



St. Mary's University College
School of Graduate Studies
MBA-Program

ASSESSMENT OF SPA SERVICE DELIVERY
PERFORMANCE EFFECTIVENESS:
A CASE OF FILWHA ENTERPRISE

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February 2013

Addis Ababa, Ethiopia

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Id NO: SGs/0023/2003

Submission in partial fulfillment of the requirements for the degree of Masters of
Business Administration in General Management

Advisor's Name: Mesfin Lemma (Asst. Prof.)

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APPROVAL SHEET

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Declaration

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Advisor: Mesfin Lemma (Asst. Professor) all sources of materials, used for the manuscript been duly acknowledged.

Name:

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Place of submission:

Date of submission:

ACKNOWLEDGEMENTS

I give the usual thank and praise for Almighty God for granting guidance, Protection, wisdom and Knowledge in making all dreams come true.

First and Foremost my gratitude goes to my Adviser Asst. Professor Mesfin Lemma for his dedication in providing continual guidance in pursuit of excellence and quality. I sincerely appreciate your detailed feedback during the dissertation process. And really debated for kindly responded emails and timely provided valuable tips and pieces of advices. Second, I would like to thank all customers, friends and all partners that help in responding and fulfilled questionnaire, all of you provided a continuous provision of encouragement to the successful pursuit of this study. I am also grateful to all my family who devotes their time, effort, and support on behalf. They have all been a big part of this dissertation achievement.

Finally, my sincere thanks also go to the management and staff of Spa service Enterprise especially for director |General. Without them this would not have been possible.

ABSTRACT

This project is designed to assess spa service delivery performance effectiveness: a case of Filwha enterprise. The study has the objective of investigating the major factors that affect the effectiveness of spa service delivery performance. On the basis of data collected through questionnaires and interview which are based on the theoretical assessment of related literatures; the researcher has attempted to unearth some of the real problems based on the respondents' opinions. The questionnaire was distributed to 280 customers, 40 employees and 8 management members, of Filwha spa service, delivery Enterprise in which 269 custom questionnaire. All management and employees' questioners were fully completed and returned.

Through this study the researcher has realized that there is an increasing demand for the service, due to natural Hot spring water uniqueness. Hence the demands for Filwha spa service customers keep increasing. Moreover, respondents existing customers decided to continue even not being satisfied; the study can see that there is an extra resource; only 10% of the Hot spring water is being utilized. Also raters agreed with the price of the service being less than other Spa service providers. Those make to lag behind the technical skill of employees. To ensure planning more effectively the process needs to be optimized. Based on the findings of the study, the researcher recommended the following among others, Filwha Spa service Enterprise needs to improve dalliance in queuing and waiting time to keep what it promises to its customers on time. By employing pre-service payment system, digital PLC service control etc. Utilize its unique Hot spring water capacity. Exploit its marketable location as tourist hub and venue. Upgrading the service delivery processes by conduct Market research. The standard against which Employees training sand motivation handling mechanism found being poor. That requires Ensuring the right people are in place and Create reward system for employees. To reduce the casualties to standard Professional safety and health facilities should be promoted. In order to ensure effective personal service excellence Information technology needs up grading. To found service delivery reliable continues, and available Electric power supply should be set up through fully automatic ATS stand by sources. Each recommendation tried to correspond with respective implementer.

Kew words: *Spa service, performance effectiveness, Natural Hot spring water, ATS, PLC*

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Acronyms

- **WWDSE:** -Water Works Design and Supervision Enterprise
- **ILO:** -International labor Organization
- **FSSWRIP:** -Filwha spa service water resources information and Policy
- **PLC:** Program Logic Control
- **E.G:** example gratia, for example
- **Wom:** word of mouth
- **ATS:** automatic transfer switch
- **CRM:** customer relation management
- **IT:** information technology

CHAPTER ONE

INTRODUCTION

The complex condition of modern business increase out in all aspects of service operation, which compelled the market of service to place emphasis on efficient and effective method of presenting their service to their numerous customers. Service delivery basically refers to the systematic arrangement of activities in service providing organization, with aim of fulfilling the need and expectations of customer and stock holders, with the optimum use of scarce economic resource. It becomes clear that organization assessment and diagnosis needed to go beyond the scientific measurement of work and work methods. As described by selvavinayagam, (1995).

As business organization leads to free market economy, it is a high time for each organization to cope up with changes in the new environment. Any business organization, to continue in operation their customer's must be satisfied and loyal to them. This has been possible due to the nature of various customer orientated activities, they have implemented within and outside the organization. A.zeithaml. varalie, (2004). Defines customer service, service provided in support of a company's core products. Furthermore, Donaldson, (1995) described customer service as are those activities provided by the seller. Have value for the buyer, thus increase customer satisfaction and encouraging patronage and loyalty between parties.

Attempt to explain customer delivery service, Susan Nash Derek Nat's, (2003). Delivering outstanding customer service, in order to gain and retain customers and stay ahead of the competition. Thus customers' service remains a fundamental driver of business success and profitability.

Process defines by, varalie A.zeithaml, (2004).The actual procedures, mechanisms, and flow of activities by which the service is delivered. That is, the service delivery and operating systems. This research focuses on spa service delivery performance effectiveness with specific focus on Filwha

Enterprise as a case study that providing natural hot spring Spa service for public. The public consider this natural hot spring, bathing services to be therapeutic in nature.

Most of this belief is justified, by the fact that the hot springs emerge from the earth's crust full of minerals and elements from within. The mineral composition of this hot spring is quite high, and their high temperatures facilitate the entrance of them into the human body. The hot steam emanating from these hot springs add to bathers' beauty. Coupled with, their health benefits.

Hot springs generally make the area more beautiful, because they are, after all, springs. That is the reason why today, tourism attraction, hotel and health industry has evolved around hot springs. There are spas and resorts built around them, and they do help bring in or to circulate some economy within the area.

Tourism and hotel industry sector is one of the larger, most dynamic industries in the world and it is one of the largest employers of all transferees and continues to increase along with any increase in the local economy, truism and business travel (Gilmare, 2003).

Spa the science of water therapy, one of the methods, which relieve people from stressful , rejuvenates muscle and organs fissures and maintain the optimum health, become increasingly the choice of people. Nowadays people are more concerned with inherent to use Special thermal bathing, for relaxing, and care for their beauty and skin. To get relief from their stressful and protecting decease. When they get sick they usually prefer non-drag therapy, such as Spa services. Thus, this research focuses on service Delivery performance of, Filwha Spa service Enterprise, of Addis Ababa.

1.1. Background of the study

Filuha Spa service enterprise is located in the center of Addis Ababa, which is the capital city of Ethiopia. In order, to ascertain the exact period, when the Addis Ababa Filwha/ hot spring/ was originally discovered and the ways in which the people in the vicinity used to benefit from the natural resource in the old days. A foreign visitor named T. Lifetree Visited the spot in 1832

and was an eye witness to the " Miraculous spring" He wrote a book entitled " Voyage en Abyssinia" during the reign of king Haileselassie.

In a book entitled " Les origins Addis Ababa’’ the writer mentions the catholic priest Tawlinkahegne, who in 1867 became a Bishop and his name changed to Aba Jacob. This priest came from a town called kelitche to a place, previously known as Finfine (Filuha Spa service Report, 2000).

According to the story, Aba Jacob stated that when Menelik II had established the city in 1875, originally at Entoto and Later at Addis Ababa. The Emperor and Empress Taitu together with their dignitaries visited the hot spring frequently. The existence of the hot spring contributed to the establishment of the Addis Ababa city in its present location.

This spring hot water was much appreciated and desired by the Emperors and dignitaries. As a result a two-room bath-house was built around 1904. It started rendering service to the public.

In view of the gradual increase in the population of the town, it was no longer able to cope with the public demand. In order to satisfy the public demand, His Imperial majesty Haile Selassie I crown prince of Ethiopia, at the time, commanded Azaj workinch to construct additional baths. It resulted in the building of additional baths in the thermal spring, in 1964 to meet the needs of the public (Filuha Spa service Report, 2000).

Organizational capacity assessment can be seen as a function of many different factors that exists within an organization. Individual capabilities, ways of organizing, cultural norms and physical assets all combine to enable an organization to work towards its mission. It refers to the ability of the organization to effectively manage its programs to achieve the stated goals and objectives with minimum external assistance (Fate, 2001).

At present the enterprise has a total of 229 different classes of bathrooms known as First class, Second class, Third class, Fourth class, Shower and Family bathrooms. It has also a physiotherapy and sauna service. Moreover, it gives a hotel service. But Filwha Spa service Enterprise fail to meet its objective, in delivering Spa service in bathing, recreational and curative services and other services connected with a hotel.

