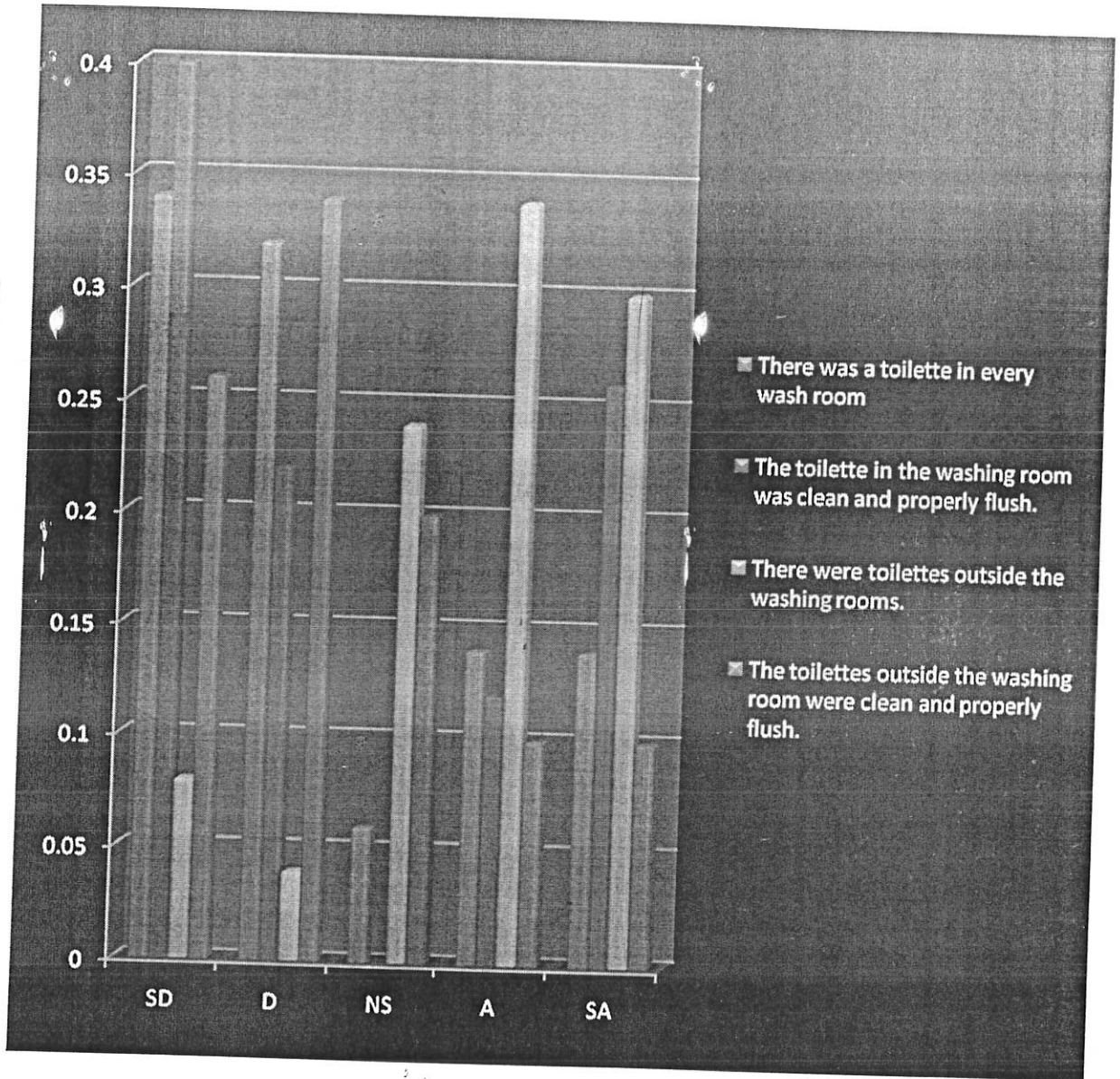


Figure 4: Toilette

Responders, 66% of them, confirmed that there were not toilette in the wash rooms .Toilettes are installed only on first class wash rooms and the ones available were not clean enough . They did not properly flush either.

There are toilettes outside the washing rooms, so confirmed 67% of the respondents. But there were not clear sings indicating the specific location of the toilettes. That is why some of the customers are unaware of their existence Again, these one are not clean nor do they flush properly.

