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VISITORS SATISFACTION MEASUREMENT IN CZECH TOURISM

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Abstract

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The paper deals with describing the method of satisfaction measurement as a one of marketing techniques used for detecting visitors' satisfaction in tourist regions in the Czech Republic. In the treatise, we try to analyse visitors' satisfaction with the twenty four partial factors affecting total satisfaction. In the theoretical part of the paper, there are described methodological approaches to satisfaction measurement and presented various methods for satisfaction measurement with focus on the Satisfaction Pyramid method which is also used in the field part. Other presented methods are Customer Satisfaction Index, European Customer Satisfaction Model, Importance-Satisfaction Matrix, SERVQUAL Concept and KANO Model. Data have been collected all over the Czech Republic in years 2010 and 2011 twice every year. In the field part there are presented calculations of data and described total satisfaction, Satisfaction Index and partial satisfactions as well as level of satisfaction by tourist regions and correlations between partial satisfactions and total satisfaction which refers to importance of partial factors. Most important factors affecting total satisfaction are public transport, sport equipment, shopping possibilities, children attractions, orientation signage and free time programs.

Keywords: tourism, marketing research, satisfaction measurement, satisfaction pyramid, Czech Republic, Pearson correlation coefficient

INTRODUCTION

Various methods of customer satisfaction measurement have been used for two last decades in companies as well as in non-profit organizations. In the area of tourism there are not so often used, even though tourist destinations use also principles of marketing to appeal to potential customers, who are domestic or foreign visitors. If we want to have a feedback from our guests, we have to do marketing research of customers 'attitudes repeatedly. One of the methods how to discover visitors' satisfaction is called satisfaction measurement.

The main reason, why to analyse visitors' satisfaction could be this: The average business loses between 10 and 30 per cent of its customers each year; but they often do not know which customers they have lost, when they were lost, why there were lost, or how much sales revenue and profit this customer decay hast cost them (Hill, 2006). These principles are valid for private companies as well as for tourist destinations. In the paper there are described some methods used for customer satisfaction measurement with focus on Satisfaction Pyramid Method.

MATERIAL AND METHODS

Key definition of customer satisfactions could be this: Satisfaction is a tool for retention of customers. This is a customer's agreement between expected and gained value. We can define satisfaction as a subjective feeling of customer about saturating his or her needs and wishes. These are determined by experiences, expectations as well as personality and environment.

The customer satisfaction would be a fundamental impact of higher value for customer and a scale of performance of market-oriented company as well (Lošťáková, 2009). The principle of these factors has to be measurable and it is necessary to know

their importance for customer within the total satisfaction (Kozel, 2006).

Customer satisfaction is hardly predictable, because every respondent can assign different importance to various attributes. Some customers can evaluate the same services positive and other negative. There are also indirect indicators like customer interest or disinterest. We can use qualitative as well as quantitative methods for study of customer satisfaction. The method of qualitative research is an interview, which could be structured or unstructured. Some less frequent techniques are panel discussion or opinion poll. But the most often method is a questionnaire survey.

We can also detect the customer satisfaction using complaint analysis, feedback from entrepreneurs or employees, marketing research supported by psychological methods or representative marketing research of customer satisfaction. This could be one-time or repetitive, which is better and illustrates the development of customer satisfaction.

If we have to really understand customer satisfaction and its reflection in potential company profit, we have to penetrate deeper to issues of customer satisfaction and to discover, what the share of completely satisfied customers, substantially satisfied, rather satisfied, rather dissatisfied, substantially dissatisfied and completely dissatisfied is. Different level of customer satisfaction has an impact on their loyalty to company and company economic outcomes (Lošťáková, 2009).

In contrast, customer dissatisfaction increases the possibility of shifting to other brands, leads to negative reactions and increases the number of complaints. In this way, customer satisfaction strongly impacts the revenues and costs of modern companies (Melovic, 2014).

We have to notify, that dissatisfied customers are for the enterprise also importance, because cost of gaining new customers are much higher, than retention of current customers. If there is dissatisfied customer, who he left, it has a lot of economic consequences for business, first of all lower company profits (Lošťáková, 2009).

Dissatisfied customers are complaining about companies and they do not keep his opinions for themselves. These customers undermine company market position and due to this, there is more complicated to gain new customers, because every customer, who is dissatisfied, tells about his dissatisfaction to 8–10 another customers (Kozel, 2006).

