

**CUSTOMER SATISFACTION OF FAMILIES WITH  
CHILDREN AT NAZAR COLLECTION HOTELS**

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Perhematkailu kasvaa ja kehittyy huimaa vauhtia koko matkailualan näkökulmasta katsoen. Yhä useampi perhe lähtee ulkomaanmatkalle rentoutumaan ja hakemaan uusia kokemuksia. Tänä päivänä perhematkailun osuus koko matkailun markkinasta on noin 30 %, minkä ansiosta se on yksi matkailun tuottavimmista osa-alueista. Sen osuuden matkailussa odotetaan kasvavan tulevien vuosien aikana matkailun kokonaiskasvun myötä.

Tämän opinnäytetyön tavoite oli keskittyä lapsiperheiden asiakastyytyvyyteen ja määrittää, kuinka hyvin Nazar Nordic AB:n asiakkaiden odotukset täyttyivät heidän lomaillessaan Nazar Collection -hotelleissa. Tämän opinnäytetyön tietoperusta koostuu kolmesta teoreettisesta osasta, jotka ovat perhematkailun kehitys, asiakastyytyväisyys ja palvelun laatu. Aineisto tähän opinnäytetyöhön kerättiin käyttäen sekä kvalitatiivista että kvantitatiivista tutkimusmenetelmää. Kysely jaettiin Nazar Collection -hotellien asiakkaille, jotka käyttivät Nazarin lastenkerhoja, ja kahta aktiviteettiopasta haastateltiin, jotta saataisiin parempi käsitys kerhoista ja niiden toiminnasta. Kyselyn aineisto kerättiin lokakuun 2018 aikana, ja haastattelut pidettiin helmikuussa 2019.

Kyselyn vastausten analysointi paljasti, että Nazarin asiakkaat ovat erittäin tyytyväisiä aktiviteetteihin, joita lapsille on tarjolla, ja ne olivat oleellinen tekijä heidän valitessaan hotellia lomamatkansa ajaksi. Tämän lisäksi haastatteluissa kävi ilmi, että suurin osa lapsista piti samoista aktiviteeteista, mikä näkyi myös selvästi asiakkaiden täyttämässä kyselyssä.

Tämä opinnäytetyö toteutettiin Nazar Nordic AB:n lastenkerhojen kehittämiseksi tulevaisuudessa.

Avainsanat                      Perhematkailu, asiakastyytyväisyys, palvelun laatu, lapsiperheet

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Family tourism is rapidly growing and developing in the tourism industry, for more and more families seek relaxation and experiences abroad. These days, international holidays are also considered a necessity rather than a luxury, which is why many families go abroad at least once a year. Today, it takes up approximately 30% of total leisure market travel, thus making it one of the most profitable fields in tourism. It is expected to be expanding even further during the years to come.

The aim of this thesis was to focus on customer satisfaction of families with children and to determine how well the expectations of the guests of Nazar Nordic AB were met at Nazar Collection hotels. The theoretical framework of this thesis consists of three main topics, which are the development of family tourism, customer satisfaction and service quality. The data was collected using mixed methods. A survey was handed out to the guests of Nazar Collection hotels that used Nazar's clubs and other activities for children, and two activity guides were interviewed to gain better insights into the topic. The survey data was collected during October 2018 and the interviews were conducted in February 2019.

The analysis of the survey results revealed that the guests of Nazar are pleased with the activities that are offered to children, and that those activities played a major part for some of them to choose one of the Nazar Collection hotels as a place of stay during their holiday. On top of that, in the interviews it was concluded that most children enjoy the same activities, which could also be seen in the survey results.

The thesis results will help Nazar Nordic AB during their process of improving the activities offered to children.

**Key words** Family tourism, customer satisfaction, service quality, families with children

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## FOREWORD

Firstly, I would like to thank Nazar Nordic AB from the bottom of my heart for being the commissioner for my thesis. No word goes far enough to describe how thankful I am for the activity guides at Pegasos World and Pegasos Planet for helping me out with the survey – it could not have been done without the immense help of them. Lastly, I want to say thank you to my family who was always there to support me from start to finish; without your encouragement and little pushes, this journey would have been much longer and rockier.

## SYMBOLS AND ABBREVIATIONS

FT	Family Tourism
EFH	Experiential Family Holidays
PP	Pegasos Planet
PW	Pegasos World

## 1 INTRODUCTION

Family tourism plays a great part in the tourism industry, yet it has been studied among researchers very little. Only lately has it gained attention and some researches have been executed. Family tourism has shown steady growth and development, and it is expected to widen even further as the term 'family' changes. A couple of decades ago, family tourism only meant travelling parents and children, but in the world of today it also considers all family members from grandparents to cousins. (Schänzel & Yeoman 2014, 345-346.) Also, immigration is a contributing factor to the growth of family tourism (Schänzel & Yeoman 2015, 143). With family tourism, and tourism in general, growing so rapidly, some challenges are bound to be faced – some of them affect the development directly, others indirectly.

Tourism industry is about providing good customer service, and the main goal for a tourism company should be to direct its main focus on customer satisfaction as well as the quality of services. Over a decade ago, customer satisfaction was yet another topic that was not covered much by researchers, but it has now been greatly studied by experts. (Allen 2004, 2–3.) Without good quality services, there are no consumers, and without consumers there is no business (Ylikoski 1999, 177).

The objective of this thesis is to receive concrete feedback on the customer satisfaction of families with children at Nazar Collection hotels in Turkey so that the research would give Nazar Nordic AB some ideas for the future. The author is employed by Nazar which is why developing their services is close to her heart, thus explaining the choice of commissioner. The data will be collected through a survey that will be handed out to the guests that use Nazar's kids' clubs during their stay. The survey data will be collected during October 2018, which is considered a low season in Turkey, so this adds a certain limitation to the results. Since the author is not work among children herself during the season 2018, she will interview two activity guides to receive wider insights into the behaviour and preferences of the children that use the offered activities.

The theoretical background of this thesis consists of family tourism development and what sort of development challenges are to be expected in the years to come, customer satisfaction and service quality and its main elements. The author is aiming to use new and reliable sources for the theoretical part, and the mixed methods are to be taken into consideration while collecting and writing the background for the theory.



## 2 FAMILY TOURISM

### 2.1 Development and Growth of Family Tourism

The term “family tourism” (FT) can have different definitions, and the perspective to see it from is dependent on the individual. The term “family” itself has multiple meanings; it can refer to the entire family tree from grandparents to aunts and uncles, or it can also simply refer to a family in a much smaller scale, only involving the parents and their children. (Schänzel & Yeoman 2014, 346.) This thesis focuses on the latter definition.

As nearly all tourism fields, FT is growing rapidly. In fact, it is one of the most growing tourism industries today as the number of families round the globe keeps on increasing, thus keeping the demand for FT high and constant. This leads to a bright-looking future as far as travelling families is concerned. (Schänzel & Yeoman 2014, 345.) FT alone takes up approximately 30% of the leisure travel market, proving its importance in tourism (Schänzel & Yeoman 2015, 142). Young children are a great influence on the parents when deciding on holiday destination. Even though the children do not make the decisions, the parents will consider their needs and wants and will choose a destination that suits everyone. A good number of researches have shown that travelling with younger children has become more and more popular, and that there is a pattern to what type of destination families of this kind will choose; it must have activities for children, and the country needs to be considered safe. (Li, Mao, Wang, Xu 2017, 2.) Moreover, the families of today consider annual family holidays a necessity rather than a luxury, which is the opposite of what it used to be over a decade ago (Schänzel, Yeoman & Backer 2012, 1).

Even though FT is a rapidly growing tourism industry, the researches on it have been minimal so far. Researchers tend to look at the bigger picture, thus making the portion of FT indistinguishable. For a long time, it was not possible to emphasise the importance of FT due to the lack of research, but in the past years it has become feasible to do so. (Schänzel et al. 2012, 1 & 171.) The main reason as to why it has not been researched as much as many other fields is that children

are often seen as passive objects when doing research and only the voice of the parents is being heard. Many researchers avoid interviewing children, for their answers are often unreliable and do not always contribute to the questions. (Carr 2011, 10.)

One way to predict the development of FT is to consider the future trends. Trends have a great influence in the tourism industry, and all fields are concerned. In 2015, Schänzel and Yeoman - two experts of FT industry - listed down pressing trends that they think will shape the future development of FT.

*Immigration* is one of the most relevant trends of today, for it happens all around the world and it is already affecting the tourism industry; many immigrants travel back to their home country with the family they have built in their current country of residence (Schänzel & Yeoman 2015, 143). In the Nordic countries alone, there is plenty of immigration to be seen. In 2018, Norway's population consisted of 916,625 immigrants (Statistisk sentralbyrå 2018). The very same year, the same number in Denmark was 793,482 (Danmarks statistik 2018), meanwhile in 2017, there were 372,802 people of different origins in Finland (Tilastokeskus 2017) and in Sweden a total of 897,336 immigrants inhabiting the country during the same year (Statistikmyndigheten 2017). This implies that even though foreign citizens are a minority among these four countries, they are still playing a great part in the population. Moreover, the statistics show that the numbers have been increasing rapidly over the past years, which means that, unless a drastic change happens, the numbers will most likely increase in the coming years, and it will develop and grow FT as the immigrants visit their home country with their families.