The Main types of products/ services/ activity of the enterprise are,

- Bath service

- Physiotherapy and Sauna bath service
- Hotel Service (National and International hotel Service.)

Since Filwha is a profit making public enterprise, the management of the spa service responsible to the board of directors that composed of members appointed by PPESA. Filwha enterprise conducted a study of process and implementing BPR. Currently the enterprise has about 485 permanent workers and 145 contract employees. The total number of employees are about 630 workers. The employees consists of professionals, semi-professionals, and skilled/laborers workers.

Table: 1 Human resource of the organization

Year	Line Staff					Supportive Staff					Grand Total
	Permanent		Contract	Temporary	Total	Permanent		Contract	Temporary	Total	
	M	F				M	F				
2003	106	156	15	-	277	114	50	17	17	198	475
2004	112	145	15	-	272	113	50	30	19	212	484

Source: Filwha Spa Service, 2012

The country's favorable governmental policy encourages investment through provision of various incentives. And the overall economy growths create potential market demand opportunities for hotel and tourism industry. In line with this, spa market continuously increases. According to Filwha water resource police (2010), for the last ten years the number of customers increases from 931347 to 1890146. Though, the number of customers keeps increasing year after year, the irony is as it is clearly and explicitly identified customers are unsatisfied. Numerous customers complained here and there. Thus the company failed to deliver effective and efficient service. Due to this a big and overwhelming problems exists. These problems consist of among others material, personal in service deliver. According to the BPR conducted in Filwha (2011), the satisfaction of Spa service customers of bathing, sauna and physiotherapy and hotel services are presented as follows:

Table: 2 Customers satisfaction level for services provided

Service	Timeliness		Material/product Quality	
	Satisfied	Unsatisfied	Satisfied	Unsatisfied
Bathing	15%	84.5	22	78%
Physiotherapy	42.2	57.8	23.3	76.6
Sauna	42.2	57.8	23.3	76.6
Food & beverage	36.67	63.33	35	65
Reception/Restaurant	35	65	-	-
Reservation/ Rooms	-	-	34	70

Source: Filwha BPR, Feb, 2012

This research paper tries to assess the service delivery performance, effectiveness of Filwha service Enterprise. The study helps to see in depth the existing Spa service delivery problems, assess the service delivery systems and identifying the weakest link along with the assessment of the potential service delivery capacity and compare with market demand. Try to forward workable improvement idea that could solve problem, in order to bring about customer satisfaction and to exploit opportunity. In addition to strengthen the BPR study in which I was participated as team leader, in water resource supply and engineering core press”.

1.2. Statement of the problem

Filwha’s natural hot spring water that makes increasingly become the choice of people that accepted by the public as therapeutically in its nature. Relieves people from stress, rejuvenates muscle and organs fissures and maintains optimum health. This hot spring water along with its medical characteristics contributes to the beauty, cleanliness, also source of pleasure and pride to the bather. Filwha Spa service Enterprise though doing its best in basing, physiotherapy and sauna service. It has failed to render timely, reliable and quality service. Thus, it could not render effectively and efficiently services at all. As a result, could not satisfy its existing customers nor attract potential customers and Filwha failed to cope up with the growing market demand. These all add up to run far behind its vision/mission. Failed to create wealth to stake holders, which makes all stake holders unhappy and which leads to poor performance, characterized with numerous customers’ complained here and there.

Zeithame .et al. (2006), defines the nature of the service as comprising of needs, processes and performance.

While looking in Filwha spa service delivery, needs, processes and performance, dalliance in queuing and waiting time, poor material quality, low personal service and employee handling, exists. Those create current and future customers dissatisfaction. Thus, the study tries to identify and examine the factors that affect the performance. And forward suggestions to enhancing the performance of the service delivery. That possibly brings about better customer satisfaction.

1.3. Research questions

In order to investigate the above problem and to achieve the purpose of this study the following research questions are postulated. That tried to answer the problem under study as follows:

1. How do Filwha enterprise effectively doing in delivering Spa service to its customers timely?
2. How is the material service delivery quality?
3. How does Filwha enterprise effectively use its material service delivery recourses?
4. How does the enterprise handle its customer complaints?
5. How is Appropriation of service charge of Filwha Spa service charge?
6. How does Filwha satisfy its customers with personal Spa service?
7. How does the enterprise work to words improving its employee's skill?
8. How far occupational safety and health promoted?

1.4. Objective of the study

1.4.1 General Objective

- The main objective of this research was to assess the level of spa service delivery performance effectiveness of Filwha enterprises.

1.4.2. Specific Objectives

Moreover, this paper attempts to describe and analyze the following specific objectives.

- To assess the major factors that affects the effectiveness of spa service delivery in Filwha Enterprise?
- To identify, critical activities necessary to ensure excellent, outstanding customer service?
- To assess Exiting customer's behavior, motivation, and attitude towards Filwha enterprise?
- To measure the major factors that affects the effectiveness of service delivery?
- Identify customers' satisfaction level towards Filwha spa service delivery?
- To assess how the enterprise handle its customer complaints?
- To identify the level of customer service employee performance?

1.5. Significance of the study

Along with its academic achievement, this research helps to the enterprises by indicating how to improve and increase customer satisfaction. In addition, the reserved data measure the existing position of the enterprise, in the minds of its customers and to get feedback. Thus, it can help to designed better service delivery system and to maximize objectives. In addition, the study will guide to use a well-designed service delivery system. It also contributes for operation improvements to enhance service delivery performance. Furthermore, this research can serve as a reference for any interested individuals or an organization who intends to conduct research on similar issues.

1.6. Delimitation/Scope of the Study

The researcher excessively loaded, with his regular duties of working in his respective under taking, in line with post graduate studies that poses time limitations. Related materials and reference in the area of Spa service and shortage of finance were other limitation of the study.

Studying the customer satisfaction through the mechanisms of performance and service delivering is subject to multiple factors such as personal and job related issues. Thus it is difficult to account all. Employees and customers' self report measures through questionnaires may intentionally or unintentionally fail to express their feeling appropriately

1.7. Definition of Terms

Hydro-massages: - unique hydro-massage facility includes natural hot spring water sources that provide a powerful stream of thermo mineral water. The water massages specific parts of the body, reduces stress and rejuvenates the body.

Hot springs: -Hot springs are defined as springs of water with the water in them at a higher temperature than in the surroundings. The temperature of the hot springs is higher because of the internal heat of the earth's crust, known as the geothermal energy. The water sources itself from the interior of the earth and then vents itself out of the earth's crust. When the water comes out

on the surface, it still remains how with steam emanating from it. This steam is a significant aspect of hot springs.

SPA:- is associated with water treatment .The term is derived from the town of Spa, Belgium, whose name is known back to Roman times, when the location was called Aqae Spadanae, (<http://en.wikipedia.org/wiki/Spa>)

CHAPTER TWO

REVIEW OF RELATED LITERATURE

The related literatures are searched and reviewed from many sources which relate with research problems and help to illustrate conceptual framework. It contains the theory about the study .According to Fisher (2007), there are many sources that can use to be references of the thesis.

In this part of literature, articles, academic journals, text books, and internet as the precious sources are used; this review synthesizes the current literatures that are germane to the effectiveness of Spa service delivery. The purpose is to highlight the issues and successful completion of this study. However, it must be stated that this review is eclectic due to the fact that there are limited works in this area. The review is divided in to seven major sections namely:

- Service and Service delivery
- Complaints handling
- Internal customer.
- Service management
- Continuous improvement
- business information systems
- Empirical Review

2 Service and Service delivery

2.1 Service

Y.P. Singh(2002)put the definition of service as follows, If we were to offer a definition of service here , it would be a blend of the ones suggested by Lehtinen ,kotler ,and Bloom ,and Gummesson above .Hence ,we propose ,however reluctantly ,the following definition :

A service is an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service or

goods and /or systems of the service provider, which are provided as solutions to customer problems. Further, Patankar(2001), describes that service are activities or satisfactions which are offered for sale or are provided in connection with the sale of goods .in all definitions or clarifications the authors emphasize that meeting customers satisfaction is the primary objective of service providing

2.1.1. Service delivery

The complex condition of modern business and the increase out in all aspects of service operation has compelled the market of service to place emphasis on efficient and effective method of presenting their service process to their numerous customers . It is known that service delivery basically refers to the systematic arrangement of activities in service providing organization with aim of fulfilling the need and expectations of customer and anther stock holders with the optimum use of scarce economic resource, According to selvavinayagam, (1995). It becomes clear that organization assessment and diagnosis needed to go beyond the scientific measurement of work and work methods.

2.1.2. Characteristics of service

Y.P .Singh (2002) state as follows the characteristics of service Usually services are compared with physical goods .In the following table we have summarized the most frequently mentioned characteristics of service s and physical goods.