3.4 Soap Quality

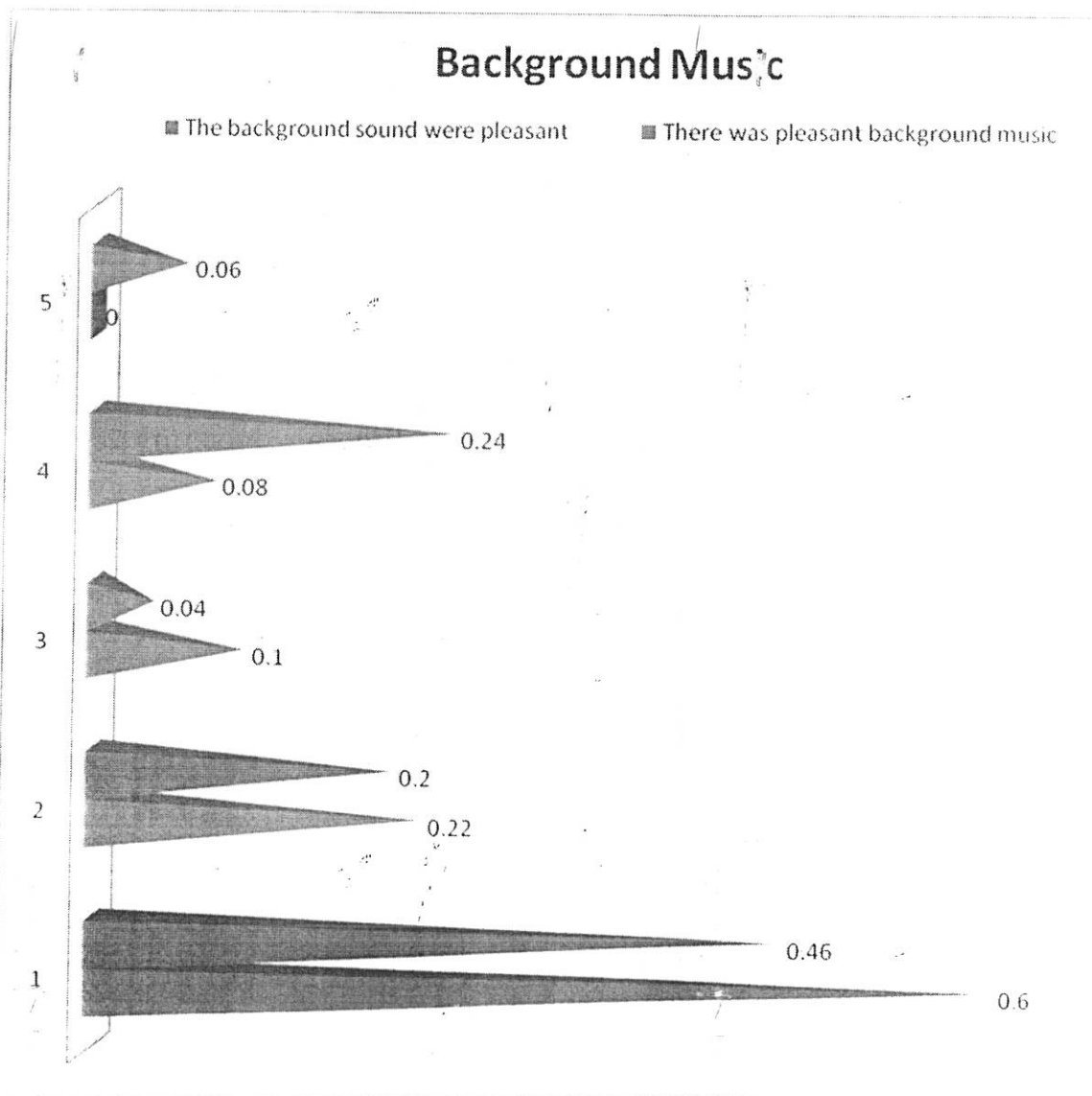
It is possible to say that all respondents unanimously agree that the soap is of good quality. That is because only two percent of the respondents show reservation: not a single customer answered to the contrary.



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LIBRARIES

3.5 Background Sound

As a way to make the long hours of waiting tolerable some service providers entertain customer with recorded music. This is not the norm at Filwoha. Sixty percent of the respondents strongly resent the lack of pleasant background music. Another 22% join this group by insisting the necessity of a pleasant music to lessen the boredom of waiting.



The absence of a well-intentioned entertaining music gives way to a disturbing noise 88% of the customers agree that there is unpleasant sound at washing blocks.

The washing rooms are wide enough for customer allowing easy movement. Four-fifth of the respondents found the rooms relaxingly wide enough.

3.6 The Restaurant

Few of the respondents use the restaurant as a diversion (to dine and wine themselves) both while waiting and after taking shower. However most of the ones who do, found the food variety appealing (88% of them).large numbers of customers, i.e. 68% are totally against the idea of letting customers smoke in the restaurant. An equal number of customers discourage smoking at washing blocks, too.

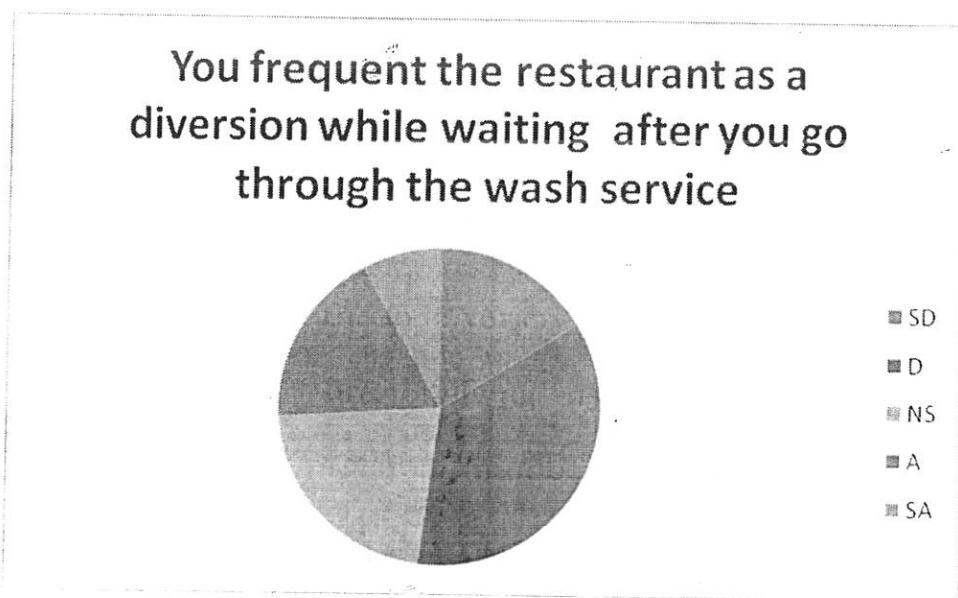


Figure 6:Restaurant facility

3.7 Waiting for Service

Customers spend too much time waiting to get to washing rooms. Almost 90% of the customers suffer long hours of waiting. The writer witnessed customers waiting as long as 5 hours. One of the respondents who filled the questionnaire at 8AM in the morning was still waiting while the writer leaves the premise at 1PM.