*Changing family structures* modify the development and growth of FT. More and more grandparents want to spend more time with their grandchildren and book a holiday abroad as life expectancy rises and average health improves. Many families are also taking the children's grandparents with them on the vacation for the same reason. The society has changed a great deal in the past decades, and fewer children are born into families. Because of this, many families have more money to spare and they can travel more with their children. Globalisation plays

a big part on modifying family structures, for a lot of families live in different countries and they are being visited by others. (Schänzel & Yeoman 2015, 142–143.)

*Experiential family holidays* (EFH) are more common now than they used to be. Although the main concept of tourism is to create unforgettable experiences for travellers (Lyon & Wells 2012, 8), EFH takes this onto another level, for people that seek for experiential holidays are going on a holiday for the experiences rather than relaxation. Many families travel to enjoy activities, such as safaris and rafting, that they would not experience in their everyday life at home. These create new memories to cherish among the family members. Naturally those with older children can seek for experiences from activities that are not suitable for very young children, and therefore have a more adventurous holiday experience. (Schänzel & Yeoman 2015, 144.)

As stated earlier, families of today consider holidays abroad a necessity. Package holidays among families have become a way of escaping stress and seeking relaxation or experiences, and more and more families take at least one holiday trip abroad every year. This is expected to be growing in the coming years even more as financial income becomes more stable in the developed countries. (Carr 2011, 38.) What this means in FT industry is it will surely increase the number of sold holiday packages.

## 2.2 Development Challenges

Studies of the recent 60 years show that tour operators play a great part in the development of FT and tourism in general. This can be seen especially in Europe where tour operators are a much bigger trend than in any other continent. It used to be a field that has not been covered much in researches, but over the past decade it has come to experts' interests and there has been a drastic increase in studies regarding the role of tour operators in tourism development. (Aramberri & Butler 2005, 176.) However, development of tourism is facing challenges that need to be addressed. With the help of many resources, a list of five pressing

challenges in terms of FT was created and is represented below with explanations.

Increasing *threat for terrorism and other similar crimes* is an issue that affects the development of FT. Destinations that have the slightest risk of terrorist attacks are avoided at all costs and travellers become warier of their own safety. A popular destination can become technically deserted if it is suddenly populated by criminals or terrorists. Crimes can vary from pickpocketing to drug trafficking where the victim is the tourist, and such actions put people on their toes. (Kastarlak & Barber 2012, 136–137.) If keeping on increasing, it is likely that families consider travelling to be too dangerous in the future, which stops FT from developing further in those destinations.

*Environmental issues* have been a pressing matter for a long time now. Media and other platforms are constantly making people more aware of the problems that they are causing to the environment by, for instance, travelling by plane. Meanwhile it is advisable to let individuals know what type of an impact their actions make globally, it will be affecting tourism development greatly. Right now, the effect is not yet clearly visible, for the Baby Boomers, Generation Jones and Generation X bring in most of the travelling income as of now, but studies show that Millennials and Generation Z care more about the environmental issues and global warming in general and are predicted to affect the growth of international tourism (Farbotko 2010, 251–252). This indicates that in the future, domestic holidays may become more favoured by families than holidays abroad, but when that exactly happens cannot be defined precisely.

*Changing needs and expectations* of consumers is an issue that nearly all companies with customer contact have to face, sooner or later. The later on a organisation is established, the harder it is for them to get on the track of other companies' customer service. What this means in FT, and tourism in general, is that they have set a certain expectation for the tour operator, that being a quality standard for instance. If their expectations are met, it is more likely that they will be expecting even more during their next holiday. The needs of a consumer change as well, and the demand for different tour packages or excursions arises.

It might be costly and difficult for a tour operator to respond to the needs and expectations of their guests in an efficient way. (Yüksel 2008, 264–265.)

While slightly related to the environmental issues that were mentioned above, *sustainability* deserves a mention of its own. Many companies in the tourism industry strive for sustainable tourism, for more and more travellers are interested in travelling as harmlessly as possible. Sustainable tourism can be described as a type of tourism that conserves cultural and environmental resources so that they are preserved to the next generation while the generations of today can still benefit from them. (Kastarlak & Barber 2012, 116–117.) As explained in the paragraph about changing needs and expectations – when customers start expecting more, it is harder to answer to their needs in a sustainable way so that no harm is done to the resources and the consumers are kept satisfied at the same time. The demand for sustainability keeps on rising, and it is considered nearly impossible to achieve the stage of ideal sustainable tourism with the varying views of government in different countries, and bigger organisations should take action in order for sustainability to develop. (Tosun 2001.)

Finally, a challenge that is becoming a more pressing matter to tour operators are *independent holidays* that have not been booked through any travel agency. Many tour operators are only offering package holidays with 7, 10, 11 or 14 days of stay in the destination, but to some families those numbers are either too great or too little. The benefits of independently booked holidays make tourists book their flights and hotel separately, using different search engines online; it allows the travellers to choose the length of their stay according to their own preferences and there is a wider selection of hotels, which can become useful if family is planning a budget holiday. (Weaver & Lawton 2014, 145–146.) It is obvious that such holidays affect the development of tour operators, as they have to advertise their package holidays in a way that leads the customers to believe they will gain more benefits by choosing the tour operator instead of booking independently.

### 3 QUALITY OF SERVICES AND CUSTOMER SATISFACTION

#### 3.1 Quality of Services

All customers expect to receive good service. The quality is defined by the consumer; even if the service is technically perfect and flows flawlessly, it can be considered bad if it does not meet the expectations of the individual (Caruana 2002, 813). The tourism industry is constantly shaping itself to fit the demand of the consumers in order to maximise the profit. The re-shaping of the industry has led to customisable holiday packages, which now means that such packages are no longer designed for FT alone. (Buswell & Williams 2003, 9.)

Quality of services can also be a desired goal in the company. To achieve this, the organisation must have a clear understanding of concepts such as “continual improvement” and “excellence” so that they can improve their workforce in order to become better at developing their management of service quality. It can be stated that without successful service quality there is no customers, and that without customers there is no working business. (Buswell & Williams 2003, 23–25.)

Figure 1 demonstrates how the motives of a customer and the tourism product are linked to customer experience and therefore the outcome of the services. The main point of consumer experience is for the individual to gain benefits from the encounter. (Williams & Buswell 2003, 14). It plays a crucial part in creating customer satisfaction and quality services. The experience begins before the encounter with the customer service agent and goes on after it as well, meaning that the consumer can receive negative or positive experiences prior the interaction with the agent. (Klaus & Maklan 2013, 227–228.) Customer experience consists of the emotions, thoughts, expectations and senses of an individual. The more money is spent on the vacation, the higher expectations for experience the consumers have. Often tourists seek for a certain state of mind on their holiday, for instance relaxation, and they feel that their expectations are fulfilled when they feel themselves well rested and relaxed after the vacation. However, many tourists expect more, and along the years, consumers have had

greater and greater impact on what type of tourism products are available and what is being offered to them. Negative customer experiences lead to the loss of consumers, and if that occurs frequently, the tourism business of the company will suffer greatly. (Chen, Prebensen & Uysal 2013, 14–15.)

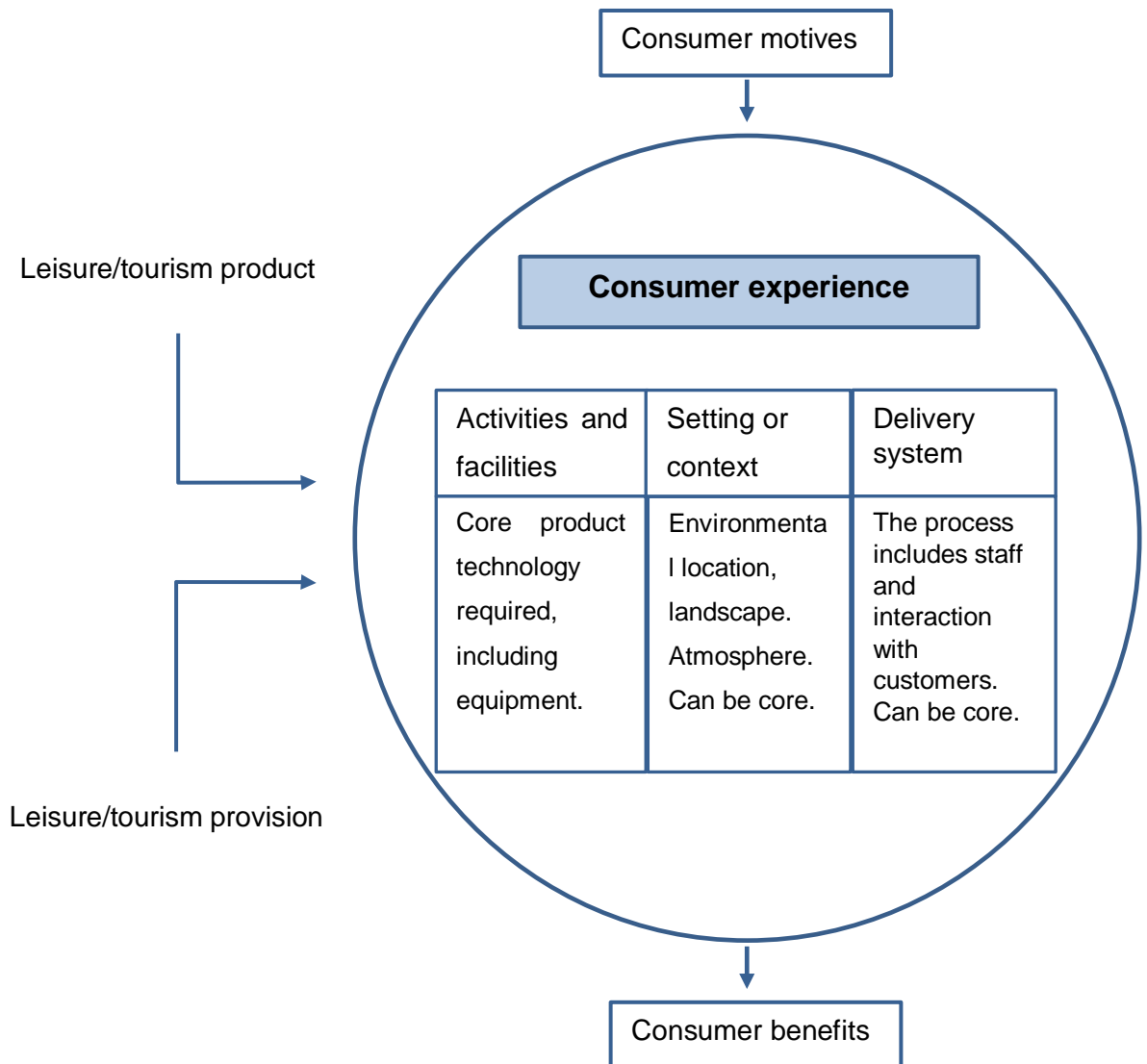


Figure 1. The Nature of the Leisure and Tourism Product (Williams & Buswell 2003, 14)