Customer Satisfaction Measurement

The reason why to do satisfaction measurement is to gain a feedback from customer and thus arrangement of information about expected needs, how the company satisfy customers needs and how are customers satisfied with their needs satisfaction, so where is the contradiction between customer expectation and their real consumer behaviour on the products or services market.

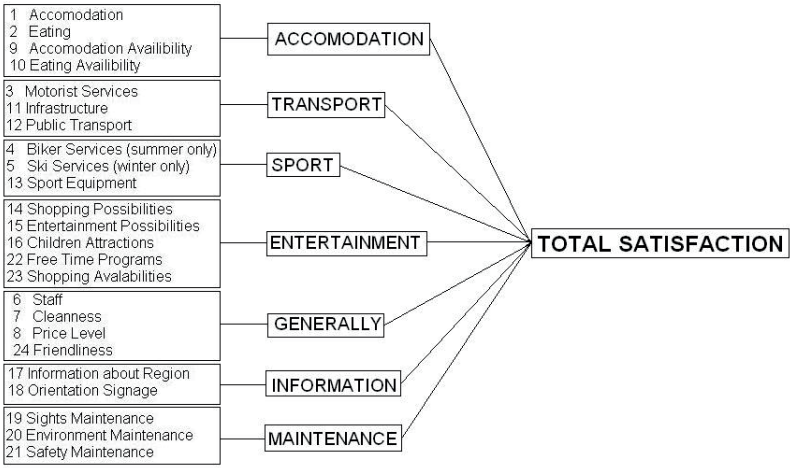
There are presented some basic methods of satisfaction measurement, which are usually used. Of course, the list of these methods is not complete, there are also methods such as NPS – Net Promoted Scorer, some questionnaires inquire satisfaction as well as importance of factors, but if we use the method of Satisfaction Pyramid, then we do not have ask for importance of factors, because this emerges from correlations between partial satisfactions and total satisfaction.

Customer satisfaction theoretically bases from Theory of Contradiction. It consists in determination of customer expectations about the parameters of product and its benefits and then comparing of experiences after the purchase. If the experience is higher than the expectation, customer is satisfied, if failing, he is dissatisfied. We should also calculate with the level of adaptation on the market, time and repeated satisfaction or dissatisfaction and tendencies of customer to habitual behaviour (Kozel, 2006).

It is difficult to estimate satisfaction of destinations visitors, because every visitor can appreciate every attribute by different meaning: some visitors are looking for peaceful places and other search many attractions, thus one could evaluate it low and other high. There are also circumstantial proofs of visitors' satisfaction like number of relatives who visited the same destination in past, but also parts of macro environment, like accessibility of destination by car or public transport, competition of destinations and public opinion. Even though these indicators could show something about satisfaction, we cannot conclude, if we did not make satisfaction measurement. For visitors' satisfaction measurement we can use qualitative research as well as quantitative. We use structured or unstructured interview as a method of qualitative research. There is a proved method of quantitative research – questionnaire. Other methods, which are not so used, are survey and panel discussion with students. We have to make research repeatedly e. g. at the end of every semester or once per year.

When we use some method for satisfaction measurement, we have to split a content of product or service to particular factors where we evaluate individual satisfaction and importance. To know factor's importance is as significant as to know the satisfaction, because at mutual comparing of satisfaction and significance we can find factors, where we should strive for increasing in satisfaction considering with total satisfaction (Spáčil, 2003).

We can determine significance of factor using two procedures. In the first procedure respondents set significance of factors on their own and this is called declared significance. The second approach sets significance using a relationship between total satisfaction and partial factors. We use correlation analysis for this. This approach can reveal incongruity between respondent's declared significance of partial factors and their real significance. The incongruity can be intentional



1: *Satisfaction Pyramid of Performed Research*
Own elaboration according to Wiedmann, 2008

(respondents claim something different, than they are really thinking) or they cannot notify their attitudes. Some other approaches to satisfaction measurement are in publications (Anderson, 1994) and (Fornell, 1996) or other.

Satisfaction Pyramid Method

The method, which uses the second approach, is called Satisfaction Pyramid. At the top of the pyramid is situated total satisfaction, which we explain by partial factors (e. g. F1 to F10) (Spáčil, 2003).