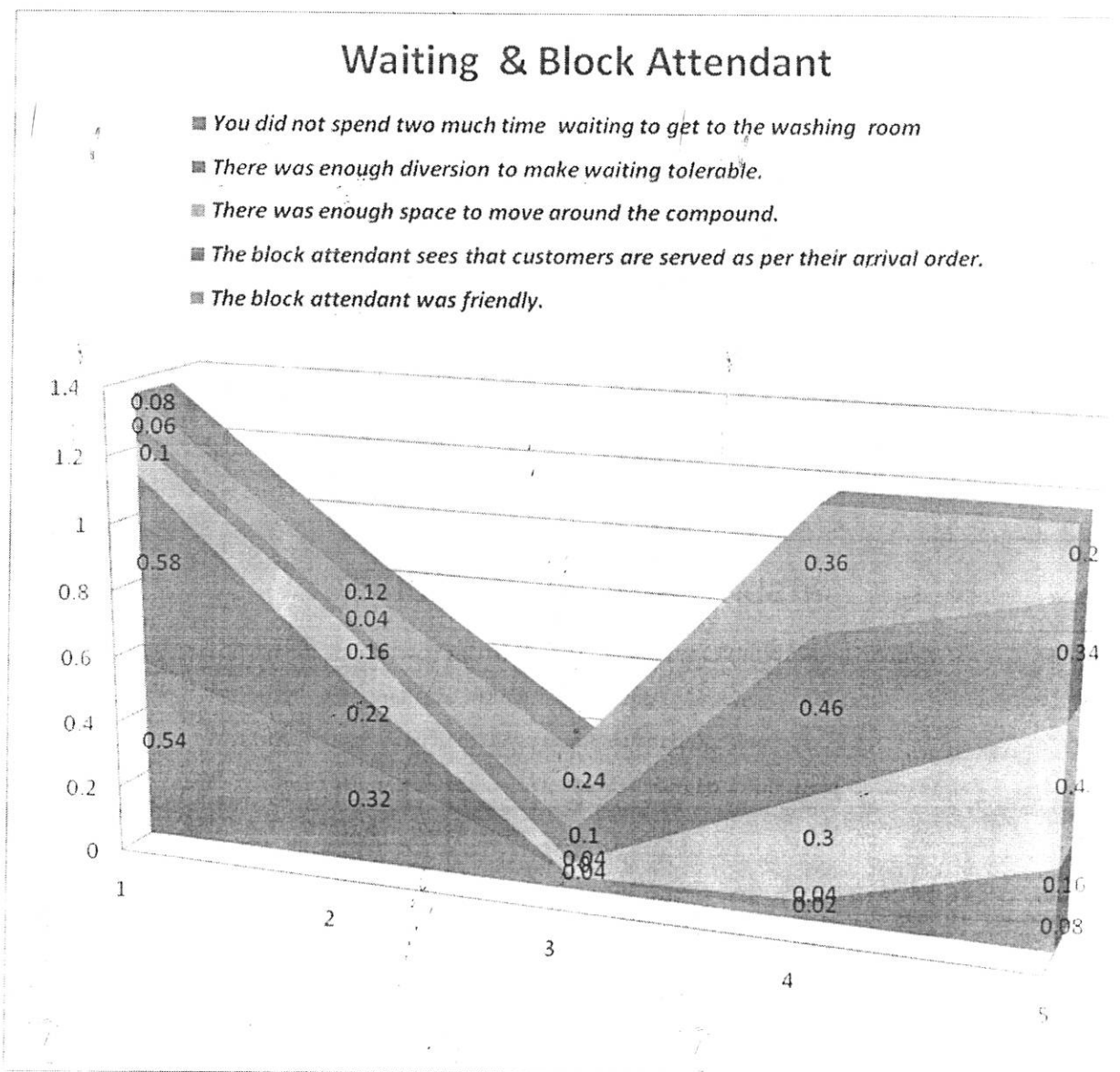


Figure 5: Waiting

To make matters worse there are not enough diversions to reduce the psychological cost of waiting. Long hours of waiting create boredom, anxiety and stress. A music to hear, a magazine to read, and TV to watch can lessen this. Earlier it was that demonstrated that rather than entertaining music customers found unpleasant noise.

There is 14-inch TVs in some of the washing blocks, though. The writer observed that these TVs are not serving what they meant to be. The TVs tuned to a single channel for all of the working hours. Surprisingly, they are mute. Few of the customers glance at the TVs looking for entertainment

Luckily, the block attendant sees that customers are served according to their arrival order. Only 1% of the customer claimed that the block attendant is unjust. In addition, half of the customers consider him/her friendly.

3.8 Service Consistency

There is inconsistent level of service as can be inferred from respondents' response. Only 56% of the respondents confirm that the room they attended was clean. So is the towel.

In Wasing Room

SD
 D
 NS
 A
 SA



This is a clear sign of inconsistent service standard. Due to high rate of customer turnover, it is hard to clean the rooms and the towel on a consistent level. However, the cleaning is not so worse as to leave the floors slippery. Exactly four fifth of the customers agree that the floors was not slippery. And a bit larger proportion affirms adequate room lighting.

3.9 Service Time

Many customers are content with the 45 minutes they spend in washing rooms. Out of 64% respondents who claimed so, half are strongly satisfied with the 45 minutes long hot shower. And almost all of the customers object to shortening the time by 5 minutes. In addition, the majority of them strongly object to the idea. When it comes to the possibility of rising the 45 minutes to 50, almost all customers are enthusiastic.