According to Kandampully, Mok and Sparks (2001), it is obviously important to understand the needs and wants of the customer, and service expectations can be put into three different categories: essential services, expected services and optional services.

*Essential services* are at the very core of the service business. They are the basic requirements to keep on operating (Kandampully et al. 2001, 51). As far as tour operators are concerned, these essential services include, for instance, responding to guests' complaints within the given time limit, having business hours during which most guests can reach the travel agency, meeting them at the airport upon their arrival and departure, and keeping them up-to-date on the details of their holiday and services that they will be using during their stay. It is the type of services that nearly every guest is predicting to receive on their package holiday (Kandampully et al. 2001, 51).

*Expected services*, on the other hand, are the type of services that the guests assume that the tour operator should perform in order for the quality of services to be met. For the business to stay competitive, it needs to respond to their customers' expectations. (Kandampully et al. 2001, 52.) It is comparatively difficult for an organisation to know what it is exactly that their guests are expecting from them, but in general many assume they will receive important information regarding their booking and that there are several payment methods that they can use. It is essential to acknowledge that the expectations change drastically, and if a type of service has already become a norm within the company, the consumers will be expecting more, and in order to keep the customers, the business needs to oblige and start providing the expected services or services of similar sort (Kandampully et al. 2001, 52).

*Optional services* are what truly shape the quality of service among the company. They are not generally expected to be available by the guests, which is why it will not create dissatisfaction in them. (Kandampully et al. 2001, 52.) As stated previously in this thesis, it is hard to stay unique in the business world of today, for many companies will shortly follow the lead once something innovative has been brought up in another company. Providing optional services can be challenging, for the organisation must be fully aware of their guests' real desires. This can prove to be nearly impossible to achieve among the biggest tour operators.



### 3.2 Factors of Service Quality

To ensure that the quality of offered services is good, the factors that shape it need to be identified. The types of services listed above do not define whether the services are bad, satisfactory or good. The most crucial factors of service quality are safety & credibility, service orientation, professionalism, empathy and service environment. (Grönroos 2007, 73.) The lack of any of those can lead to distrustful customers. For instance, the delivered service can be excellent in each aspect, but if the consumer feels that the customer servicer is not proving their professionalism, it might lead to the lack of the feel of safety and credibility. The mentioned factors are broken down below.

*Safety and credibility* are one of the most vital factors. If the customer servicer's approach and appearance do not resemble confidence, the consumer might feel a lack of safety or credibility. The consumer might start to question whether it is safe to, for instance, book a holiday for the family if the travel agent does not seem to fully believe in the product. (Grönroos 2007, 75.) In addition to the appearance of the travel agent, it is important to display safety in a way that makes the customer believe that the company has placed a lot of consideration into making their holiday packages even safer. In order to keep the image of credible customer service, the company must stick to their words and not change the contents of the product halfway through the sales. (Rissanen 2006, 95.) Not only does changing it increase lack of credibility, but also lack of trust in the company which is undesired in creating customer satisfaction.

*Empathy* in customer service is crucial. If the customer servicer is not capable of putting themselves in the consumer's shoes, it is difficult for him/her to understand the concerns of the customer completely. Being empathic also means that the service worker can serve different customers in different ways that best suit them. A capability to listen to what the individual wants to say and to understand them also plays an important role in service quality and customer satisfaction. (Rissanen 2006, 17–18.) A good, empathetic customer servicer will attempt to look for a solution to the customer's possible problem after listening to them and reaching the core of the problem. Although there is a possibility that the

consumer will not receive the desired solution, if the service worker shows empathy and is kind to them, they might still think they received good quality service. (Grönroos 2007, 360.)

In theory, *service orientation* means an ability to understand needs, wants and expectations of a guest before they have been expressed by the individual. A service-oriented person is an ideal worker for customer service jobs as they have a better chance at delivering exceptional service and ensuring the satisfaction of the consumer. (Rust & Oliver 1994, 75.) A company needs to be easily reachable and service must be available at reasonable hours. Consumer-focused way of working is a necessity, for without it, it is impossible to identify what the customers may need, want or expect from their customer service. (Grönroos 2007, 348–349.)

In order for a company to be persuasive, it must show *professionalism*. If presented questions about rudimentary topics can be answered directly, a customer service can be considered a professional at his/her job. A travel agent with more experience and credence is more likely to convince their customer into purchasing a package holiday for their family, especially if the process is somehow complicated. (Buswell et al. 2017, 261.) Professional companies and employees constantly seek for new information to update their knowledge on questions that arise most often when in contact with a customer (Grönroos 2007, 79). Professionalism is directly linked to safety and credibility that were mentioned above; if the consumer does not feel that the travel agent knows what he/she is talking about, they quickly lose their trust in the company.

Lastly, *service environment* is a defying factor in service quality. The environment is what the consumer sees around them and the image that the company reveals of them to the public eye. Consumers judge the organisation based on their first impressions, which is why keeping up a satisfactory service environment is vital; an individual will more likely be satisfied with the provided services if the surroundings look tidy and pleasant. Service environment also involves the simplicity of the company's websites and the easiness to navigate through them. If they are considered too complicated, the consumer can be expected to switch

companies because the challenging visuals and navigation might cause him/her a feeling of uncertainty. (Pine II & Gilmore 2011, 243–244.)

### 3.3 Customer Satisfaction

Customer satisfaction research has been acknowledged for a while now, for the first recorded research process was done in 1980. It did not use to be considered an object of high importance, but ever since it has been growing drastically. In the world of today, customer satisfaction is valued among all companies, because without customers there is no business. Enhancing the experience of a client brings tangible benefits to the company in question – these days there is a profusion in competition in almost all fields, which implies that customers are likely to switch companies with whom they are on commission if the customer service does not meet their expectations. (Allen 2004, 2–3.) Studies show that it is unlikely for a dissatisfied customer to ever return to receive service from the company they had negative experience with (Yüksel 2008, 29). Hence it is necessary for travel agencies to collect data on the satisfaction of their consumers so that improvement can occur.

Customer satisfaction is a rather difficult term to define so that everyone would agree with it. The word "satisfaction" is easy to understand per se, but what it means to each individual differs greatly from person to person – the same methods used to please one customer may not take effect on another, for they have totally different standards for the type of service they are expecting. The first customer might be very pleased with service that the second one finds mediocre. (Yüksel 2008, 33.) Therefore each customer is to be treated individually and not to be expected to accept the same level of customer service that the previous guest accepted. One way to define customer satisfaction is by saying that it is met when the consumer's prior expectations are exceeded. The satisfaction of consumers is often an invisible factor of customer service, and its presence is not acknowledged unless it is missing. (Kozak & Kozak 2016, 146.) Therefore it is impossible to predict whether or not the given service is up to the consumer's satisfaction until the servicer is in contact with the person. Customer satisfaction is not only about the given service, but it is also about the performance of the

product; if purchased good does not work as promised or expected, the consumer is most likely to be unsatisfied (Hanif, Hafeez & Riaz 2010, 45).

The satisfaction of customers is relevant to every company. Without satisfaction, there are no customers. Nearly every business has a competitor that is a potential threat as far as losing consumers is concerned, so dissatisfaction should be avoided at all costs. It is difficult to be unique in the world of today's business; if a company comes up with a new, innovative idea that brings in new customers, many others will follow suit and use the same concept or adapt it in their business, attempting to receive more consumers themselves. (Ylikoski 1999, 177.)

Customer value, albeit not directly linked to customer satisfaction, is a relevant matter of study in the tourism industry. However, when it is included in research, the most common way for it to be displayed is to show its value for money rather than value for customers (Yüksel 2008, 50–51). A good way to define customer value is by saying that it is the perception of a consumer about what they are receiving and what is given to them. The more the service costs, the more customer value matters to the individual. For instance, a person about to purchase an expensive package holiday would consider whether it will meet their values much more than someone that is about to buy a movie that was released recently. (Oh 1999, 70–71). However, there is not a definition that is commonly agreed among researchers, which leaves an open gap for various types of studies to be done in relation of customer value (Smith & Colgate 2007, 8).