1. Services are more or less intangible.
2. Services are activities or a service of activities rather than things.
3. Services are at least to some extent production process at least to some extent.

A service is normally perceived in a subjective manner .when service are described by customers, expressions such as experience, trust, feeling, and security are used. These are highly abstract ways of formulating what a service is.

The reason for this, of course, lies in the intangible nature of services. However, many services include highly tangible elements as well: for example, spare parts used by a repair shop. The essence of a service, however is the intangibility of the phenomenon itself .As a matter of fact, the intangibility of the characteristic is probably the most often cited criterion of

service. Because of the high degree of intangibility, it is frequently difficult for the customer to evaluate a service. How do you give a distinct value? to “trust “or to a “feeling “for example Therefore, it is often suggested in the literature that one should tangibles a service for the customer by using concrete ,physical evidence ,such as plastic cards and various kinds of documents . Because a service is not a thing but a service of activities or processes which, moreover, are produced and consumed simultaneously, at least to some extent-it is difficult to manage quality control and to do marketing in the traditional sense. There is no reproduced quality to control in advance, before the service is sold and consumed. Of course, situations vary, depending on what kind of service we consider.

Y.P .Singh (2002) also put the impact of people in service industry as follows: because of the impact of people, either personnel or customer s or both, on the production and delivery process, a”heterogeneity” aspect follows from the basic characteristics. A service to one customer is not exactly the same as the “same” service to the next customer. if nothing else , the social relationship between the two situation s is different .And the service a customer receives by using an ATM may differ from the “same “ service received by the next customer , because , for instance ,the second person has a problem understanding the instructions on the screen .the heterogeneity off services creates one off the major problems in service management, that is ,how to maintain an evenly perceived quality of that is how to maintain an evenly perceived quality produced and rendered to customers.

2.1.3. Types of service

SusanNash and Derek Nats (2003).described the type of service as follows: There are two types of service; material and personal.

Material service, or the content part of service, consists of price, timing, quality and quantity of material. Material service relates to the tangible parts of the service delivery process. For airlines it comprises the size and age of planes food, baggage handling, booking system, etc. for retail organizations the material service comprise the storefront, display case, inventory, cash register product information, etc. for hotels, the material service comprises the bedrooms, the bathroom facilities, the storage space, the equipment provided, the telephone service, etc.

Personal service consists of the interpersonal aspects in providing service, which includes:

- Body language
- Verbal communication
- Using the customer's name
- Giving your undivided attention
- Showing respect for the individual
- Being calm and confident

Personal service relates to the intangible aspects of providing your product or service. These are harder to measure, control and manage because they take place at the moment of the interaction, cannot be standardized and vary from one moment to another personal service is situational. What is acceptable to one customer one day may be unacceptable to the same customer on another day, because of differing circumstances.

2.1.4. Service quality& satisfaction

Services quality Service quality is the outcome of an evaluation process where a customer compares his/her expectations with the service he/she perceives and is function of the differences between expectation and performances along the quality dimensions, function quality and technical quality. (parasuranior.et-al,1985)

Y.P .Singh (2002) discussed about quality: too often improving quality is mentioned as an internal goal without any explicit references to what is meant by service quality. To talk about better quality without defining what it is, how it is perceived by customers, and how it is improved and enhanced is of limited value. Quality issue is further discussed in this book, quality and service quality in particular, is such a complex phenomenon that a much more detailed model than the ones normally used is needed. As Garvin puts it “must be break down, the word quality in to manageable parts”. Only then can they define the quality niches in which to compete”.

There is always a risk that when quality is defined too narrowly quality programs become too narrow in scope. For example the technical specification of a service or a good

is frequently considered the quality of the product, or at least the most feature of the perceived quality.

2.1.5. Customer satisfaction and Dissatisfaction

Dissatisfaction of customer inmates from various sources by which customer take their business else which some of the reasons why customer get dissatisfaction is promises not delved and miss formation from an employee are the major Cause of Dissatisfaction, as describes by, Hill Nigel and Jim Alexander, (2003).

Customer satisfaction is the customer's overall felling of contentment with a customer interaction customer satisfaction recognizes the difference between customer expectations and customer perception. satisfaction may develop quickly or it may be cultivated over a period of time .customer have many concerns and the market's job is to reduce as much of the customers stress as possible and to create a pleasant customers experience .while also providing current information and helping to solve for the customers satisfaction may be a instances after thought. The customer may think back or the experience and realize how pleasant or unpleasant it was Harns, (2002)

2.1.6. Creative services

Growth in the spa business also depends on the creative services, new opportunities in new markets, and the ability to create new trends to answer lifestyle needs with value for money service. For the business of Spa for health and beauty, Thailand have global standard around 590 places contained 43% for Day spa in 2005 with 14,500 million baht per year generated 80% of foreigner that stay in Thailand and tourists Depthai, (2005).

Consumer behavior

It is significant that the consumer behavior is the process of the customers since they found that they have got the problem, information searching, making a comparison of the alternatives with the reasoning and ideas, the decision process to purchase and also the post-purchase process. According to Evans, Jamal, and Foxall (2009), consumer behavior is about psychological, social and physical behavior of potential customers. It associates with psychological processes that consumers get through in cognition needs, find ways to solve their needs, making purchase decision, analyze information, make plans, and accomplish these plans (Lar Parner, 2008). It is significant that the consumer behavior is the process of the customers Consumer behavior involves the thoughts and feelings people experience and the actions they perform in consumption processes. It also includes all the things in the environment that influence these thoughts, feelings and actions such as other consumers, advertisements, price information, packaging and product appearance Peter, P. J., & Olson, C. J. (2010).

2.2.CUSTOMER COMPLAINS

In fact, every time a customer complains they are really telling you that they want to continue to do business with you. It is important that service providers manage these moments of truth without saying anything that is inappropriate, because this can color the customer's perspective of the overall service that the company provides, In order to Instituting continuous improvement the buyer –seller interaction should be articulated clearly how this interaction perceived was described by y.p.singh (2002)

2.2.1Customer service:- Think about customer service in general, for instance in banks, restaurant, retail stores, etc., not necessarily the context in which you provide customer service.

- Every individual within a company can make a significant impact, not only on the customer experience, but also on the company's service reputation in the marketplace.

- In order to deliver exceptional service we have to create the means for customers to complain to us.
- When customers complain, they are doing so because they care and want to continue to do business with the organization.
- Some business receives almost 100 per cent of their new business from existing satisfied customers and the referrals they make to other.
- Estimate show that it costs five to ten times as much to generate business from new customers as it does to get more business from existing customers.

You have to deliver much more good service to outweigh the possible negative consequences of bad service as putted by SusanNash and Derek Nats (2003).

2.3.INTERNAL CUSTOME

Too frequently we think of customer service as an external activity: some that occurs outside the organization to keep paying customers happy. But internal customer service is equally important. Serving the people we work with, and doing everything we can to help them do their job well, are critical to the organization's successes. Quilt work in a courteous and helpful manner. It's doing something extra for your colleague: taking that extra time or expending that extra energy. We're all internal customer. We depend on each other for ideas, services and martial. We all customers and we are all customers. Internal customer service is the same as external customer service is; it just applies to the people within the company rather than outside it.

Good internal service is important because:

- Internal customer service instills a spirit of cooperation and teamwork in your organization. Everyone feels this is a great place to work.
- Internal customer service helps everyone produce top quality work...on time and within budget.
- Internal customer service will help your company, and you to grow.

Internal customer service helps you feel better about your job. You'll enjoy what you do even more.(Y.P .Singh 2002).

2.4.SERVICE MANAGEMENT

Regarding quality management y.p.singh ,(2003) put. The following four factors emerged:

- Care and concern, that is, the customer feel that the organization, its employees, and its operational systems are devoted to solving, his or her problems.
- Spontaneity, that is, the employees' demonstrate a willingness and readiness to actively approach customers and take care of their problems.
- Problem solving that is contact employees are skilled to take care of their duties and perform according to the standards. Moreover, the rest of the organization including operational support employees and operational system, are also trained and designed to give good service.
- Recovery, that is, if anything goes wrong, or something unexpected happens, there is someone who is prepared to make a special effort to handle the situation.