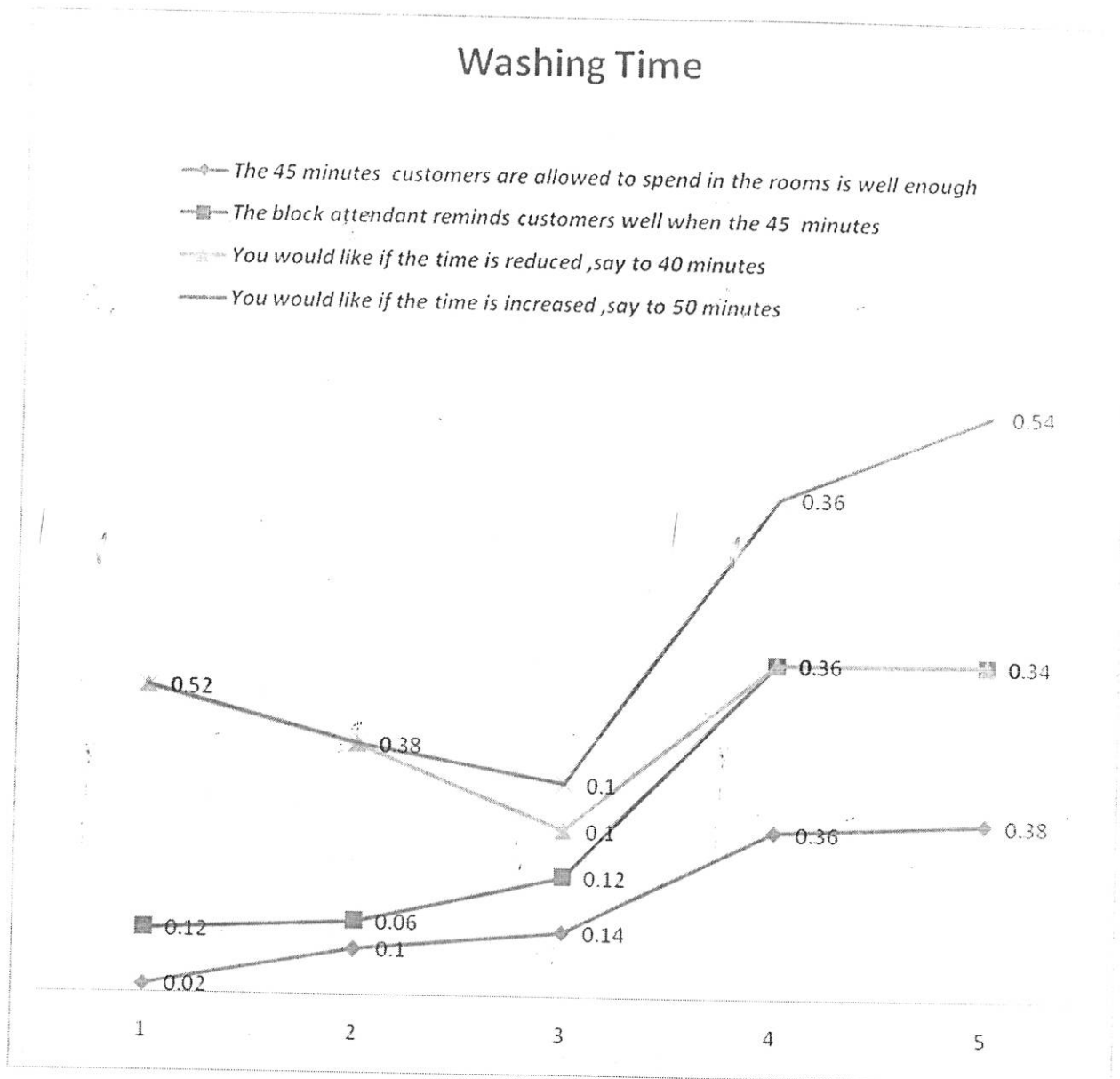


Figure 6: Service Time

The block attendant usually reminds customers when the 45 minutes are over. He fails to do so 18% of the time. This lets some to stay more than the prescribed length of time. This creates unintentional discrimination between customers. What is more this adds additional time to the already tryingly long hours of waiting.

3.10 Employees

Service quality begins with people. Quality begins with the development of positive attitude towards customer among all people in the organization. Positive attitudes can be fostered through a coordinated program that begins with employee selection and progress through training and initial job assignment. There is the opportunity to adopt booklets developed by service providers in the other parts of the world. A set of booklets was developed to instruct employees how to conduct themselves when dealing with guests and in some cases, even how to speak. The **Marriott Bedlam** stresses how to make a guest feel welcome and special. The **Switchboard Operator** tells in details how to speak with a guest and handle a variety of specific situation. Adherence to these standards can be checked by random visit from inspectors.

Sixty-four percent of the respondents agree that employees are well dressed and neat. Although the agreement is that wide, it is not strong as such. Only 24 percent made a strong agreement.