Benchmarking is a useful tool in the tourism industry. In theory, benchmarking is the process of adapting other organisations' excellent performances to one's own organisation to better its performance (Tuominen 2016, 6). In some cases it is impossible to find out another company's strategy to perform outstanding customer service, but popular organisations often share the secret to their success, with the help of which other companies might improve their performance (Tsiotsou & Goldsmith 2012, 34). With the help of benchmarking, it is possible to keep up the satisfaction of customers. However, it should be noted that even though some method works for another company, It does not necessarily mean

that it will be as successful for the other business; after all, each company has their own customers with their own needs and wants.

## 4 THESIS PROCESS

### 4.1 Commissioner: Nazar Nordic AB

Nazar Nordic AB is a travel agency that operates in the Nordic countries, excluding Iceland. It sells holiday packages to Turkey, Rhodes and Bulgaria, listed down in order of popularity. Turkey is Nazar's oldest destination, and to this day the tourist income has kept on increasing over the years. Nazar is considered a special travel agency as it was the first one to introduce the All-Inclusive concept to the Nordic countries, and it was also the first one to propose an idea of having All Inclusive only holidays. Nazar was founded in 2004, and its specialty is four and five star All Inclusive holiday packages. As of now, it is part of TUI Nordic that, along with Nazar, consists of TUI Denmark, Finland, Norway and Sweden. In addition to those, also WonderCruises TUIfly Nordic airlines are part of the TUI Nordic group, which is part of TUI Group, the world's largest tourism business. Meanwhile Nazar has three countries in its selection, TUI Group is selling holiday packages to 31 different destinations across the globe. (Nazar 2018.)

Nazar's vision is "luxury holidays for all," which perfectly sums up the entire concept of having most of the hotels be high standard. Nazar Nordic AB is one of the smallest travel operators in the Nordic region, but it is known for its quality package holidays and hand-picked hotels. As Nazar says, all employees within the company are a big family, and the guests of Nazar are part of it. (Nazar 2018.)

A Collection Hotel concept that Nazar Nordic AB has is completely reserved for three hotels – Pegasos World (PW), Pegasos Resort and Pegasos Royal (PP). The latter two are combined into one hotel area, meaning that if a family books a hotel room from Pegasos Resort, they can still use the facilities of Pegasos Royal. PW is located in Side, Turkey and PP in Alanya, Turkey. Nazar alone sells holiday packages to these hotels in the Nordic region, meaning that no other tour operator can have them in their selection of hotels. (Nazar 2019.)

The collection hotels are popular at Nazar because of the Kids Club that is arranged by Nazar Nordic AB. It is highly appreciated by parents because the activity guides speak Nordic languages, and therefore it is easier for children to communicate with the guides and understand the instructions. There are several types of activities being offered to children of different ages; Mini Club, Kids Club, Chill Out, Dance Stars, Minidisco, Swim'a'hoy and Cinema Night. In Table 1 all the activities are listed down with the age restriction, if any. (Nazar 2019).

<b>Activity</b>	<b>Age limit</b>
<b>Mini Club</b>	4 to 6 years
<b>Kids Club</b>	7 to 11 years
<b>Chill Out</b>	12 to 16 years
<b>Dance Stars</b>	7 to 16 years
<b>Minidisco</b>	No age limit
<b>Swim'a'hoy</b>	4 to 6 years and 7 to 11 years
<b>Cinema Night</b>	No age limit

Table 1. Nazar's Activities for Children (Nazar 2019)

Although many of the provided activities have age limitations, they can be bent a little. For instance, if a family has two children that want to be in the same activity, but the younger one is six years old and the older one eight, the latter can join Mini Club with the former even though he/she is outside of the preferred age range. However, a child whose age falls below the age range cannot attend the activity in question. (Nazar 2019).

In addition to the activities that are offered within PW and PP, there is also a possibility for guests of other Nazar Nordic AB hotels in Turkey to enjoy activities for children in the Nordic languages. Pirate Cruise is a popular excursion aimed

for young kids, in which several games, activities and such are being held, with the cruise ending to a treasure hunt. (Nazar 2019).

#### 4.2 Thesis Process and Scheduling

This thesis process was started in August 2018 by deciding on the final topic with the commissioner. The thesis was scheduled to be finished at the end of March 2019, meaning that the timetable was considerably tight.

Table 2 below showcases the exact timetable for this thesis process.

<b>Month and the Year</b>	<b>Tasks</b>
<b>August 2018</b>	Discussing the topic, deciding on the main target.
<b>September/October 2018</b>	Working on and finalising the survey, Survey Hand-Out in October.
<b>November/December 2018</b>	Analysing the survey results, forming the baseline of the thesis.
<b>January/February 2019</b>	Finishing survey result analysis, focusing on theory.
<b>March 2019</b>	Beginning of March: Finalising the thesis  End of March: Presenting the thesis, end of thesis process.

Table 2. Thesis Process Schedule

#### 4.3 Research Methods

##### 4.3.1 Quantitative Research Method

Quantitative research method is a research method where the results can be directly analysed with different indicators. With the help of quantitative research,



one can examine questions and problems that are related to percentages and numbers. This method gives an answer to questions such as where, what, how often and how much. (Heikkilä 2010, 16–17.) All survey questions are to have options from which the participant can pick the one that best represents their opinion. Therefore, it is crucial that the template is to be made carefully and with consideration so that there are no questions that play no part in the analysing process; carefully constructed survey template is the most reliable. (Vehkalahti 2008, 17.) It is always required to have a covering letter attached where the importance and purpose of the survey is explained and how it might matter to the participant. It also has to be informed how the questionnaire can be returned once answered. (Hirsjärvi et al. 2007, 199.)

A researcher that uses quantitative research methods is usually interested in a specific group of people that the research will be aimed at. The study will not focus on the bigger picture. (Veal 2006, 231.) For instance, this thesis pays attention to those guests of Nazar that used the activities for children within Pegasos World and Pegasos Planet.

In order to perform a quantitative research, one usually collects new materials to be used. It is, however, also possible to utilize ready-made materials such as survey results and statistics, but it is unlikely to be able to use them as they are; one might have to modify, combine and check them for possible errors. (Heikkilä 2010, 18.) Albeit the majority of questionnaire is quantitative, it can also be used to generate qualitative data by asking open-field questions. For instance, a survey related to customers and customer satisfaction uses both quantitative and qualitative approach in its methods. (Buswell et al. 2017, 228–229.)

Since quantitative research collects numerical data, there are several auto-generated applications that analyse the results with the snap of a finger. Some analytical tools also create graphics that best fit to the type of question asked in the survey. (Buswell et al. 2017, 228.)

#### 4.3.2 Qualitative Research Method

Qualitative research method gives the researcher a possibility to have more concrete data for their studies, as though giving an insight into the lives of the participants. It offers wider verbal communication between the researcher and the participant, for the answers are not given by crossing them out, but by expressing one's own mind with words. (Yin 2016, 3–5).

As qualitative research methods aim to be more personal and natural, it is to be expected to receive answers to research questions that have arisen because of lack of explanation or the setting of society (Munsters & Richards 2010, 7–8). Qualitative research can be done through interviews and observation, and it usually takes a longer time to collect the necessary data than it would when doing a quantitative research (Buswell et al. 2017, 228). Qualitative research is considered better if the studied occurrence corresponds with the used method. In other words, if the experience is qualitative, the researcher shall receive better materials for their study when using qualitative methods rather than those of quantitative. (Veal 2006, 195.)

Interviewing is perhaps the most common way of collecting qualitative data. Interviews can be done by either asking ready-made questions, to which the interviewee shall answer, or having an open-word interview, in which a short outline has been made but the questions have not necessarily been fully planned out in advance. (Yin 2016, 139–140). Interviewing is not the most efficient method to gather concrete data of the personal life of an individual, for the aim is to gather as much information for the research as possible rather than trying to understand the interviewee. Moreover, interviews are commonly led by the interviewer, which means that the pace and topics are not decided by the individual. (Hirsjärvi & Hurme 2010, 42).

Since qualitative research method does not put importance in statistics, it is often criticised as a mere “data enhancer” that fills the missing gaps that would otherwise not be filled if only quantitative research was applied. That is why this research method is ideal for studies that are relatively unknown as the main goal

of qualitative methods is to gain more concrete insights into the subject in question. (Lawton, Weaver 2014, 360–361.) In addition to this, the results are also difficult to be visualised clearly and understandably, for the results are, nearly without an exception, in form of speech or writing. That also makes analysing and comparing the answers to one another relatively more difficult than in a quantitative research where the participants usually cross out options that have already been written on the survey sheet. (Buswell et al. 2017, 228.) However, qualitative research results are easier to analyse for those that are not skilled in statistical analysis or have difficulties in understanding it (Veal 2006, 195).

#### 4.4 Data Collection

Mixed methods were used for the data collection of this thesis. The data was collected through a survey that was handed out to guests of Nazar that used the services of Nazar's Kids Club during October 2018, and by interviewing two activity guides that were working with the children daily.

The survey was first conducted in English, after which it was translated into Finnish and Swedish. The original English version of the survey is attached as Appendix 1. The questions were first decided by the author, after which the managers at Nazar Nordic AB approved them and offered their suggestions as to what they would like to be asked from the guests. The survey was handed out to 34 families in the language of their choice, and in the end 16 of those returned the survey, meaning that the participation percentage was approximately 47%. The reason for the low number of handouts was due to the low season that was ongoing during October 2018. Although many families travel to PW and PP with their small children, it is not guaranteed that they will use the services of Nazar's Kids Club.

The semi-structured interviews were conducted through Skype and the baseline for the questions can be seen on Appendix 2. The interviews were a way to receive support for the survey results, for the two activity guides could give more concrete insights into what children enjoyed doing the most and they helped in the analysis process of this thesis. No direct questions were asked; the activity

guides were asked to explain concepts in their own words, such as “the satisfaction of children in the activities”.