This method of satisfaction measurement is under way of correlation analysis, where we measure how intensive is relationship between partial and total satisfaction. Correlation analysis uses Pearson correlation coefficient (R) giving a value between –1 and 1, which measures strength of linear dependence between two variables. If the value of Pearson correlation coefficient goes to –1 (negative correlation, negative linear dependence), it means, while values of the first variable sink, values of the second variable grow. Positive correlation (positive linear dependence) comes when value of R goes to1 and then values of both variables are growing. If the value of R moves around 0, both variables are variables linear independent and they do not influence mutually.

Customer Satisfaction Index

For calculating the level of satisfaction of each factor, there were used generally accepted pattern of Customer Satisfaction Index (CSI) with these variables (Stávková, 2004):

$$\varepsilon_j = \frac{\sum_{i=1}^{n} v_{ij} x_{ij}}{z \sum_{i=1}^{n} v_{ij}}, \qquad (1)$$

ε_j.... Customer Satisfaction Index of j customer,
v_{ij}... weight of i- measurable variable for j-value,
x_{ij}... value of measurable variable,
z..... number of levels used in the scale,
n.... number of measurable variables.

First experiences with Customer Satisfaction Index have came from Sweden, where it is called Customer Satisfaction Barometer (author is prof. Fornell) since 1989. Germany have been Customer Satisfaction Barometer used since 1992 and after 1994 have been developed American Customer Satisfaction Index, which followed countries like Israel, Taiwan and New Zealand. France started with measuring in 1996 and afterwards European Commission launched a study to make an index based on experiences from national experiment. The outcome was a recommendation for European countries (Ryglová *et al.*, 2011).

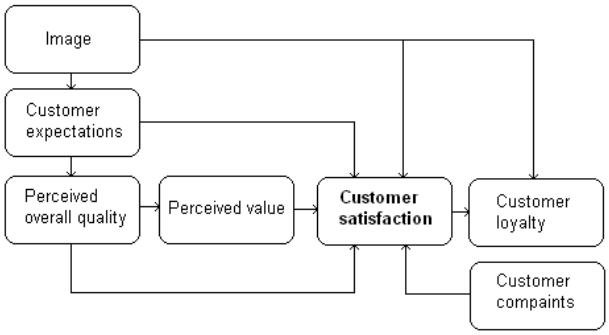
European Customer Satisfaction Model

Customer satisfaction measurement is mostly doing by using Customer Satisfaction Index (ACSI, ECSI). There is American and European access to customer satisfaction measurement. European Model consists in definition of seven hypothetical variables, where everyone is determined of certain quantity of variables. We can express the relations between them with Fig. 2.

Image is an overall hypothetical variable of customer attitudes and total perceived notion about service, brand or a company. It represents a basis of customer satisfaction analysis and also for relation-building between customer and supplied product or service.

A customer expectation is related to individual customer notions about a service. Expectations are outcomes of communication strategies of companies and previous experiences and it has a direct impact on customer satisfaction.

Perceived overall quality (or external quality) does not concern only to product but also to all accompanying services relating with its availability. Quality perception in tourism is based on overall



2: *European Customer Satisfaction Model*
Own elaboration according to Kozel, 2006

level of service, infrastructure, tourist information, orientation signage, leisure time activities as well as safety and environmental maintenance.

Perceived value is connected with service price and customer perceived utility. We can express it as a ratio of price and perceived value.

Customer complaints are consequences of imbalance of performance and expectations and there is a contradiction between expected value and real provided service. Reasons are too high expectations on the one hand and bad service on the other hand.

Customer loyalty makes a positive imbalance between performance and expectations, which means repeated purchase customary behaviour, price tolerance and references from other customers. Loyalty is a key term in Customer Relationship Management concept, where loyal customers repeatedly use provided services and they are very profitable for company (Kozel, 2006).

Importance-Satisfaction Matrix

Importance-Satisfaction Matrix uses (such as Gap Analysis) quadrant map to describing fields we have to be improved due to initial situation. The matrix is used for analysing relations between satisfaction and importance. It emphasizes the significance of all factors customers considering as the most important next to factor with bad performance. Priorities are marked graphical and the highest priority has factors with high importance and low satisfaction (Fontenot, 2006).

SERVQUAL Concept

SERVQUAL Concept has been developed for service quality evaluation and it enables to evaluate various quality elements. Before using service customer marks at scale e.g. from 1 to 10, what standard of specific service is awaiting and after using a service customer states the real standard of service.