Service management:- is the ability of understanding what customers want and has become determinant and basic factor which differentiates successful and unsuccessfully of similar organization since they produce similar service managing customer service may same times be more difficult than managing tangible products this is because most service do not possess physical features that are the service quality remains more quantitative. (Mary Sandro,(2006) Managing the service may comprise all subjects be produced marketed and serviced or consumed, that is the service as product or service product a model of the service as a product has to be customer oriented .it has to be recognize all aspects of a service that customer perceive. y.p. singh (2002) discussed as follows :Based on a well –defined customer benefit concept which states which benefits or bundle be benefits customers seek or would appreciate, managing the service offering requires three steps:-Developing the service concept, Developing a basic service package, Developing an augmented service offering and Managing image and communication

The case of poor service

According to, Gerson,(1993:15) lost customer revenue which in money you will lost when customer begin doing business with your competitors because your gave them poor service competitors because your gave them poor service, lost opportunity revenue, which is the potential money you lost. When customers are dissatisfied or when former customer full their friends not to do business with you and customer replacement costs, which is the cost of accruing new customs to replace the ones you lost.

To calculate the cost of poor services, you need to know your announce never, a question costs.

- Enterprise customer complaints presented by customer Yes I don't remember
- Effecting of the enterprise complaints handling methods Less performance in accurate customer compliant handling methods Survey

2.5 Developing personal service skills

Ensuring the correct people is in place; with the correct skills to deliver outstanding personal service one of the pillars to ensure consistent excellent service delivery.

SusanNash and Derek Nats (2003).discussed about developing personal service skills, Body language components, styles of communication as follows: Delivering consistent outstanding personal service is a great challenge to service is an organization because personal service is situational. It varies from one moment to the next and from one customer to the next it also varies for the same customer at different times as a result it's hard to predict measure and enforce

- **Body language components**

Eye contact and movements making direct eye contact with the customer is a way to build a relationship, though too much eye contact can be seen as dominating or intimidating. Remember that rolling the eyes will obviously not communicate a positive customer service attitude. Facial expression Stress and emotions are often reflected in facial expression. A smile uses more muscles than a frown, so exercise your smile. Movement moving around can add

energy to the interaction, but too much movement in a person-to person interaction may cause discomfort and be viewed as boredom by the customer.

Posture and stance holding you upright can communicate confidence; taken to an extreme, it could denote arrogance. Don't wriggle or twitch. Don't cross your legs or lean unnecessarily. Watch barriers and move around them when you can. When a customer change posture this is often an indicate that a change in communication modes is required. Space we each carry around our unique bubbles of space. We have three space bubbles: intimate, personal and professional. If we go into the customer's space they will pull back and feel pressured. We can use this knowledge in two ways. First, when we want to take control of an interaction we can physically move forward. Secondly, when we want to make the other person feel comfortable we can step back.

Gesture There is over 30 gestures that can enhance the effectiveness of our message including open hands, nodding and palms up. Unacceptable gesture are pointing and beckoning. Dress it's important to dress appropriately for the business situation. When we first meet someone our style of dress affect our credibility. Breathing, our stress level will affect our breathing. When we are stressed our breathing becomes shallow and fast. Unconsciously, the customer can pick this up and also be affected. When you are stressed, calm your breathing; it will help you to relax and get oxygen to your brain so that you are taking a deep breath to manage your stress. Natural self, we each possess a unique identity when interacting with a customer. It is important to assess our natural self to see how to improve its effectiveness, yet remain genuine. If we try to modify our style based on other people's styles, we'll come across as insincere. By all means watch other technics but adapt them to your own natural style.

- **Three styles of communication:** -There are three style of communication, aggressive, submissive and assertive.
 - **Aggressive communication:** -Communications become aggressive when we stand up for our own rights in such a way that the other person's rights are violated. It's when we express thoughts, feeling and belief in unsuitable and inappropriate ways, even if we honestly feel our beliefs to be right. Aggressive gives as the advantage at the expense of others and often serves to degrade others. It leads to a close down in communication.

- **Submissive communication:** -When we use submissive communication we fail to stand up for our rights or we expires them in a way that allows others to easily disregard them. We are submissive when we express our thoughts, value and belief in an apologetic, cautious or self-effecting manner, or not express our ideas at all. We might also use long, justifying explanation, often putting ourselves down, while submitting to the wants and needs of other. It leads to win-lose communication, where neither party is satisfied.
- **Assertive communication:** -Both aggressive and submissive communication is automatic. They originate from the body's fights (aggressive) or fight. By setting customer expectation appropriately, we stand a better chance of being able to exceed this expectation and satisfy the customer requirements. The human personality is complex and varying, but temperament reveals the underlying inborn foundation on which it is built.

In temperature theories was start with an understanding of the core themes and then examine our basic psychological needs, our core values, our favorite talents, our common approaches and habitual worldview. People with the same temperature share the same core needs and values. This does not mean that these people are all the same! There are wide verities, but with strong shared needs. For example, string instruments are a family of musical instrument, but there are huge differences between a guitar and a double bass. Once we understand our own basic patterns, it become much easier to make more effective choices and communicate with those customers who are different to us. Let's look at these temperaments in more details. Artisans live one day at a time, seizing the day and all the freedom they can get. They are opportunistic, act in the moment and want to see the immediate, concrete, tangible result of their actions. As service providers artisans are fixer, solving the problem quickly and efficiency. Their main challenge is that they may not look for the root cause of a problem, and therefor may solve the same problem many times

2.6 CONTINUOUS IMPROVEMENT

Regarding continuous improvement y.p. singh (2002) put the following, it was said that in service contexts, as much as 35 percent of operating cost may be correction of other's mistakes, that is, by lack of quality. This, of course, implies that the productivity of the firm's operation is

low. Removing such unnecessary tasks by creating a system that minimizes mistakes is a major improvement of productivity. Probably the new system, with customer –oriented and foolproof technology and well trained employees will not cost much more, if at all, to operate than the initial one. However, the quality has improved, and hence, increasing quality and improving productivity has gone hand in hand.

Susan Nash and Derek Nats, (2003). Put the following points that should be answered while pursuing Continuous improvement,

- Are customer complain currently tracked
- Is the customer offered recompense if not satisfied
- Are material service problems tacked
- Are processes and procedures constantly reviewed to update standards

Kristin Anderson and Carol kErr,(2003).describes CRM:- Comprehensive approach for creating, maintain and expanding customer relationships.

2.6.1 **BUILDING COMPETITIVE ADVANTAGE** is a very important issue for any organization according to Gareth R .Jones Jennifer M. George (2009), what are the most important lessons for managers and organizations to learn if they are to reach and remain at the top of the competitive environment of build a competitive environment of business? The answer relates to the use of organizational resources to build a competitive advantage. Competitive advantage is the ability of one organization to outperform other organization s because it produces desired goods or services more efficiently and effectively than its competitor's .the four building blocks of competitive advantage are superior efficiency, quality, speed, flexibility, and innovation, and responsiveness to customers

2.6.2 SERVICE GAPS

As explained by, A.zeithaml. valarie, (2004). The difference between customer expectation and perception is the customer gap Firms need to close this gap-between what customers expect and receive –in order to satisfy their customers and build long –term relationships with them. To close this all-gap, the provider gaps need to be closed. The mode puts four provider gaps:

-Gap1 Not knowing what customers expects

-Gap2. Not selecting the right service designs and standards.

-Gap3 Not delivering to service standards.

-Gap4 Not matching performance to promises.

According to, Hill Higel and Jim Alexandria, (2003:6). Dissatisfaction is early the fundamental reason for customer decay but what cause customer identification? A considerable amount of research has been made take in this area in recent years and the one come to the theory 'service gaps. The overall gap results in customer dissatisfaction. It is the gap between expectation and experience, but the root cause of that dissatisfaction can usually be traced back to one of five earlier gaps (promotional, understanding, procedural, behavioral and perception. According to the writers the customer gaps are the difference between customer expectation and perception.

Source: Hull and, Alexander, 92003:5). Resource 2 customer complains

Marketing is the process by which companies Create value for customers and build strong customer relationship in order to capture value from customers in return."Kotler and Armstrong (2005:5)

Implementing effective processes, Companies that fail to develop new products (either goods or services) are putting themselves at great risk. Over time, existing products are vulnerable to changing customer needs and tastes, new technologies, shortened product life cycles, and increased competition. Yet new-product development also entails considerable risk: Texas Instruments lost \$660 million before withdrawing from the home computer business; RCA lost \$500 million on its videodisc players; Federal Express lost \$340 million on its Zap mail service; and the British-French Concorde aircraft will never recover its investment.1

A company can add new products in two ways: through acquisition (buying another company, buying another firm's patent, or buying a license or franchise) or through development (using its own laboratories, hiring independent researchers, or hiring a new-product-development firm). Moreover, there is more than one category of new product.

2.6.4 Types of New Products

Even though thousands of products are offered for the first time each year, less than 10 percent are entirely new and innovative. Booz, Allen & Hamilton has identified six categories of new products:-New-to-the-world products, New, innovative products ,New product lines, Additions to existing product lines, Improvements and revisions of existing products, repositioning, Existing products that are targeted to new markets or market segments, Cost reductions, new products that provide similar performance at lower cost.