## 5 ANALYSIS OF SURVEY RESULTS AND INTERVIEWS

### 5.1 Nationality

In the survey for this thesis, a variety of questions were asked to give a general overview of the respondents. These questions were of high importance, for they revealed which one of the two hotels the survey answers came from, and it could then be seen whether there are any notable differences between their answers from hotel to hotel, and if the opinion of Nazar's guests were dependent on their nationality. However, the results were analysed as a whole between both hotels and all nationalities, as the Kids Club at both hotels hold the same concept and the activities for children are the same to all Nordic nations. The survey was intended to keep as anonymous as possible, which meant that no such questions as age and gender were asked.

As seen in Figure 2, a majority of the responders, 56%, stayed at Pegasos Resort or Royal for their holiday, and the remaining 44% stayed at Pegasos World. The gap, however, is not massive, as it is only marked by two answers. This implies that both hotels have an almost equal number of children attending the Kids Clubs.

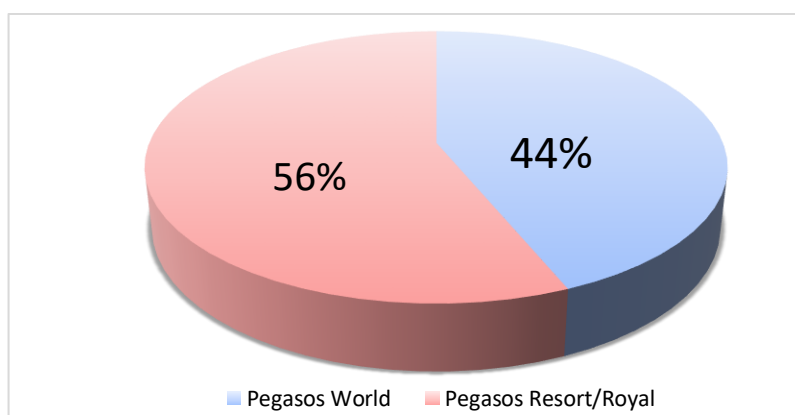


Figure 2. Hotel Distribution (N=16)

In order to receive more concrete results, the responders' nationality was asked. Figure 3 displays the distribution between the countries, and the largest number of answers came from guests who marked their nationality as Finnish (56%). The

nationality with second most answers was Danish (31%), meanwhile Norwegian and Swedish are tied with the responder percentage (6%). No one filling out the survey identified themselves as another nationality apart from these four. As stated earlier in this thesis, the survey was being handed out during the Finnish high season, which explains the larger number of answers from Finland.

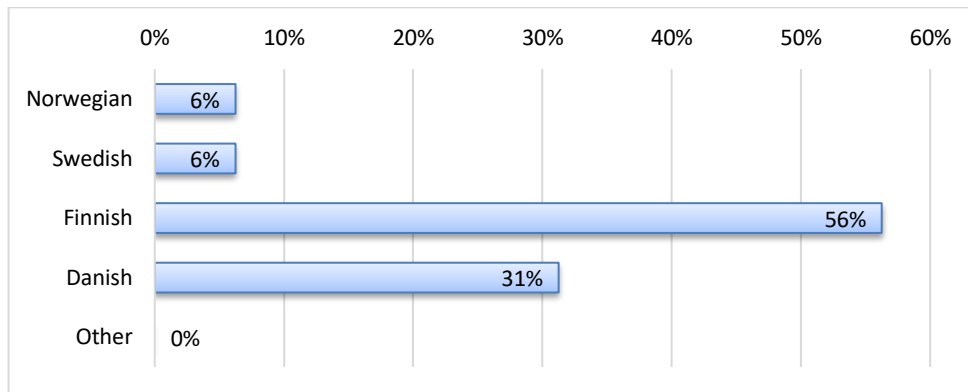


Figure 3. Nationality (N=16)

## 5.2 Travel Companion

The survey respondents were also asked about the size of the group that they were travelling with. Figure 4 presents that 44% of the responders answered that they were either three or four people travelling together, thus making it the most popular answer. 31% filled out that, including them, they are accompanied by seven to eight persons. The third most popular answer was five to six persons, and 25% of the responders gave this answer in the survey. None of the responders was travelling with a group bigger than eight or smaller than three persons. During the interviews it was mentioned that the most usual number of children attending to Kids Clubs from each family was two (Interviewee 2), which matches with the survey where the most popular answer was a group of three to four persons. Many families travel together with other families or their grandparents as stated earlier in this thesis, which would explain the popularity of the “7 to 8 pers.” choice in this question.

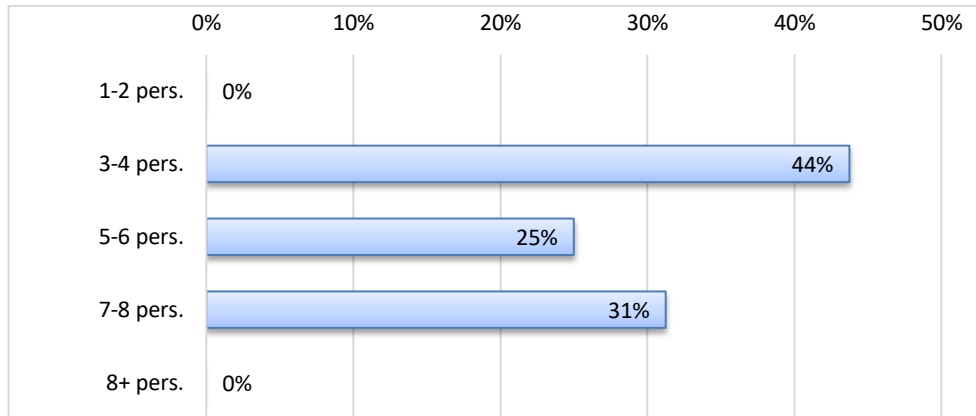


Figure 4. The Size of the Group (N=16)

The survey included also a question in which the participants were asked how many children there were among their group. This was asked in order to get a better view on how many persons of the travel companion were within the age limit for Nazar's activities for kids. As seen on Figure 5, the answers were divided between one child to four children. 56% said that there were three to four individuals under the age of 16, whereas 44% answered that one to two children were with them.

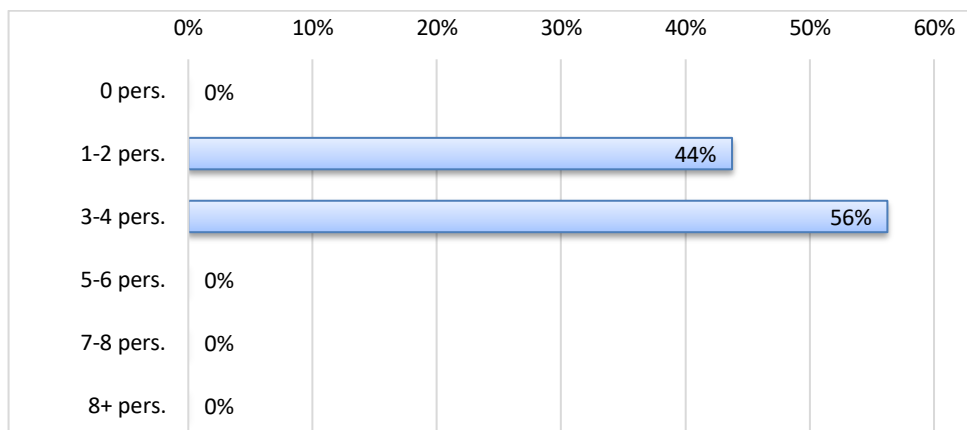


Figure 5. The Number of Children Within the Group (N=16)

### 5.3 Travelling with Nazar

#### 5.3.1 Previous Experience with Nazar

The participants were asked whether they had travelled with Nazar before, and the results that Figure 6 showcase imply that 63% had not done so before. The remaining 37% had had former experience with Nazar.

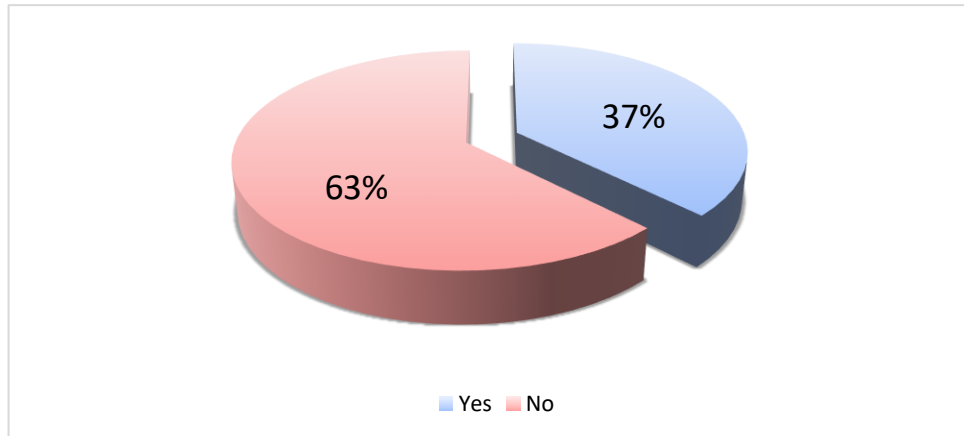


Figure 6. Former Experience with Nazar (N=16)

An additional question was asked from those that had answered “Yes” when asked about their previous experience to find out how many times they had travelled with Nazar Nordic AB before. Out of the six people that answered this extra question, 67% had been on a vacation through Nazar twice. As seen on Figure 6.1, responses “3 times” and “5+ times” both had scored 17% of the answers.