There are there possibilities: Expected standard corresponds with customer expectation or expected

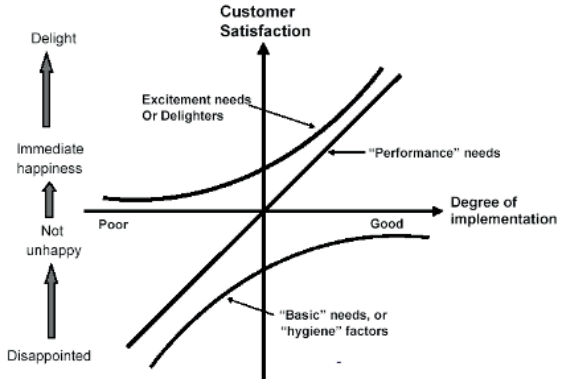
Satisfaction →	**Over motivated factors**	**Motivators**
	Marginal opportunities	**Competitive opportunities**
	Importance→	

3: *Importance-Satisfaction Matrix*
Own elaboration according to Respond, 2009

I: *Example of SERVQUAL Concept*

Factors	Importance (*i*)	Expectancy (*e*)	Total (*i* · *e*)	Real value (*r*)	Total (*i* · *r*)
Cleanness	1	7	7	5	5
Opening hours	4	6	24	7	28
Information in English	2	4	8	3	6
Parking	1	9	9	8	8
Admission fee	2	9	18	10	20
Total	10		66		67

Own elaboration according to Foret, 2003



4: *KANO Model*
Source: http://www.agile-ux.com/tag/kano-model/

value was higher than service quality or evaluated service standard was better than expected one. If the real evaluation is higher than expectation, it indicates good quality. We can also assign to each factors different value (Foret, 2003).

SERVQUAL Concept is widely used not only in the tourism and works on the definition of five dimensions of a service quality: tangibles, reliability, responsiveness, assurance and empathy. It is based on so called Gap analysis that crucially comes out of the discrepancy between a customer's expectation and perception (Ryglová, 2012).

KANO Model

KANO model of customer satisfaction emphasizes heterogeneity of customer requirements according to their importance for satisfaction. This model is oriented towards Maslow hierarchy, thus customer can satisfies his needs at different levels of priorities. The level of customer satisfaction and level of needs satisfaction are central dimensions determined by KANO model (Šalgovičová, 2006).

Kano offers an outlook on the attributes (features) of products that are perceived as important by the customer, it focuses on various features of the product that the customer primarily turns his or her attention to. It also utilizes questionnaire surveys to obtain the topical data (Ryglová, 2014).

Other methods used for identification of visitor's satisfaction are frequently factor analysis (Gomezelj and Čivre, 2012), logistic regression (Ňakátová, 2014) or structural equation modelling (Marcussen, 2011) are used.

RESULTS AND DISCUSSION

Using the technique of satisfaction measurement is quite frequent abroad, but in the Czech Republic is not used so often. The example of successful applications could be this project. In 2010 there were started an extensive project in order to detect visitors satisfaction in particular regions of the Czech Republic. The research carried out Ipsos Tambor to order of Czech Tourism agency with the financial support of European Union Programs: IOP no. 01358 and IOP no. 01360 (More information is available at: http://monitoring.czechtourism.cz/CzechTourism/uvod.html.).

The research maps turnout in particular tourist areas and regions in the Czech Republic and focuses on discovering of visitors' structure, their satisfaction with tourism, ways of spending free time, area equipment, services quality and interest of future visiting the region. The survey has been realized since 2010 to 2014 twice every year in winter and summer. Up to now there are at disposal outcomes from winters and summers in 2010 and 2011.

There is used a method of random sample of only domestic visitors. The technique is a standardized questionnaire consisting of 23 questions, number of respondents oscillated from 25.200 to 26.500. (Further information is available at: http://monitoring.czechtourism.cz/CzechTourism/res/Metodika.pdf).

Total Satisfaction Distribution

Total satisfaction distribution shows, that in winter 2011 96% of respondents were satisfied, in summer 2011 97% were satisfied, in winter 2010 were also 97% satisfied, in summer 2010 97% satisfied as well. The numbers of satisfied visitors means a high level of overall satisfaction on the one hand and on the other hand hardly any respondents declared his or her dissatisfaction. The Satisfaction Index is for winter 2011 75.6%, in summer 2011 79.2%, for winter 2010 is also 76.0% and in summer 2010 78.7%.