The new-to-the-world category involves the greatest cost and risk because these products are new to both the company and the marketplace, so positive customer response is far from certain. That's why most new-product activities are improvements on existing products. At Sony, for example, over 80 percent of new-product activity is undertaken to modify and improve existing Sony products. Even new-product improvements are not guaranteed to succeed, however. Why New Products Fail—and Succeed

Building competitive advantage: what are the most important lessons for managers and organizations to learn if they are to reach and remain at the top of the competitive environment of build a competitive environment of business? The answer relates to the use of organizational resources to build a competitive advantage. Competitive advantage is the ability of one organization outperform other organizations because it produces desired goods or services more efficiently and effectively than its competitors. The four building blocks of competitive advantage are superior efficiency, quality, speed, flexibility, and innovation, and responsiveness to customers

2.6.5 CHALLENGES IN NEW PRODUCT DEVELOPMENT

Companies that fail to develop new products (either goods or services) are putting themselves at great risk. Over time, existing products are vulnerable to changing customer needs and tastes, new technologies, shortened product life cycles, and increased competition. Yet new-product development also entails considerable risk: Texas Instruments lost \$660 million before withdrawing from the home computer business; RCA lost \$500 million on its videodisc players; Federal Express lost \$340 million on its Zap mail service; and the British-French Concorde aircraft will never recover its investment. A company can add new products in two ways: through acquisition (buying another company, buying another firm's patent, or buying a license or franchise) or through development (using its own laboratories, hiring independent researchers, or hiring a new-product-development firm). Moreover, there is more than one category of new product.

2.6.6 Implementing effective processes

In Service objectives and standards one of the most important facts in managing service excellence is to define Specific service standards and objectives, and then measure and adjust performance to exceed these principles. If you don't know where you are going, there is a good chance that you will end up somewhere else! There are two main criteria we use create our target of effective service: objectives and standards. Objectives are concrete, measurable outcomes from specific projects. Standards define the minimal acceptable performance level within a specific category. Let's review each in little more detail.

2.6.6.1 Service level agreements (SLAs)

In organization that are heavily dependent on internal service working effectively in order to meet external customer needs, there is often a need for service level agreements (SLAs). SLAs specify, in detail, the responsibilities of all internal departments to meet external customer needs

The purpose of SLAs is to:

- Establish two – way accountability for service.
- Create levels of service that are negotiated and standardized
- Document service levels in writing with, if applicable, penalties.
- Clearly define criteria for service evaluation.
- Provide a basis for improving customer satisfaction levels.
- Standardize methods for communicating service expectations.
- Instituting continuous

2.6.6.2 Long – term process improvements

Most of the time we accomplished the reactive solution successfully, but then we are unable, unwilling or too preoccupied with current events to evaluate and implement the proactive options. As a result we tend to solve the same problem again and again, but in different ways! Short – term gain produces long-term loss. In order to ensure we are consistently improving existing processes and solving a problem once rather than many times, it's important to use an effective problem-solving methodology and to constantly question systems and procedures.

2.6.6.3 Helping Managers Become Leaders

According to Y.P.sing,(2002).managers are the driving force behind the customer service culture change, if they lead the process by walking the talk’ then they act not only as role models but are also critical in directing process improvements and coaching team members. They need to both managers and leaders. They need to do the day to day activities with their employers as well as lead from the front.

Leaders can make sure the objectives for delivering customer service are achieved by defining specific standards then constantly assessing performance against these standards. They need to develop their employees by providing relevant, timely feedback and coaching them on their current and future performances. In addition they need to build a positive, productive team focused on in meeting customer needs. Finally leaders play a fundamental role in building a customer – focused culture by creating reward systems to celebrate successes. In the case studies you will see each organization customized these approaches for their managers.

Figure: 1 the leader and the boss

The leader	The boss
Coaches people	Drives people
Depends on goodwill	Depends on authority
Inspires enthusiasm	Inspires fear
Fixes the breakdowns	Fixes the blame for breakdowns
Says we	Says I
Says let’s go	Says go

Being leader

Leaders must be able to lead their teams to produce exceptional service.

The characteristics of an effective customer service LEADER are

L: lead when necessary. Leaders lead when the team gets ‘stuck’ but allow other members to direct depending on the work the team is doing.

E: engage the team. Leaders need to facilitate interaction within the team. Using communication skill such as open-ended questioning, careful listing and paraphrasing team members’

contributions will ensure an environment where team members are heard and thus want to be involved.

A: attitude of 'we' not 'I'. Leading means that ego has to be left at the door. A leader must be willing to allow every team member to share in rewards and recognition. If a leader takes credit for someone else's contribution or appears to be out for his/her own good, team members will become demotivate and service to the customer will decrease.

D: do real work on the team. There are many leadership tasks critical to ensuring the delivery of service to the customer, such as organizing logistic, lobbying for resource, communicating to the organization about the team's activities and removing obstacle from the team's path. Also the leader needs to regularly interact directly with the customer. Providing this service keeps the leader in touch with customer needs and builds his/her credibility with the team. By providing rewards and recognition to internal service provides it is possible to raise excitement and commitment to a service culture.

2.7 BUSINESS INFORMATION SYSTEM

IT infrastructure and it will become an essential means of intra and inter organizational communication. Planning for such communication is much too important for managerial effectiveness business manager have to play a leading role in the formulation of such plans.

As described by, Munseesh Kumar Professor (2002). To be able to service and grow in the changing market environment business enterprise are reorienting their processes to focus on their customer business strategy , product differentiation, niche markets, customer relations, product design, cost structures., product pricing, etc. are undergoing a complete metamorphosis. In this context, information technology (IT) infrastructure is being perceived as an enabling resource that can help in developing leaner and more flexible structure that can respond quickly to the dynamics of the fast changing market scenario. It is also being viewed as an instrument of cost reduction and of effective communication with people and institutions associated with the business enterprise

2.7.1 Types of information systems

With IT assuming a very important role in the functioning of the enterprise, and with the rising levels of investments in IT infrastructure by the corporate world, it is imperative for a business manager to understand, how to plan for and utilize IT infrastructure.

The operations systems focus on supporting the operations of the enterprise. The basic objective of these systems is to improve the operational efficiency of the enterprise. As these systems are concerned primarily with operations, they use internal data primarily for manager at the lower levels.

2.7.2 APPLICATION SOFTWARE PACKAGES:

During the past several decades, many systems have been built on an application software package foundation. Many applications are common to all business organizations—for example, payroll, accounts receivable, general ledger, or inventory control. For such universal functions with standard processes that do not change a great deal over time, a generalized system will fulfill the requirements of many organizations. If a software package can fulfill most of an organization's requirements, the company does not have to write its own software. The company can save time and money by using the prewritten, predesigned, pretested software programs from the package. Package vendors supply much of the ongoing maintenance and support for the system, including enhancements to keep the system in line with ongoing technical and business developments.

According to descriptions of , azimuth, (2006). If an organization has unique requirements that the package does not address, many packages include capabilities for customization. Customization features allow a software package to be modified to meet an organization's unique requirements without destroying the integrity of the package software. If a great deal of customization is required, additional programming and customization work may become so expensive and time consuming that they negate many of the advantages of software packages.

According to, Munseesh Kumar, (2002). Business information systems are sets of inter-related procedures using IT infrastructure in a business enterprise to generate and disseminate desired information. Such systems are designed to support decision making by the people

associated with the enterprise in the process of attainment of its objectives. The business information system get data and other resource of IT infrastructure as input from environment & process to satisfy information needs of different entities associated with the business enterprise. There are systems of control over the use of IT resources and the feedback system offers useful clues for increasing the benefit of information system to business information systems are sub-system of business system and by themselves serve the function of feedback and control in business system.

2, 7, 3 Types of information systems and resource matching

According to, Munseesh Kumar Professor, (2002) .A business enterprise may establish diverse information system for meeting the information needs of managers at various levels. An information system will base on (a) number of target users; (b) scope of its application and (c) whether it serves a specific or general function. The letter system would offer a variety of facilities for processing of information and may be useful for unplanned and unexpected decision making situations. The information systems may be oriented towards operational decision or tactical or strategic decision. The present chapter explains different types of information systems and the categories of software resources required for a good IT infrastructure

2.8 EMPIRICAL REVIEW

Failure to match supply and demand is one of the factors to create the gap between Service delivery and customers' expectations. Therefore, thermal and cold ground water Resources, Potential Assessment and thermal and cold ground water resources utilization have been seen.

2.8.1 Thermal and cold ground water Resources, Potential Assessment

According to, water works design & supervision enterprise, (2003). Thermal and cold ground water resources potential assessment of, Filwha area

Generally, the groundwater basin of the Filwha meda can be categorized into two groups vertically.