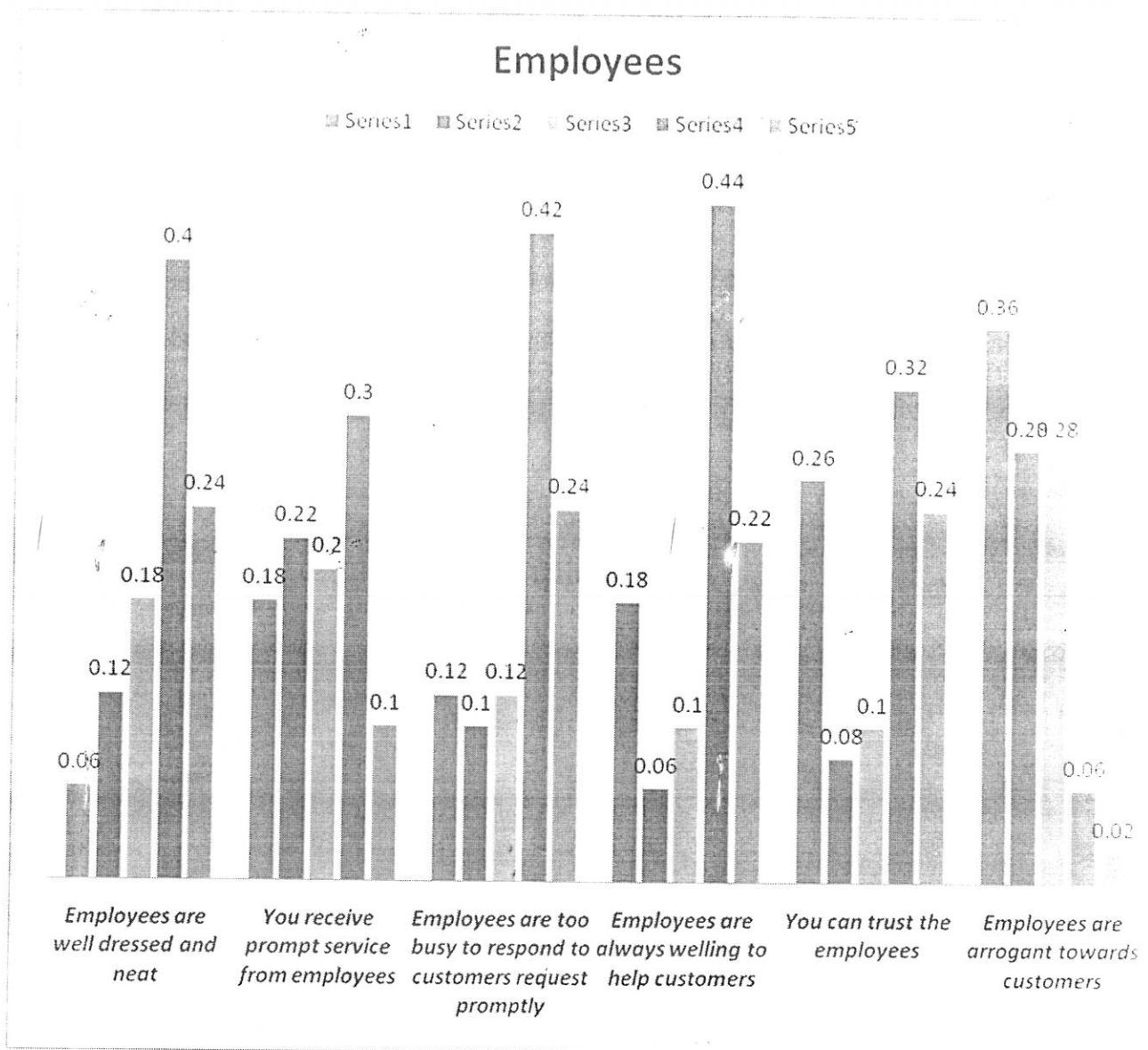
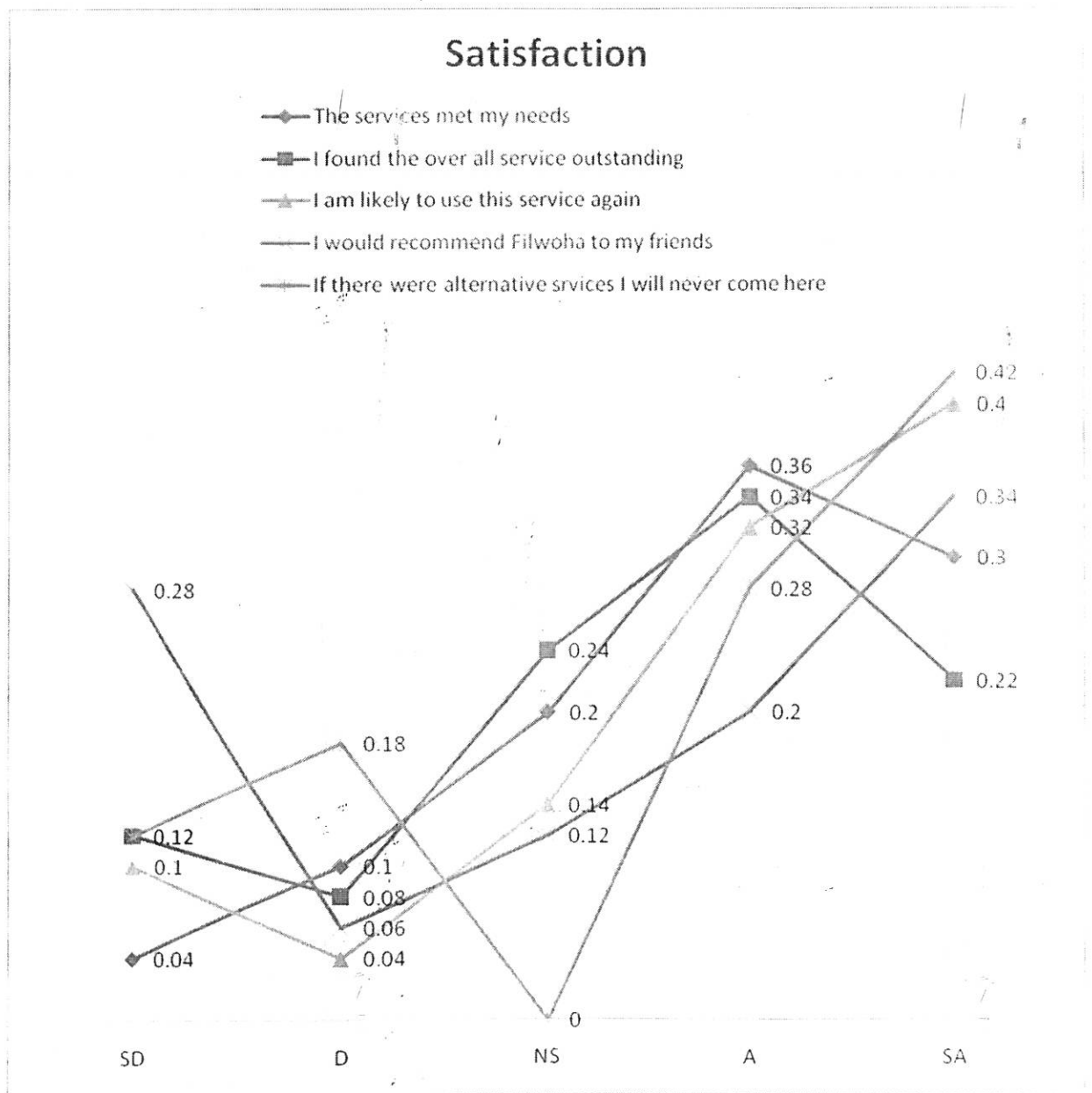


Figure 8: Employees

Two- third of the time employees are too busy to respond to customers request promptly. Moreover, two- fifth of the customers receive prompt service from employees. And those customers who ventured to solicit help from employees found them cooperative most of the time. Employees do not enjoy the trust of the customers.34 percent of them find it hard to trust the employees. Few found the employees arrogant.