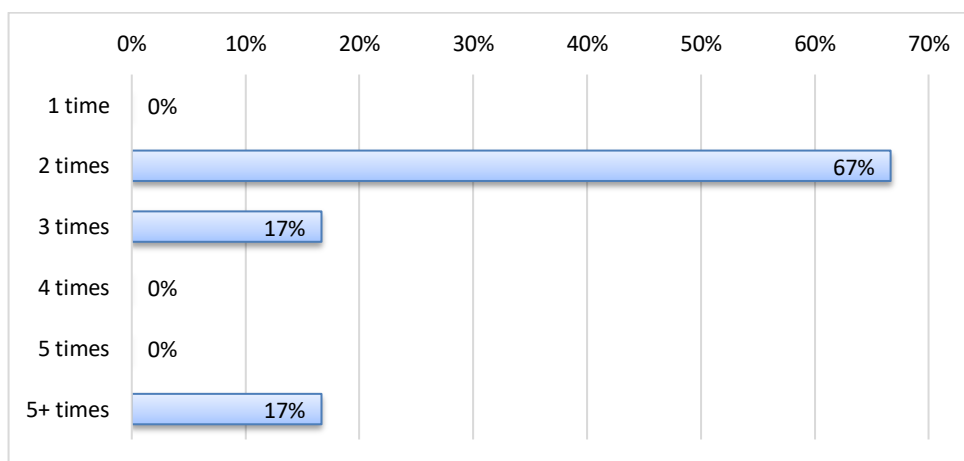


Figure 6.1. Number of Times Travelling with Nazar Before (N=6)



### 5.3.2 Criteria for Choice of Hotel

To find out the guests' most pressing reasons to select PW or PP, they were given a list of options (see Figure 7), out of which they were to pick three choices that mattered to them the most when choosing the hotel. As it can be seen, the most favoured options were pool areas & the water park, activities offered to children and familiar destination. This supports the fact that PW and PP are popular among families with children. Nazar's Kids Clubs are also favoured by the respondents. All of the options can be seen on Appendix 1, for some of them have been left out from Figure 7 as they received no votes from the participants.

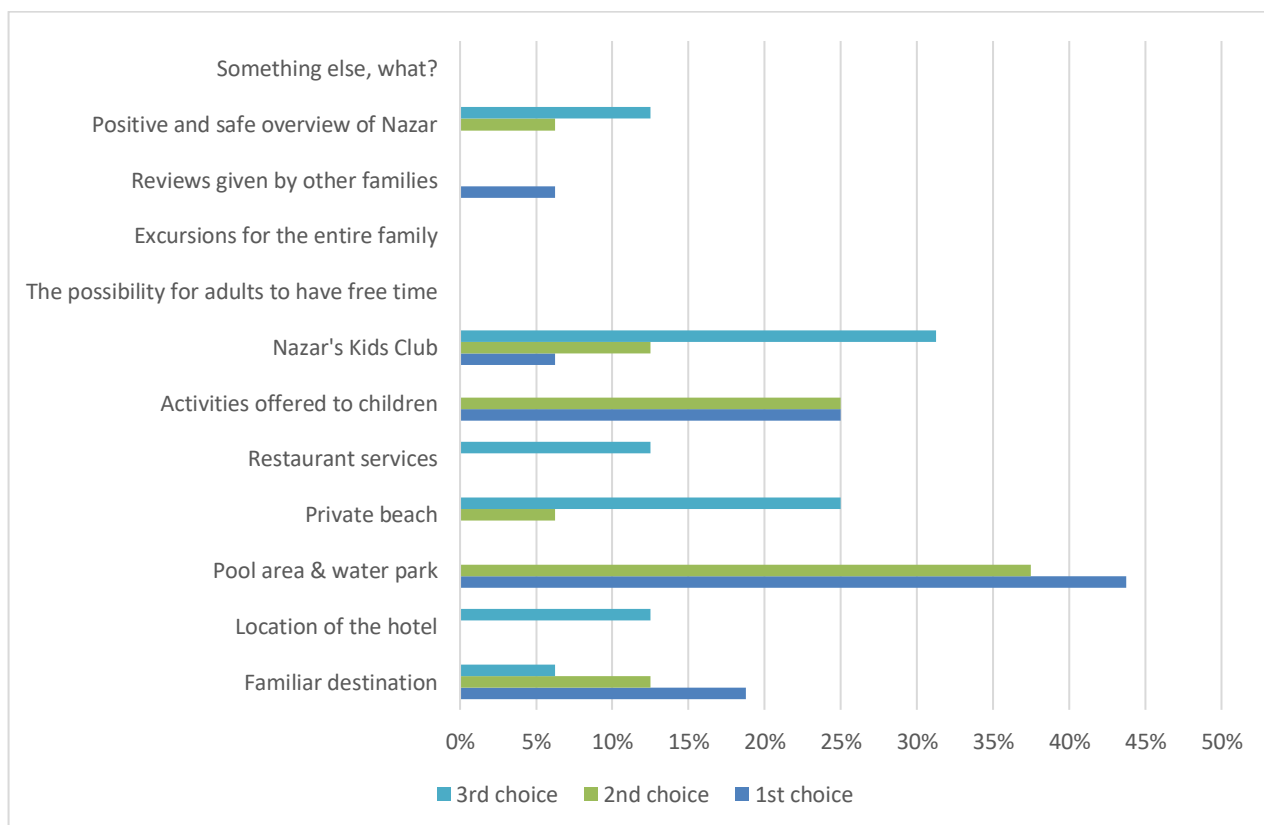


Figure 7. Three Important Factors for Choosing the Hotel (N=16)

In addition to the previous question, the responders were asked how their chosen options had been fulfilled during their holiday as of the day they took the survey. As seen on Figure 8, the answers have been evenly divided between options "Excellently" and "Well"; 81% of the respondents felt that their criteria to pick their

hotel had been fulfilled excellently, meanwhile the remaining 19% said they have been accomplished well. According to these answers, it seems that Nazar has been able to give an accurate image of the company to the customers.

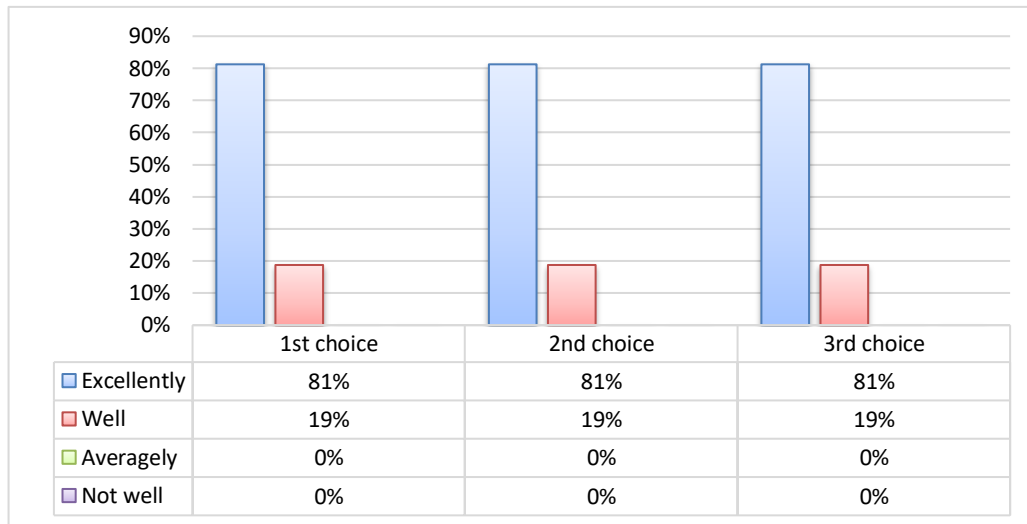


Figure 8. The Fulfilment of the Three Factors (N=16)

### 5.3.3 Activities for Children

This survey was conducted to give more insight into the popularity of some of Nazar's activities for children. That is why the responders were asked which activities their child/children has/have taken part in or will take part in during their holiday. This question was a multiple choice so that the respondents could cross out all the options that applied to them. As seen on Figure 9, Minidisco and Kids Club/Mini Club gained the majority of votes, having 39% and 32% of the votes respectively. Nazar's swimming school, Swim'a'hoy, became the third most popular choice with 18% of the votes. Activities not as popular as the three above were Pirate Cruise (5%), Dance Stars (3%) and Cinema Night (3%). Chill Out, the club for older children, did not receive any votes from the participants. The three most popular choices are often advertised more than Dance Stars, Cinema Night and Chill Out, which would explain the gap as far as popularity is concerned. Pirate Cruise is not part of Nazar's free-of-charge activities, which may be a reason why it is not as popular although it is being promoted widely.