- I. The shallow cold groundwater within 100 meters and the shallow groundwater aquifer could be within 30 meters depth as can be referred from geo-electrical X-Section and well log
- II. The thermal groundwater from drilling data in the area and the vertical electrical soundings carried out in the area shows that the normal groundwater can be struck about 100 meters and the temperature and well yield increases with depth.

The discharge of the Filwha thermal ground water can be categorized as into:

- i. Artesian flow at Filwha Meda and pumped by wells, estimated about 251/s
- ii. Flowing in the south west direction from Filwha local discharge area. According to Lewis 1999, the presence of hot springs at Filwha Meda where the Filwha fault disappears under the alluvial deposits and the low resistivity zone aligned parallel to the orientation to the fault in the southwest direction (along Addis Ababa stadium and opening to the southwest) indicates that the discharge zone of the thermal groundwater basin is southwest of Filwha Meda.

➤ The mean annual groundwater balance of Filwha thermal groundwater basin (Filwha Meda):

- Mean Recharge (Dynamic water Resources) -----228L/sec
- Subsurface flow from volcanic aquifer of along Filwuha Fault system-----228L/sec

➤ The groundwater outflow from Filwuha meda:

- Mean Discharge-----228L/sec
- A groundwater extraction by pumping (from water point inventory) -----20-L/sec
- Sub-surface outflow in southwest direction-----213L/sec
- Artesian flow through springs, well is -----8L/sec
- Seepage along the bank of the stream-----10L/sec

7.2 Thermal and cold ground water resources utilization

To fully understand capacity issues, it is important to know the difference between optimal and maximal use of capacity. Using capacity at an optimum level means that resources are fully employed but not over used and that customers are receiving quality service in a time manner. Maximum capacity, on the other hand, represents the absolute limit of service availability. A.zeithaml. valarie, (2004).

According to FSSWRIP,(2010).Thermal and cold ground water resources utilization, Filwha currently has six deep bore holes ranging from 95mt up to 502mt depth with the capacity of 0.55lt/sec up to 14lt/sec totally 13.08lt/secor1130.112mt³/day production capacity of Hot spring water the temperature of the Hot Water varies according to the depth of the well 70-80c..As cold supply water 1515.17mt³ day

Thus supply could be increased to meet the growing demand. Since, there is extra capacity of natural hot spring water that could match the demand.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

METHODOLOGY

Here, the methodology of the study was described. Where could be improved in course of this studying. According to Fisher (2007), methodology is the methods and involves selection of best approach to conduct a research in hand. The main purpose of this research was to assess the effectiveness of Filwha spa service delivery performance.

To develop a road for analyzing, descriptive research types was chosen to conduct research. According to Fisher, Methodology is the study of methods and it raises all sorts of philosophical questions about what it is possible for researchers to know and how valid their claims to knowledge might be (Fisher, 2007). In this kind of method customers' perceptions and behaviors were described in such a way as to answer the research questions. For the details of methodology, the author gives description in sub topic as following.

3.1 Sample and sampling Techniques

The sample in the study is limited to Filwha spa service Enterprise The population size consists of Four thousand customers per day that was an average within the week, Four hundred service delivery workers, and sixteen management members were the population size.

Table: 3 population size

Stratum	Propulsion size	Proportion	Stratum sample size
Employee	400	10	40
Customer	4000/day	1%*7	280
Management	16	50%	8

Stratified sampling method was adopted to collect sample proportionally from each service type. Systematic random sampling was used to selected sample from each group within standard limitation. The population size consists of 280 customers taken 2% of customers as sampled from average customers of each day within the week, 40 Employee taken 10% the service delivery workers and 8 management members taken 50% of the whole management members. Due to limited time and nature of study, the findings were drawn. The analysis for this thesis work considered as generalized for the whole population. The major limitation was some questionnaire terms are required to elaborate to the respondent, this could bring problems in data analysis if they missed the specific question to understand as per in the questionnaire. The other main hindrance is that seasonal users. Due to the population from different seasonal could not sampled, because one have to wait different seasons for conducting the survey. The survey was limited to only within segment of the year duration.

3.2 Source and Tools/Instruments of data collection

The choice of the research methods are based on identify of research questions and also to answer the problem statement as well. To collect the useful information for conducting this research, the author decided to collect information from both primary data and secondary data. Therefore, Compilation of quantitative and qualitative data collection approaches has been used. With the aim of making the information achievable to the intended goal this paper use .Thus approach was designed to triangulate the data which means the combined use of qualitative and quantitative data collections methods would enabled the researcher to captured data from different perspectives.

3.2.1 Procedures of Data Collection

Primarily, the researcher prepared the questionnaire and checked its clarity through forwarding to head of service delivery process. Where, useful comments were obtained on the content of each question. These comments were incorporated to upgrade the quality of data gathering instrument. Following the finalization of data gathering instrument, the researcher identified the sample period

of time. Before distributing the questionnaire, by asking respondents willingness the questionnaires were distributed and 1-3 minute orientation was given about purpose of the questionnaire and how to respond to the questions. The questionnaires were filled while each customer was waiting the service time. The collection of the distributed, customers questionnaires were made within 20- 35 minute in the same place at waiting room. During collection of the questionnaires, the researcher had checked on questionnaires at a glance to check that the questions were filled accordingly.

With regard to the interview and focus group discussion the subjects for the study were respectively selected care full and purposefully. The researcher arranges appropriate time for interviewing. A schedule was arranged and the interview was held accordingly.

3.2.2 Primary data collection

The primary data in this research was obtained from Primary sources of Spa service customers, mainly through survey questionnaire. These beneficial for the performance of the research conduct. According to Fisher (2007), primary data is the new data, which is collected by the researcher and is original. It is the new data specifically collected in the current research project. In the same way,

In this study the questionnaire prepared in Amharic, to minimize the confusion among different answers for same type of questions. Although, English version present for foreigners. According to the guidelines in Fisher (2007), regarding the choice of questionnaire format, the following Questionnaire formats included:-Dichotomous Questions, Multiple Choice Question and Checklists.

These questionnaires were divided into three main parts. With major section namely, customers, Service management and employee questionnaire. Which highlight the issues and useful towards successful completion of this study “Assessment of Spa service Delivery performance Effectiveness: a Case of Filwha Enterprise”

3.2.3 Secondary Data

This paper uses as Secondary source:-books, articles, academic journals, text books, documents, and internet, academic journals,

Related literatures, scientific articles, and previous research mostly gathered from library and the internet, which are relevant to the topic and purpose of the paper. Secondary data used to encourage the primary data in accomplish analysis process. This data would help to provide a general data in the particular context. Furthermore, in order to emphasize the reliability of its data, the sources used are deliberately considered. Hence, Usage of the secondary data together with its primary data will lead to many benefits.

3.3Data collection tools

Customers' service survey, structured questionnaire, Telephone, face to face interviews, Focus groups, and interview are used.

3.4 Data Analysis

Following the collection of distributed questionnaires, responses were edited and codes were given for each questionnaire. Then each coded response was tallied, organized and presented in tables. The analysis of data was made by using statistical tools such as chi-square; Likerts summated rating, tabular form, frequencies and percentages values.

Once the analyses of the questionnaire have been completed, the data obtained from the interview was transcribed, analyzed and interpreted along with the main themes of quantitative analysis.

CHAPTER FOUR

RESULTS AND DISCUSSION

In this particular chapter, data was collected from Filwha spa service customers, employees, management members and front door employees were presented, discussed, Analyzed and interpreted. The data were obtained through distribution of questionnaire, conducting an interview and focus group discussions. The chapter has two parts the 1st part was concerned with the general characteristic of respondents while the other part deals with the analysis of major findings.

4.1 DATA PRESENTATION

Various questions were posed to sample respondents mainly related to service delivery. The study has attempted to cover representative sample from Bathing, Sauna, and therapy as well as Hotel service. The research mainly was designed to describe, the performance and used description statistical method. Where the raw data is computed in percentage and presented in a tabularized form followed by detail explanations and critical interpretations of the data to show implication of the major findings. The date is presented in terms of the general facts of the service delivery performance and major findings of the survey results respectively. Selected theories were used to analyze the data collected through primary and secondary sources. This analysis would try to establish a link between theories and collected data and would serve as a core of the thesis. Where ever possible analysis portion would endow us with useful information which would then be interpreted to answer the research and strategic questions.

4.2 FINDINGS AND ANALYSIS

In this study Survey was conducted followed by the findings the main factors influencing effective service delivery performance of Filwha Spa service Enterprise..