3.11 Satisfaction

Three- fifth of the customers agree that the service met their needs. This wide agreement is for the shower service that is so be cause few found the over all service outstanding. Seventy-two per cent of the customers said they would likely use the service in the future. Only 54 percent of the respondents are willing to recommended friends to use services provided by the form



The above figures may not depict a gloom future for the organization. It is not quite so. One question is revealing. Has there been alternative service providers 70% of the customers would never visit Filwoha.

CHAPTER FOUR: CONCLUSION & RECOMMENDATION

4.1 Conclusion

Visitors to Filwoha obtained information about the service primarily through word of mouth from friends and relatives, but also by passing by. Some do not remember where from.

Filwoha is not equally accessible to all customers. It is located on the road leading to Leul Genet palace. It is the only major provider of hot shower service; therefore, customers arrive from every corner of the city.

The organization is enjoying a large number of regular customers.

The prices for different level of the service are listed on a large board at the entrance, near the ticket counter. The ticket prices are affordable for most customers. Depending on customers arrival rate and lime of arrival there is wailing to pay for tickets. Some consider the ticket seller is friendly.

Sings give clear information about washing block locations. It was not easy to get information from the staff and the staff members are not as friendly as they should be. There are not clear signs giving information about the facilities and the medium is Amharic.

There were not enough chairs for customer to sit on. The ones in use are not comfortable either. Customers spend the agonizing long hours of waiting standing or walking in the compound or talking with friends or other customers.

There are toilettes in first class rooms. However, they are not clean & tissue papers are not available. They do not flush properly either. There is one toilette in the compound for all to use, but most customers know not it exist. The same is true about this toilette, it is not clean; tissue papers are not available.

Filwoha procures its soap from a good supplier. Customers are satisfied with the quality of the soap.

Waiting customers are not entertained with recorded music. In place of sweet and relaxing music, there is an unpleasant noise.

There are TVs in some washing blocks for entertaining customers. However, the sizes of the TVS do not match the room size. Moreover, the TVS tuned to a single channel for all of the working hours. They are mute, too. Few entertain themselves watching them.

The rooms are relaxingly wide enough for washing customers. The restaurant services attract few waiting customers. Although there are enough variety of foods and beverages of good quality customer consider them high priced.

Respondents need smoke free washing blocks and restaurants.

Customers spend too much time waiting to get service, some wait as long as half a day. As was sated earlier there are not enough diversions to ease the boredom of wailing most customers found the compound wide enough to more.

There is service inconsistency. There is no uniform and predictable service standard. Some rooms do not secure privacy. Towels are not always clean. Bathtubs in some rooms are not functional.

Most of the time the block attendant sees that customers served as per their arrival order. The block attendant is not friendly to all customers.

Customers are content with the prescribed washing time length, which is 45 minutes. None would like to see it reduced and none object if it is raised .One fifth of the time the block attendant fails to remind customers who over stay the prescribed limit.

Once again, there is no uniform and predictable treatment for all guests. Not all respondents agree that employees are well dressed and neat. Large number of customers had not received prompt services from employees. For a number of time employees are too busy to respond to customers request promptly. Some are not cooperative enough to help guests. Lastly, employees do not enjoy the full trust of customers.

4.2 Recommendations

Filwoha is not accessible to all customers equally this calls for other service providers to join the industry by opening branches in different part of the city. Many customers learn about Filwoha from family members or friends the organization is not taking any pains to advertise the service it provides. With the current state of affairs advertisement to attract new customers is not a wise thing to do every day a minimum of 3,000 people flock to Filwoha to get services this number is much more than the company can handle. Attracting new customers without expanding its content facilities would only add to the already high traffic of customers advertisement for image building is in dispense able most of the existing customers are dissatisfied with the current service provision.

The current price for the service need to be raised. This would discourage some customer from buying the service. This recommendation is made to reduce the overfull demand that creates too long wailing. Other than reducing

the overfull demand the short run, raising the price would have two positive consequences in the long run. First, by raising the price the organization can generate enough revenue to make improvements on the current service and for future expansion. Second, the above normal profit would attract competitors to join the sector reduce. In the long run this will benefit the customer in price and quality.

Waiting at the ticker counter can be eliminated by adding at least one counter.

Reservations made via phone call and the availability of coupons should be communicated to customer.

Information's should be provided in variety of languages, at least in Amharic and English. And the organization has to employ at least one guide who would show customers their choice of service locations. In addition, an information desk employee reduces the problem of new customer greatly.

Some argue that waiting is not waiting if it is fun. The chairs currently in use should be discarded, and replaced with new and comfortable ones. Waiting customer should be entertained with recorded music. The organization should hire a DJ (Disc Jokey) for this purpose . This will ease the boredom of waiting. In addition to music the organization has to provide some publications, such as magazine, sports newspapers... for waiting customer.

The organization should upgrade the current status of the toilettes. Cleanliness, availability of tissue papers, the flush need immediate

consideration. At least 3,000 customers visit Filwoha everyday and there is a long waiting before the service. This implies that availability of toilette service deserves great consideration.

It is good for the organization to continue to procure the soap from its existing supplier. Customers are satisfied with the quality of the soap. Employees, specially the ones who have frequent contact with customers should receive training in customer handling. It is not enough to post a motto declaring, "The customer is always right", as the one posted on the wall of the hotel reads. They have to practice what they preach.

Service consistency should be watched closely. The towels have to be replaced with new ones. The employees who wash the towels and those who clean rooms should be monitored closely. Recruiting additional employees for both towel washing and room cleaning can reduce service inconsistency that results from heavy burdens of work.