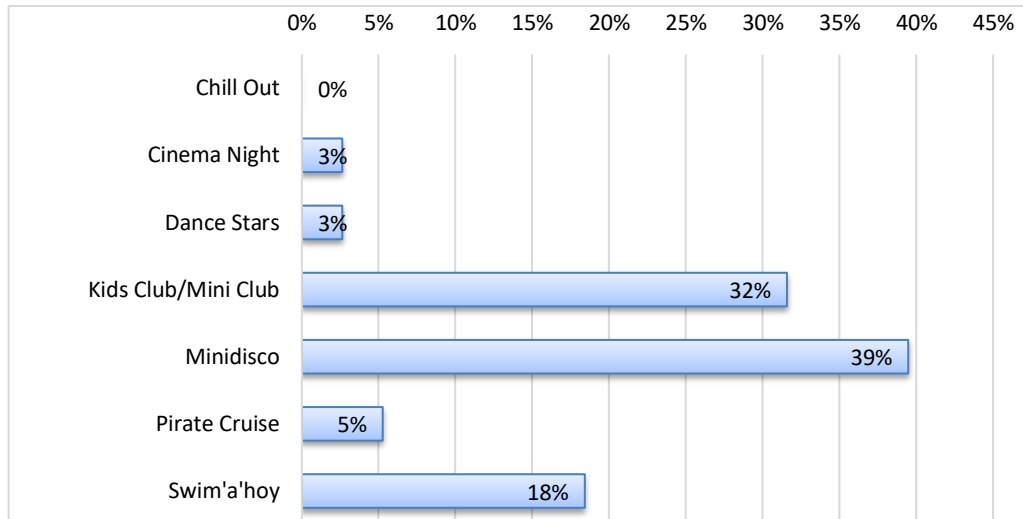


Figure 9. Attendance to Nazar's Activities for Children (N=16)

In the interviews that were held between the two activity guides, it was mentioned that the smaller children enjoyed Captain Nemo's birthdays and treasure hunts the most. Those were also the activities that were advertised the most within the hotels, which means that the participation numbers were usually higher than in many other activities. (Interviewee 1.) The guides had also noticed that Minidisco and Swim'a'hoy were favoured by many children, meanwhile Chill Out and Cinema Night were not as popular (Interviewee 2). These observations further support the survey results seen on Figure 9, for they both are perfectly synced when studying the popularity of the offered activities.

In order to obtain knowledge on how often the child/children was/were planning to use Nazar Nordic AB's activities for children during their holiday, the participants were asked how many times they had attended or would be attending before going home. Figure 10 demonstrates the results, and as one can see, as many as 75% of the individuals answered "5-6 times or more". 19% said they would be attending three to four times, and 6% said that only once or twice during their holiday. The large response rate on the "5-6 times or more" option proves the popularity of Nazar's clubs for children.

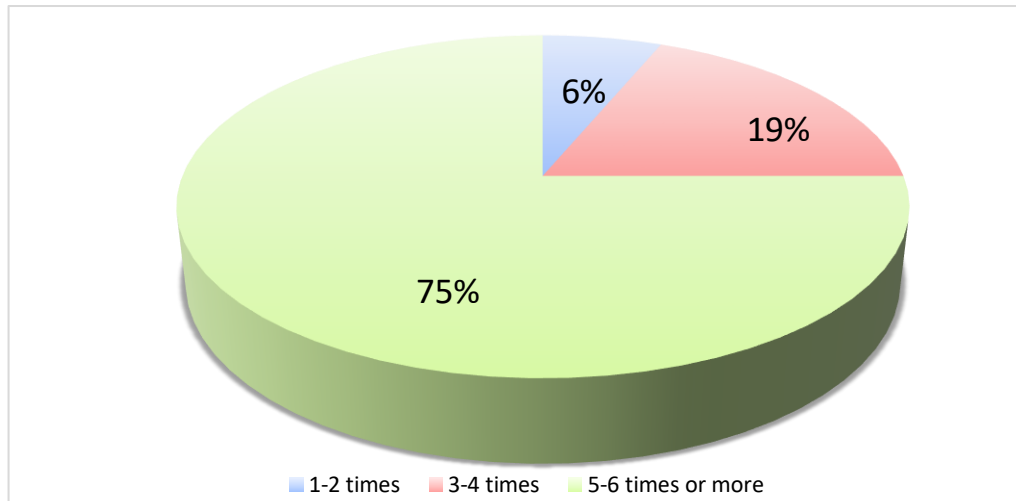


Figure 10. Number of Planned Attendance (N=16)

The interviewees mentioned that most children enjoyed participating in the activities so much that they wanted to come back the next day (Interviewee 2). This strongly supports the results that can be seen on Figure 12. It had also been noted that the clubs in the morning were more popular than those in the afternoon (Interviewee 1). That often meant that the activities in the morning clubs could be more action-filled due to the high attendance rate, meanwhile the afternoon clubs included games and such that could be done with a smaller number of children (Interviewee 2).

To ascertain how well the activity guides had performed, according to the survey respondents, they were asked to grade the guides on a scale of one to four. As seen on Figure 11, the responses varied between “4 (excellent)” and “3 (good)”, having 67% and 33% of the answers respectively. This indicates that Nazar’s guests were very pleased with the performance of the activity guides, given that none of the participants answered “2 (average)” or “1 (not good)”.

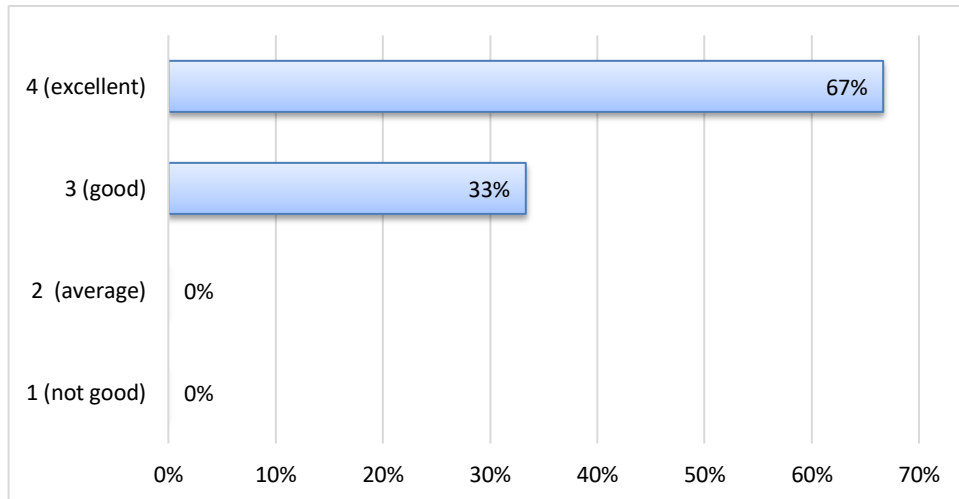


Figure 11. Grading Nazar's Activity Guides (N=16)

#### 5.4 Generic Questions

In the survey there was a possibility for the responders to share their improvement ideas that they might have thought of during their vacation. 93% of the participants crossed out "No", meaning that they had not thought of anything that they would have liked to share on the survey sheet. One responder had put "Yes", and they wrote down on the paper that they wish that the children from Russia would not be overly prioritised in the hotel. Meanwhile this is not a clear improvement idea for Nazar itself, as their guests are only from the Nordic countries, it is still a feedback that should be forwarded to the hotel.

The interviewees were asked if they had thought of ways to improve Nazar's activities, and it was mentioned that they were improving the clubs during the season. For instance, they adjusted the treasure hunt by creating maps that the kids would have to follow. This was proven to be a great improvement, as the children enjoyed the activity more that way. The activity guides also thought that the mascot of Nazar, Captain Nemo, should be more involved in the clubs, for he is widely loved among the children and would surely attract more participants to the activities.

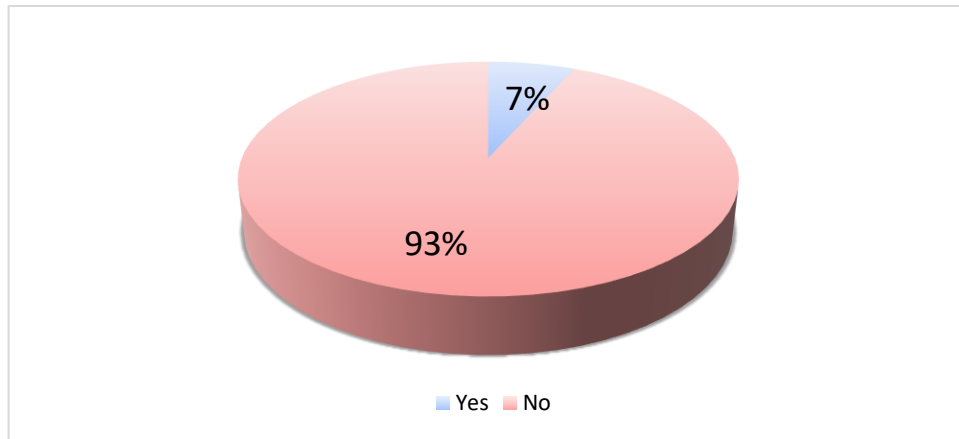


Figure 12. Improvement Ideas for Kids Club (N=16)

The participants were asked to grade how well Nazar has taken families with children into consideration on a scale of one (not well) to four (really well). Once again, Figure 13 shows that the responses were divided among two grades, “4 (really well)” and “3 (well)”, having received 80% and 20% of the answers respectively.