Partial Factors Satisfaction

In the paper we are focusing only at analysis of total respondents' satisfaction, which consists of 24 partial satisfactions, which are presented in the table below. The highest satisfaction declare respondents with partial factors like accommodation, restaurants, staff, accommodation availability, eating availability, orientation signage, sights maintenance, shopping availability and friendliness. In all these partial factors average satisfaction exceeded 80%.

II: *Total Satisfaction Distribution*

(%)	2011		2010	
	Winter	Summer	Winter	Summer
Very satisfied	45	52	50	51
Rather satisfied	51	45	47	46
Neither satisfied nor satisfied	2	3	3	3
Rather dissatisfied	2	0	0	0
Very dissatisfied	2	0	0	0

Own calculations

III: *Partial Factors of Total Satisfaction*

(%)	2011		2010	
	Winter	Summer	Winter	Summer
1 Accommodation	**81**	**85**	**84**	**84**
2 Eating	78	**81**	80	80
3 Motorist Services	71	74	71	72
4 Biker Services (summer only)		79		78
5 Ski Services (winter only)	76		73	
6 Staff	77	**81**	78	80
7 Cleanness	75	79	75	78
8 Price Level	73	74	73	75
9 Accommodation Availability	78	**82**	**82**	**82**
10 Eating Availability	79	**83**	**82**	**83**
11 Infrastructure (Roads, Parking)	67	72	68	70
12 Public Transport	71	74	71	75
13 Sport Equipment	78	79	77	79
14 Shopping Possibilities	75	78	74	77
15 Entertainment Possibilities	74	78	74	77
16 Children Attractions	69	75	70	73
17 Information about Region	76	80	76	78
18 Orientation Signage	79	**82**	**80**	**81**
19 Sights Maintenance	77	**81**	79	**82**
20 Environment Maintenance	75	80	76	80
21 Safety Maintenance	76	80	78	80
22 Free Time Programs	75	78	74	78
23 Shopping Availability	76	**81**	75	80
24 Friendliness	**83**	**85**	**84**	**85**

Own calculations according to http://monitoring.czechtourism.cz/CzechTourism/zpravy.html

Total satisfaction is calculated for 18 tourist destinations in the Czech Republic. Dividing to these was made by Czech Tourism. The table below presents values of total satisfaction by tourist destinations. The level of general total satisfaction with is much lower. In average it exceeds about 40%. The relatively highest levels of satisfactions exceeds regions like Central Bohemia, Western Bohemia Spa Resort and Eastern Moravia, the relatively smallest Central Moravia and Jeseník and region of Česká Lípa and Jizera Mountains. For better understanding the space distribution of satisfaction orientational map is enclosed.

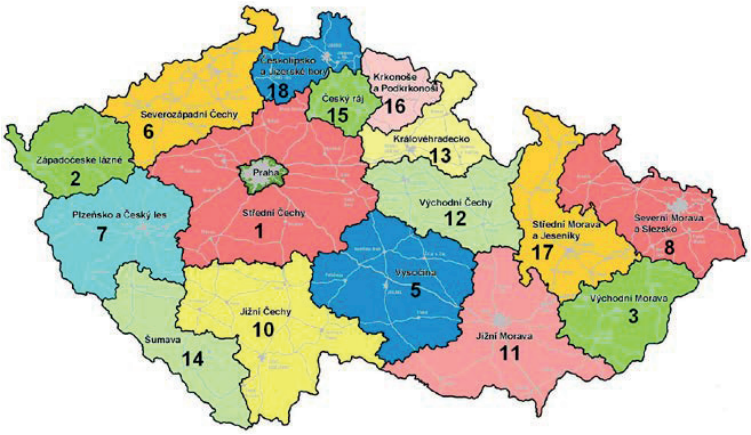
Factors Importance

In the table below there are presented values of Pearson correlation coefficient for relations between total satisfaction with subject and partial satisfactions. Factors with correlations higher than 0.8 are highlighted in the table. Factors showing the highest correlations with total satisfaction are public transport, sport equipment, shopping possibilities, entertainment possibilities, children attractions, information about region, orientation signage, safety maintenance and free time programs. But we declare that factors with highest correlations have also the highest importance to the total satisfaction. This could be