The shutters & bathtubs in some rooms need immediate maintenance. The maintenance section employee has to check the states of the rooms and the equipments as often as possible.

The prescribed as minutes for shower are long enough. Neither reducing nor raising it is a good move. However, the block attendant has to remind customers when it is over without failing.

The price charged for the items on the restaurant menu should be reduced a bit. A soft drink costs close to 4 Birr. Menus are not placed on every table, as

they should be. A customer has to ask the waiters to have a look at one. Not only on restaurant tables made available on washing block tables also.

No other improvement would improve the current shortcomings dramatically than service expansion, that is, building additional washing blocks. The organization has enough land for expansion. Capital requirement would not be a limitation either. Since the organization has enough demand for its services banks would be willing to grant loans for expansion.

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Appendix i Questionnaire for Customers

Dear respondent, I am a graduating student in the MBA program from Addis Ababa University, Faculty of Business and Economics. I am conducting a survey on process and marketing management at SPA services (commonly known as Filwoha) and want to find out what do people think about the service experience when visiting Filwoha. The survey is being conducted in partial fulfillment of the requirements for a masters degree in Business Administration (MBA)

This survey is designed to find out your opinion about Filwohas services. Please show the extent to which the services met your expectations. Do this by ticking (for part II Questions) one of the five numbers next to each statement. That is, if you strongly agree with a statement, circle the number 5. If you strongly disagree, circle 1. If your agreement is not strong, circle one of the numbers in the middle. There are no right or wrong answers.

All information in this questionnaire will be kept strictly confidential

Thank you for your cooperation.

I Getting to know

Was it easy getting to Filwoha?

Yes No

1. Is there enough parking space?

Yes No

2. Did you arrive alone or with others?

Alone With others Number in company ___

3. Where did you hear about Filwoha for the first time?

- Newspaper
- Magazine
- Radio
- TV
- Internet
- Friends or relatives
- Passing by
- Do not remember
- Others (specify)

4. Which of the facilities did you frequent?

Sauna

Shower service

Cafeteria & Restaurant

Clinic

5. Are you a regular customer?

Yes

No

II Ticketing

		SD	D	NS	A	S
						A
1	It was easy to find information about ticket prices	1	2	3	4	5
2	The ticket price is affordable.	1	2	3	4	5
3	A rise in ticket price would be reasonable.	1	2	3	4	5
4	A reduction in ticket price would be reasonable.	1	2	3	4	5
5	You did not spend too much time waiting in the ticket line	1	2	3	4	5
6	You would like to purchase tickets ahead of time via phone	1	2	3	4	5
7	You would like to buy coupons ahead of time.	1	2	3	4	5
8	The ticket seller was friendly	1	2	3	4	5



III INFORMATION

		SD	D	NS	A	SA
1	Signs gave clear information about washing block location.	1	2	3	4	5
2	Guide service was available (there was ushers)	1	2	3	4	5
3	The information provided in Amharic and English.	1	2	3	4	5
4	It was easy to get information from the staff	1	2	3	4	5
5	The staff helping you were friendly	1	2	3	4	5

IV Facilities

		SD	D	NS	A	SA
1	There were clear signs giving information about the facilities.	1	2	3	4	5
2	The information was provide in a variety of language	1	2	3	4	5
3	There were enough & comfortable chairs to set on while waiting	1	2	3	4	5
4	There was a toilette in every wash room	1	2	3	4	5
5	The toilette in the washing room was clean and properly flush.	1	2	3	4	5
6	There were toilettes outside the washing rooms.	1	2	3	4	5
7	The toilettes outside the washing room were clean and properly flush.	1	2	3	4	5
8	The soap was of good quality.	1	2	3	4	5
9	There was pleasant background music	1	2	3	4	5
10	The background sound were pleasant	1	2	3	4	5
11	The washing rooms were wide enough to move	1	2	3	4	5
12	You frequent the restaurant as a diversion while waiting after you go through the wash service	1	2	3	4	5
13	The food was of good quality,	1	2	3	4	5
14	There was enough variety of food and beverages.	1	2	3	4	5
15	The food was of good value for the money	1	2	3	4	5
16	Smoking should be allowed in the restaurant.	1	2	3	4	5
17	Smoking should be allowed in the waiting room for shower service.	1	2	3	4	5

IV EXPERIENCE

		1	2	3	4	5
		SD	D	NS	A	SA
17	You receive prompt service from employees					
18	Employees are too busy to respond to requests to Employees are too busy to respond to requests to get to the wash promptly	1	2	3	4	5
19	Employees are always willing to help customers There was enough diversion to make waiting tolerable	1	2	3	4	5
20	You can trust the employees	1	2	3	4	5
21	There was enough space to move around the compound. Employees are arrogant towards customers	1	2	3	4	5
4	The block attendant sees that customers are served as per their arrival order.	1	2	3	4	5
5	The block attendant was friendly.	1	2	3	4	5
6	The room was clean.	1	2	3	4	5
7	The towel was clean.	1	2	3	4	5
8	The floor was not slippery.	1	2	3	4	5
9	Lighting was adequate.	1	2	3	4	5
10	The room secures privacy.	1	2	3	4	5
11	The bath tubs work properly	1	2	3	4	5
12	The 45 minutes customers are allowed to spend in the rooms is well enough	1	2	3	4	5
13	The block attendant reminds customers well when the 45 minutes	1	2	3	4	5
14	You would like if the time is reduced ,say to 40 minutes	1	2	3	4	5
15	You would like if the time is increased ,say to 50 minutes	1	2	3	4	5
16	Employees are well dressed and neat	1	2	3	4	5

SATISFACTION

		SD	D	NS	A	SA
1	The services met my needs	1	2	3	4	5
2	I found the over all service outstanding	1	2	3	4	5
3	I am likely to use this service again	1	2	3	4	5
4	I would recommend Filwoha to my friends	1	2	3	4	5
5	<i>If there were alternative services I will never come here</i>	1	2	3	4	5