Author of this survey select some important questions related to research questions and existing problems. The author believes that the results of the questionnaire analysis would practically solve the problem on hand and serve a good resource for further research in the area of spa service delivery. For the reader convenience, the Version of questionnaires is available in appendix. Before starting analyzing the data some background information was discussed as mention above followed by analysis and finding. Out of the total 280 questioners distributed to customers 269 (96 %) of them were filled and returned. As of distributed 40 questioners to employees and distributed 8 questioners to management members all were filled properly and returned. The interview and focus group discussions also involved on the same issue. The response gathered from customer's employee and management of the enterprise are presented, analyzed and interpreted as follows:-

4.2.1 General Characteristics of Respondents Demographic information

In designed questionnaires the basic information of the respondents is made to be included. Each item in the table I below shows the general characteristic of the respondents and presents some demographic characteristics of the sample respondents. It consists of gender, age distribution, and educational level. Back Ground Information and demographic data, is useful in order to make the analysis more meaningful for the readers and to make analysis from different perspectives.

Table 4: Personal information of customer respondents

No	Item	Respondents	
		Number	Percentage%
1	Sex		
	Male	173.	64
	Female	96.	36
	Total	269	100
2	Age distribution		
	18-24	59	22
	25-34	116	43
	36-44	48	18
	45-64	32	12
	Above64	14	5
	Total	269	100
3	Education level		
	Lower than10 certificate	78	29
	Diploma	65	24
	Bachelor degree	59	22
	Master degree or higher	51	19
	Total	16	6
	Total	269	100

Source: Own survey, Nov. 2012

Gender item is included in questionnaire because customers Gender was important in the survey to determine the ratio of men and women. This question tells how many males and females respondents there were. As shown in Table: 4 above, from 269 Males and Females respondents (64%) respondents were males and (36%) were females. Here author using this data to facilitate the demand and gender base requirement within Filuha Spa service delivery.

These questions include Age distribution because age distribution is important in the survey to determine the ratio of each category. This question tells the researcher how many of proportion of the respondents young adults and old were. As shown in Table: 4 above, the data depict among the respondents(22%) found within the age gap 18Up to 24years old, (43%) respondents from found within the age gap 25 up to34 years old, (18%) of respondents from 35Up to 45 years age gap, respondents within the age gap 45up to 64 constitute (12%) and above age 64 constitute (5%).this category of age will related with service delivery facility preference and choose customers etc, in the service providing design.

Education level of the respondents, this question help to the level of interaction with the customers it makes the service delivery more interactive as the proportion of educational level gets higher.

Table: 4 shows that (29%) of the respondents were lower than grade 10, (24%) certificate, (22%) Diploma, of the respondents (19%) were Bachelor degree and (6%) masters or higher.

Form the respondents (61%) were above grade 10 Therefore, the marketing actions and modern commination means could be possible with the customers in the future. General, with well-educated people such as the quality services and modern service delivery transaction/marketing could be more interactive.

4.2.2 Analysis of the Major Finding

The information was gathered from customers' employee and management members of the Enterprise As a result questions were released to the customers that evolved around Spa service delivery, performance effectiveness were possible and necessary secondary data also employed for analysis under the following categories

- ❖ Service Delivery(material service)
 - Timeliness of Spa service delivery
 - Material service effectiveness
 - Service charge/price/
- ❖ Service delivery facility,
 - Supply employment (soap, bath towels. cleanliness)
 - Equipment maintenance
- ❖ Service Delivery(personal service)
- ❖ Complaints handling
- ❖ Internal customer
- ❖ Respondent's Personal opinion

4.3.1 Service Delivery

Customer satisfaction variables described by, wireman, (1996). A number of variables can affect customer satisfaction. To mention some Quality product/service bundle, price, after sales service, problem selling, and customer service. On time delivery, billing process, Working hours, location facilities, and friendliness of employee, all contribute to other customer satisfaction or dissatisfaction. But important of each factor in the overall satisfaction of a customer and vary and none each factor separately single power and is not compare by itself in determining customer satisfaction as a whole. The implication of the in question is would be to identify those factors delivering satisfaction and make priority in their order of importance for improvement.

4.3.2 Time lines

When all standards have been met service should be for ward delivered on the customer on time in order to meet customer expectation for timeliness

Table: 5 satisfaction level in Timeliness (queuing .waiting, service) time

No	Item	Choice	Respondents	
			Number	Percentage%
1	What was your satisfaction level in Timeliness (queuing time) of Spa service delivery?	Very satisfactory	27	10
		Somewhat satisfactory	83	31
		Equal to Expected	110	41
		Somewhat Dissatisfactory	35	13
		very Dissatisfied	14	5
		Total	269	100
2	How do rate your satisfaction in timeliness of waiting time) of Spa service delivery	Very satisfactory	2	1
		Somewhat satisfactory	8	3
		Equal to Expected	62	23
		Somewhat Dissatisfactory	122	45
		very Dissatisfied	75	28
		Total	269	100
3	How do you rate satisfaction with service usage time of Spa service delivery	Very satisfactory	24	9
		Somewhat satisfactory	27	10
		Equal to Expected	172	64
		Somewhat Dissatisfactory	32	12
		very Dissatisfied	14	5
		Total	269	100

Source: Own survey, Nov. 2012

Regarding to Timeliness (queuing time) of Spa service delivery respondents' rate as show in Table: 5.the majority (59%) of the respondents rated as below average. However (10%) & (31%) of them rate as satisfactory.

As the above data profiled most of the customers are dissatisfied therefore the enterprise should find out a way to solve this problem and to improve this critical issue.

Service delivery waiting time

Bathing and therapy appropriateness Service delivery waiting time, Customers are slightly satisfied if their waiting time is longer. This is lacking in having sufficient positive impact on overall satisfaction with Customer. Table: 5 show above majority of the respondents (45%) Somewhat Dissatisfactory (28%) very Dissatisfied and (23%) Equal to Expected, only (3%) rated their levels of satisfaction as somewhat satisfactory, (1%) respondents Very satisfied.

This data depicts the waiting time creates the most critical problem and the main dissatisfaction factor of Filwha Spa delivery service.

With service usages time of Spa service delivery majority (64%) of the respondents rate Equal to Expected and (19%) respondents rate above average.

The above data profiled show 83% of the customers rate service usage time Equal to Expected and above. Therefore, Filwha Spa service usages time found to be sufficient, that does not create any problem in service delivery process.

4.3.3 Convenience of the Location of Filwha Spa Service

Table: 6 convenience of the location

No	Item	Respondents		
		Number	Percentage%	
1	How do accessible do you evaluate the Filwha Spa service?	Very much convenient	83	31
		Very convenient	94	35
		Convenient	73	27
		Medium	11	4
		in convenient	8	3
		Total	269	100

Source: Own survey, Nov. 2012

Regarding location of Filwha Table: 6 above show that among the respondents (35%), rate very convenient, (31%) rate very much convenient, (27%) rate Convenient. This show for the

most of respondents the location of Filwha found to be convenient to access, Specially its convenience location for transportation.

4.3.4 Material Service Delivery

Services quality Service quality is the outcome of an evaluation process where a customer compares his/her expectations with the service he/she perceives and is function of the differences between expectation and performances along the quality dimensions function quality and technical quality.(parasuranior.et-al,1985)

Filwha Spa service Delivery customers material service (quality & quantity) satisfaction Here under these specific part of the study researcher tried to analyze the extent of customer Satisfaction regarding Filwha Spa service Enterprise material service delivery effectiveness.

Table: 7 material servicer provision, and quality

No	Item		Respondents	
			Number	Percentage%
1	How do you evaluate ,provision and quality of natural Hot spring water /cold water	Very convenient	102	39
		Very convenient	35	24
		Convenient	51	19
		medium	40	15
		in convenient	11	4
		Total	269	100
2	Why you choose Filwha spa service as customer?	Natural therapeutically nature	194	72
		Cosmetic/beauty	54	20
		Recreation	05	2
		Low cost then competitors	16	6
		higher quality service	0	0
		Total	269	100
3	How frequently do you use Filwha spa service?	Daily	22	8
		Weekly	102	38
		Biweekly	51	19
		Monthly	67	25
		Seasonal/occasional	27	10
		Total	269	100

Source: Own survey, Nov. 2012

As shown in table 7, question I, customers were asked to evaluate the continuity, provision and quality of natural Hot spring water /cold water? Among the respondents customers (39 %) found the water supply Very much convenient (24 %)Very convenient (19%) Convenient (15 %) medium(4 %) in convenient. This show that even though there is a long waiting time once the customer inters service room the water supply is satisfactory however, the data show (19%) convenient rate as medium and (4%) in convenient, This indicates that the some problem with the provision of water supply. some effort to be taken to Bering the water supply perfect as it is a very sensitive issue in Spa service delivery performance.