IV: *Total Satisfactions by Tourist Regions*

(%)	2011		2010	
	Winter	Summer	Winter	Summer
1 Central Bohemia	45	45	40	40
2 West Bohemia Spa Resort	43	40	40	40
3 East Moravia	43	40	35	40
4 Prague	43	38	43	40
5 Vysočina	40	40	43	38
6 Northwest Bohemia	40	38	38	40
7 Pilsen and Upper Palatine Forest	40	35	40	38
8 North Moravia and Silesia	40	35	38	43
9 Czech Republic	38	40	38	35
10 South Bohemia	38	38	40	38
11 South Moravia	38	38	38	40
12 East Bohemia	38	38	38	38
13 Hradec Králové	38	38	35	35
14 Bohemian Forest	38	35	40	35
15 Bohemian Paradise	38	35	38	33
16 Krkonoše and Podkrkonoší	38	35	35	35
17 Central Moravia and Jeseník	35	35	35	35
18 Česká Lípa and Jizera Mountains	35	33	38	35
Sample (*n*)	25,525	26,393	25,224	26,473

Own calculations



5: *Tourist Regions in the Czech Republic*
Own elaboration according to CzechTourism http://www.czechtourism.cz/pro-odborniky/mapa-turistickych-regionu-a-oblasti/

presented using Importance-Satisfaction Matrix. Values of correlation coefficient are very similar it is impossible to choose only some factors affecting total satisfaction the most. Even though we used factor analysis and varimax rotation to detect main factors affecting total satisfaction, for every time period (e.g. winter 2011 vs. winter 2010) we have reached different factors. All values of Pearson correlation coefficient presented in the table are valid significant at = 0.05 level.

V: *Pearson correlation coefficient between total satisfaction and partial factors*

	2011		2010	
	Winter	**Summer**	**Winter**	**Summer**
1 Accommodation	.098	-.503	.150	-.272
2 Eating	683	.576	**.859**	.755
3 Motorist Services	**.813**	.771	.722	**.859**
4 Biker Services (summer only)		.674		.731
5 Ski Services (winter only)	.738		.524	
6 Staff	.758	.520	.782	.643
7 Cleanness	**.860**	.705	**.855**	.635
8 Price Level	**.833**	.690	.767	**.873**
9 Accommodation Availability	.665	.663	.684	.476
10 Eating Availability	.787	.765	**.864**	.751
11 Infrastructure (Roads. Parking)	.532	.610	.407	.521
12 Public Transport	**.900**	.730	**.846**	**.899**
13 Sport Equipment	**.800**	.668	**.831**	**.816**
14 Shopping Possibilities	**.839**	.786	**.801**	**.877**
15 Entertainment Possibilities	.722	**.831**	**.903**	**.890**
16 Children Attractions	**.871**	**.827**	**.858**	**.871**
17 Information about Region	**.870**	.701	**.924**	**.873**
18 Orientation Signage	**.809**	.798	**.923**	**.828**
19 Sights Maintenance	.694	.661	**.914**	**.840**
20 Environment Maintenance	.737	.821	**.933**	.637
21 Safety Maintenance	**.869**	**.805**	**.900**	.779
22 Free Time Programs	**.884**	**.829**	**.905**	.634
23 Shopping Availability	**.884**	.677	1	**.894**
24 Friendliness	.621	.695	.820	.641

Own calculations

CONCLUSION

This article about utilization of satisfaction measurement in tourism cannot express all aspects of satisfaction measurement and also cannot show all informations gained by research. In the theoretical part there are mentioned some approaches to satisfaction measurement such European Customer Satisfaction Model, Importance-Satisfaction Matrix, SERVQUAL Concept and KANO Mode, but there is a biggest impact on Satisfaction Pyramid Method. There are presented outcomes of own calculations of total satisfaction, partial factors satisfaction, total satisfaction by regions of the Czech Republic and also importance of individual factors which is related with correlations between total satisfaction and partial factors. Data have been collected all over the Czech Republic in years 2010 and 2011 twice every year. In the field part there are presented calculations of data and described total satisfaction, Satisfaction Index and partial satisfactions as well as level of satisfaction by tourist regions and correlations between partial satisfactions and total satisfaction which refers to importance of partial factors. Visitors declare almost (in 90 % of all cases) satisfaction with tourist location. Visitors were most satisfied in regions of Central Bohemia, West Bohemia Spa Resort, East Moravia, Prague and Vysočina. Factors with highest satisfaction (over 80 %) are accommodation and its availability, eating availability, orientation signage, sights maintenance. Results indicate the most important factors affecting total satisfaction are public transport, sport equipment, shopping possibilities, entertainment possibilities, children attractions, information about region, orientation signage, safety maintenance and free time programs. Entrepreneurs in tourism should focus just on these factors, which are affecting visitors' satisfaction, the most.

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