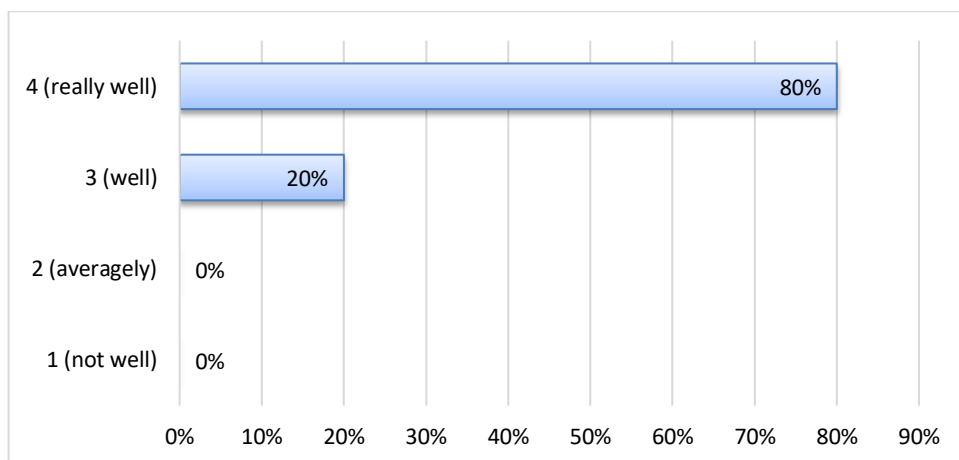


Figure 13. Grading Nazar's Considerateness for Families with Children (N=16)

The participants were also asked whether they would recommend Nazar as a travel agency to other families with children, and all of the responders answered “Yes, absolutely”. This proves that Nazar has successfully created a safe and trustworthy image of themselves, and that they have not created any false picture of the services or the hotels, leaving the guests pleased with Nazar as a whole.

## 6 CONCLUSION

Customer satisfaction and service quality play a crucial part in the tourism industry, and they should always be taken into consideration. Assessing consumers' needs and expectations is necessary, and a successful company knows what their customers expect from them. As tourism in general keeps on growing, more and more individuals expect extraordinary services from travel agencies and the hotel they are staying at. What defines the satisfaction of an individual is never consistent as it varies greatly from person to person.

FT is growing at a fast pace. Taking up approximately 30% of the world's tourism market, it is one of the profitable tourism industries to date and the percentage is expected to grow. FT is facing many challenges on its way to development and identifying those is crucial if a tourism company wishes to proceed further in the field. FT has not been a popular subject in tourism research, despite its importance in the tourism market. The available sources were limited on this topic, which is why further research on FT is recommended.

The aim of this thesis was to gather information on the satisfaction of families with children at Nazar Collection hotels and to find out how well their expectations were met during their holiday. With the gathered data, the purpose was to see whether there were aspects that should be improved, or whether the provided services worked well enough as they were. The main focus of the survey was on the activities for children that are further discussed in sub-chapter 4.1.

Both qualitative and quantitative research methods were used to gather the needed information on this thesis. A total of 16 families answered the survey and two activity guides were interviewed using the semi-structured interviewing method. The interviews were held through Skype.

There were multiple limitations in the research of this thesis. First, the survey was being handed out to the guests during October 2018, which is considered a low season in Turkey. This meant that there were not as many guests as there were during the Summer time. To gather more concrete and wider data, it should be collected in a time span of several months and during the high season to maximise the number of participants. Secondly, the research was strictly targeted

to families with children that used Nazar's activities for children during their holiday. Not every family took their children to the clubs, which is why they could not be surveyed. Finally, the focus was on only three hotels, for they are the only Nazar hotels with Nordic kids' clubs.

Some information on the theoretical background was gathered before structuring the survey, but it was enough to outline the questions for the survey. When the interview guideline was conducted, the theoretical part was nearly done, making it easy to structure.

As the analysis of the survey results and the interviews show, the Nordic guests of Nazar Collection hotels were highly satisfied with the provided activities for children as all of them would recommend Nazar Nordic AB to other families with children. When asked to rate their experiences with specific matters, each family crossed out either the best or the second-best option. The survey results and interview answers both supported each other, which further proved the reliability of the research. However, as the number of participating families was only 16, it is not possible draw a full-on conclusion of the satisfaction of the guests of Nazar from this research alone, but it does offer a plausible idea of the general opinion.

Customer satisfaction is a topic that can be researched endlessly, so further research is recommended in case deeper analysis is desired. As stated earlier in this chapter, the survey data could be collected from a longer period to receive results from both high season and low season. The research could also be narrowed down to only Pegasos World or Pegasos Planet, so that the focus would be only on one kids' club at a time.

All in all, the research provided very positive results, which indicates that Nazar Nordic AB is successfully maintaining the high standards of their kids' clubs. The author wishes that this research will be proven useful and the information can be utilised in the future.



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APPENDICES

Appendix 1. Survey on Customer Satisfaction

Appendix 2. Semi-Structured Interview Guideline

## Appendix 1. Survey on Customer Satisfaction

## Customer Satisfaction of Families with Children at Nazar Collection Hotels

*Now you have a chance to participate in developing activities arranged by Nazar by answering the following survey. The results will be carried out in a way that no individual can be recognised from the answers.*

*After filling out the survey, please kindly return it to your nearest Nazar guide/activity guide.*

*I study in Degree Programme in Tourism in Lapland University of Applied Sciences in Finland. I am also a Nazar guide in Side during the season 2018. This survey research is part of my bachelor's thesis, and the answers to this survey will be solely used for the degree work. After that, all answers will be destroyed.*

*I would be eternally thankful if you spent a few minutes of your precious holiday to fill out and participate in this survey.*

1.	Which hotel are you staying at? <input type="checkbox"/> Pegasos World <input type="checkbox"/> Pegasos Resort/Royal
2.	What is your nationality? <input type="checkbox"/> Danish <input type="checkbox"/> Finnish <input type="checkbox"/> Norwegian <input type="checkbox"/> Swedish <input type="checkbox"/> Other
3.	How big is the group you are travelling with? _____ people.
4.	Out of these people (question 3) how many children are under 16 years old? _____ children.
5.	Have you travelled with Nazar before? <input type="checkbox"/> Yes <input type="checkbox"/> No <i>If you answered "yes", please answer the following question:</i> How many times have you travelled with Nazar, accompanied by children? _____ times.
6.	Which of the following affected your choice of hotel the most? Please select three (3) answers in order of their importance, number 1 being the most important, number 2 the second important and so on.  <input type="checkbox"/> Familiar destination <input type="checkbox"/> Location of the hotel <input type="checkbox"/> Pool area & water park <input type="checkbox"/> Private beach <input type="checkbox"/> Restaurant services <input type="checkbox"/> Activities offered to children

	<input type="checkbox"/> Nazar's Kids Club in your child's/children's own language <input type="checkbox"/> The possibility for adults to have free time while children are being taken care of by Nazar's activity guides <input type="checkbox"/> Excursions for the entire family <input type="checkbox"/> Reviews given by other families with children <input type="checkbox"/> Positive and safe overview of Nazar as a travel agency <input type="checkbox"/> Something else, what? _____																								
7.	How well have these three criteria been met in your opinion? <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 15%;"></th> <th style="width: 20%;">Excellently</th> <th style="width: 20%;">Well</th> <th style="width: 20%;">Averagely</th> <th style="width: 20%;">Not well</th> <th style="width: 5%;"></th> </tr> </thead> <tbody> <tr> <td><b>1st choice</b></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td><b>2nd choice</b></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td><b>3rd choice</b></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </tbody> </table>		Excellently	Well	Averagely	Not well		<b>1st choice</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<b>2nd choice</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<b>3rd choice</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<b>3rd choice</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																				
8.	Which of the following activities arranged by Nazar has/have your child/children taken part in or will take part in during your holiday? <ul style="list-style-type: none"> <li><input type="checkbox"/> Chill Out</li> <li><input type="checkbox"/> Cinema Night</li> <li><input type="checkbox"/> Dance Stars</li> <li><input type="checkbox"/> Kids Club/Mini Club</li> <li><input type="checkbox"/> Minidisco</li> <li><input type="checkbox"/> Pirate Cruise</li> <li><input type="checkbox"/> Swim'a'hoy</li> </ul>																								
9.	How many times has/have your child/children participated or will participate in activities arranged by Nazar during your holiday? <ul style="list-style-type: none"> <li><input type="checkbox"/> 1 to 2 times</li> <li><input type="checkbox"/> 3 to 4 times</li> <li><input type="checkbox"/> 5 to 6 times or more</li> </ul>																								
10.	On a scale of 1 to 4, what grade would you give to Nazar's activity guides? <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 25%;">1 (not good)</th> <th style="width: 25%;">2 (average)</th> <th style="width: 25%;">3 (good)</th> <th style="width: 25%;">4 (really good)</th> <th style="width: 5%;"></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </tbody> </table>	1 (not good)	2 (average)	3 (good)	4 (really good)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>														
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																					
11.	During your holiday, have you thought of anything how Nazar could improve their Kids Club and other activities offered to children? <ul style="list-style-type: none"> <li><input type="checkbox"/> Yes, what? _____</li> <li><input type="checkbox"/> No</li> </ul>																								



12.	On a scale of 1 to 4, how well do you think Nazar has taken families with children into consideration at your hotel?				
	1 (not well)	2 (averagely)	3 (well)	4 (really well)	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
13.	According to your own experiences, would you recommend Nazar as a travel agency to other families with children?				
	<input type="checkbox"/> Yes, absolutely <input type="checkbox"/> Maybe <input type="checkbox"/> No, why not? <hr/>				

*In case you have any questions regarding the survey, do not hesitate to contact me. I would be pleased to answer your questions.*

*Kind regards,*

*Milla Pulkka*

*Nazar guide, Turkey, Side*

*tel: +90 546 911 55 94 (you may call or contact me via WhatsApp)*

*email: milla.pulkka@gmail.com*

**Thank you for participating!**

## Appendix 2. Semi-Structured Interview Guideline

1. Overall thoughts on the satisfaction of the children that used Nazar's activities.
2. Most and least preferred activities among children.
3. Development ideas for the clubs.