Appendix ii: Raw Data

I Getting to know

1 Was it easy getting to Filwoha?

Yes No

2 Is there enough parking space?

Yes No

3 Did you arrive alone or with others?

Alone With others Number in company ___

4 Where did you hear about Filwoha for the first time?

Newspaper

Magazine

Radio

TV

Internet

Friends or relatives

Passing by

Do not remember

Others (specify)

5 Which of the facilities did you frequent?

Sauna

Shower service

Cafeteria & Restaurant

Clinic

6 Are you a regular customer?

Yes

No

II Ticketing

		SD	D	NS	A	SA
1	It was easy to find information about ticket prices	0.2	0.02	0.02	0.22	0.54
2	The ticket price is affordable.	0.08	0.04	0.18	0.34	0.36
3	A rise in ticket price would be reasonable.	0.24	0.14	0.2	0.14	0.28
4	A reduction in ticket price would be reasonable.	0.18	0.04	0.12	0.36	0.3
5	You did not spend too much time waiting in the ticket line	0.36	0	0	0.24	0.4
6	You would like to purchase tickets ahead of time via phone	0.1	0.1	0.16	0.5	0.14
7	You would like to buy coupons ahead of time.	0.14	0.2	0.04	0.22	0.4
8	The ticket seller was friendly	0.08	0.04	0.28	0.36	0.24

III INFORMATION

		SD	D	NS	A	SA
1	Signs gave clear information about washing block location.	0.08	0.02	0	0.5 4	0.
2	Guide service was available (there was ushers)	0.08	0.22	0.16	0.3	0.
3	The information provided in Amharic and English.	0.02	0.12	0.04	0.3	0.
4	It was easy to get information from the staff	0.14	0.1	0.16	0.2 2	0.
5	The staff helping you were friendly	0.16	0.18	0.1	0.2	0.

IV Facilities

		SD	D	NS	A	SA
1	There were clear signs giving information about the facilities.	0.54	0.06	0.08	0.36	0.4
2	The information was provide in a variety of language	0.38	0.32	0.14	0.08	0.08
3	There were enough & comfortable chairs to set on while waiting	0.38	0.34	0.1	0.1	0.08
4	There was a toilette in every wash room	0.34	0.32	0.06	0.14	0.14
5	The toilette in the washing room was clean and properly flush.	0.4	0.22	0	0.12	0.12
6	There were toilettes outside the washing rooms.	0.08	0.04	0.24	0.34	0.34
7	The toilettes outside the washing room were clean and properly flush.	0.1	0.1	0.2	0.34	0.26
8	The soap was of good quality	0	0	0.02	0.46	0.52
9	There was pleasant background music	0.6	0.22	0.1	0.08	0.08
10	The background sound were pleasant	0.46	0.2	0.04	0.24	0.04
11	The washing rooms were wide enough to move	0.04	0.08	0.08	0.42	0.38
12	You frequent the restaurant as a	0.16	0.36	0.22	0.18	0.08

	diversion while waiting after you go through the wash service					8
13	The food was of good quality,	0.06	0.06	0.22	0.34	0.3 2
14	There was enough variety of food and beverages.	0.04	0.04	0.24	0.46	0.2 2
15	The food was of good value for the money	0.4	0.28	0.18	0.04	0.1
16	Smoking should be allowed in the restaurant.	0.64	0.04	0.12	0.06	0.1 4
17	Smoking should be allowed in the waiting room for shower service.	0.6	0.02	0.1	0.16	0.1 2

IV EXPERIENCE

		SD	D	NS	A	SA
1	You did not spend too much time waiting to get to the washing room	0.54	0.32	0.04	0.02	0.08
2	There was enough diversion to make waiting tolerable.	0.58	0.22	0	0.04	0.16
3	There was enough space to move around the compound.	0.1	0.16	0.04	0.3	0.4
4	The block attendant sees that customers are served as per their arrival order.	0.06	0.04	0.1	0.46	0.34
5	The block attendant was friendly.	0.08	0.12	0.24	0.36	0.2
6	The room was clean.	0.06	0.14	0.22	0.38	0.2
7	The towel was clean.	0.1	0.1	0.26	0.38	0.16
8	The floor was not slippery.	0.02	0.04	0.14	0.52	0.28
9	Lighting was adequate.	0.06	0.06	0.06	0.42	0.4
10	The room secures privacy.	0.08	0.12	0.24	0.36	0.2
11	The bath tubs work properly	0.1	0.16	0.28	0.38	0.08
12	The 45 minutes customers are allowed to spend in the rooms is well enough	0.02	0.1	0.14	0.36	0.38
13	The block attendant reminds customers	0.12	0.06	0.12	0.36	0.34

	well when the 45 minutes					
14	You would like if the time is reduced ,say to 40 minutes	0.52	0.38	0.1	0	0
15	You would like if the time is increased ,say to 50 minutes	0	0	0.1	0.36	0.54
16	Employees are well dressed and neat	0.06	0.12	0.18	0.4	0.24
17	You receive prompt service from employees	0.18	0.22	0.2	0.3	0.1
18	Employees are too busy to respond to customers request promptly	0.12	0.1	0.12	0.42	0.24
19	Employees are always willing to help customers	0.18	0.06	0.1	0.44	0.22
20	<i>You can trust the employees</i>	0.26	0.08	0.1	0.32	0.24
21	<i>Employees are arrogant towards customers</i>	0.36	0.28	0.28	0.06	0.02

SATISFACTION

		SD	D	NS	A	SA
1	The services met my needs	0.04	0.1	0.2	0.36	0.3
2	I found the over all service outstanding	0.22	0.34	0.24	0.12	0.08
3	I am likely to use this service again	0.1	0.04	0.14	0.32	0.4
4	I would recommend Filwoha to my friends	0.28	0.06	0.12	0.2	0.34
5	<i>If there were alternative srvcies I will never come here</i>	0.12	0.18	0	0.28	0.42