Customers Attitude towards Filwha Spa Service Preference: - From Table: 7 show clearly that (72%) of respondents choose the service of Filwha because of its uniqueness. On the other hands Filwha natural spring water creates competitive advantage, which could help to promote and drive the market. That enables to climb in the on to the top Spa service level industry easily.

Filwha customer's spa service using habits:-Consumer behavior, It is significant that the consumer behavior, It associates with psychological processes that consumers get through in cognition needs, find ways to solve their needs, making purchase decision, analyze information, make plans, and accomplish, (Lar Parner, 2008). It is significant that the consumer behavior is the process of the customers. Consumer behavior involves the thoughts and feelings people experience and the actions they perform in consumption processes. It also includes all the things in the environment that influence these thoughts, feelings and actions such as other consumers, advertisements, price information, packaging and product appearance Peter, P. J., & Olson, C. J. (2010).

Filwha customer's spa service using habits can help us to gain the information about how frequent the customer use the spa service , daily(0%), once week(38%), biweekly(19%), once a month (25%), o r seasonal(10%) Analyzing the table most of the respondents (38%) use in weekly bases this implies that some of the days of the week is very clustered with number of customers. Need special arrangements to handle these customers.

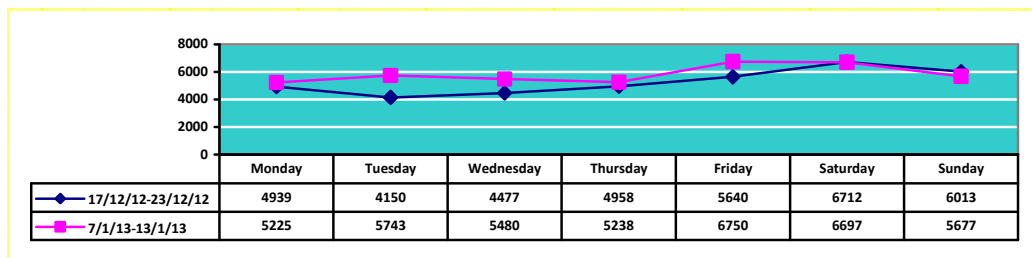
4.3.5 Service Core Material (Demand and Supply)

To fully understand capacity issues, it is important to know the difference between optimal and maximal use of capacity. Using capacity at an optimum level means that resources are fully employed but not over used and that customers are receiving quality service in a time manner.

Maximum capacity, on the other hand, represents the absolute limit of service availability. A.zeithaml. valarie, (2004).

It is a crucial issue for any service delivery company to know the demand and the corresponding material service. So Let us see customers distribution within the days of week from 17/12/ upto 23/12/year (2012) in order to analysis further material service performance effectiveness.

Figure: 4 Number of customers within a day



Source: Own survey, Nov. 2012

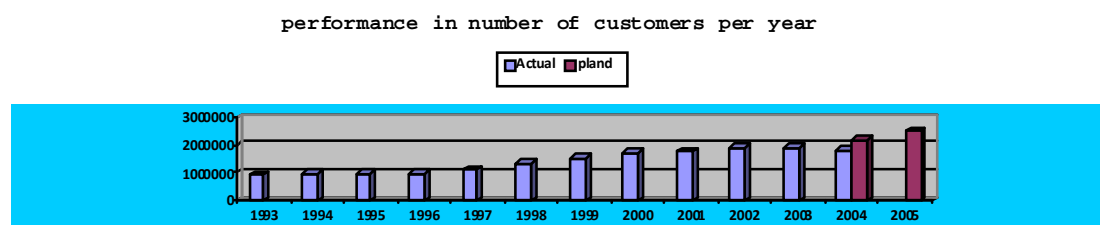
As shown in figure 4 the number of customers keep increasing starting from Thursday, and reaches the pick on the other hand the size of customers reduce from Monday to Wednesday. So that the week end day are exactly when most of the customers are accustomed to Used Filwha Spa service.

This shows that Filwha Spa services either expand or design other means to distribute customers across the days of the week.

4.3.5.2 Filwha Spa service delivery performance (in number of customers) survey

The Effectiveness of Spa service delivery Addis Ababa Filwha Enterprise Central element is its customers the number of Spa service users. (Beneficiaries) let us examine number of customers across the years, for the past seven years from (1993- 2004) and planned customer number of (2004, 2005)

Figure: 5 Customers number of customers per year



Source: Own survey, Nov. 2012

According to the actual bar chart starting year number of customers:-1997--(1124925),1998--(1345257), 1999--(1555371),2000--(1725316),2001--(1784139),2002--(1891463),2003--(1927032), thus customers keep increasing but in year 2004 decrease due to hot water supply problem actual number of customers for the year 2004--(1835341) was less than actual number of customers of year (2003)by-91691customers. Planned for the year 2004 was (205744) and planned for the year 2005 (2511412) after solving water supply problem in number of customers. That keeps increasing by (25 %) which still Perivale that demand for the service keep increasing from year to year.

4.3.5.3 Water consumption for the year (2010 - 2013):-According to Filwha spa service Technical Departments, (2010). Water recourse usage information and policy study, current consumption per person=0.50m³/day. Here one could see consumption increase demand gets increased.so production should d increase proportional in order to meet demand.

Table: 8 water consumption for the year (2010- 2013)

YEAR	Unit	Users n umber	Natural hot spring water	Quantity in m3
2010	M ³	1891463	0.50m ³ /day	945731.5
2011	M ³	1927032	0.50m ³ /day	963516
2012	M ³	1835341	0.50m ³ /day	91770.5
2013	M ³	2511412	0.50m ³ /day	1255706

Source: Own survey, Nov. 2012

Table: 8 analyzing the water consumption. Taking this year plan (1255706m³) volume of water is required as per planned to much the service sales. That requires yearly increase in water supply planning.

On the other one can ask critical question as, who plan this resource. Currently according to the structure water resource planning is handled by water supply process, but it would be more efficient if the water resource planning would be performed by service delivery. In order to realize end to end process, utilize and control for better future oriented and integrated resource planning system. Then the result could be efficient and effective delivery performance. .

4.3.6 SUSTAINABILITY OF WATER (HOT SPRING WALL COLD WATER) SUPPLY

Sustainability is a crucial issue in SPA service delivery. It is one of the top concerns in effective service delivery to maintain a service continually.

1. Scarcity of availability of resources both the present and future use.
2. Issue of collecting and distributing are found to be common elements in sustainability issue

In order water supply to be sustainable, appropriate technology must be used. The choice of technology type should consider the existing environmental condition of specific area. Technical skill, operating and maintenance capacity and acceptability of more people and spare part availability accessibility issues are important for sustainability of the service giver. In previous experience of the enterprise shows that in area where technology is adapted without consideration problems happened. To overcome these problem the right technology and proper data would be vital.

Water resource potential base line survey: - base line survey has a paramount importance. To conduct base line survey hydrogeology and geophysics are inputs. In water resource potential assessment Engineering and development place vital in the cover of data collection, Site selection and to choose the right technology options Sebsibe, (2002).

Availability of water:-As the resource quantity Availability of water concerned according to study of water works design &supervision enterprise, (2003). Thermal and cold water resources potential, assessment of Filwha area Mean recharge (dynamic water resources)--228l^{sec} Currently Filuha exploit only (10%) of the dynamic water resources that is 22 l^{sec} where in use.

This shows there is still unexploited extra spring hot water potation water recourse exists. That could correspond to the increasing number of customers. According to Filwha spa service technical department, (2010).Water resources usage information and policy current production only around 20 L/second that show still there required continuous study designed and constriction works in order to extract potential Hot Water resources.

Out of 228L^{second} total capacity Filwha Spa service currently utilizing about 35L/second this is only about 10% this show 90% water resource un utilized capacity which makes wide door for improvements and potential market opportunity. Furthermore, its location in the center of Addis Ababa, make more favorable condition to utilize this ambient opportunity.

As we have seen in the literature review that the Thailand Growth in the spa business also depends on the creative services, new opportunities in new markets, and the ability to create new trends to answer lifestyle needs with value for money service. For the business of Spa for health and beauty, Thailand have global standard around 590 places contained 43% for Day spa in 2005 with 14,500 million baht per year generated 80% of foreigner that stay in Thailand and tourists (Depthai, 2005).

Addis Ababa city, (2020) vision statement tell us to make Addis Ababa one of world class city and the hub of international conference and truism. Filwha as natural spring hot water Spa service provider could be developed as popular tourist venue.

4.3.7 Appropriation of Service Charge

Regarding price most customers believes that Filwha price is medium. In order to assess the reasonableness of Filwha spa service pricing customer were asked the following measurement questions.

Table: 9 Filwha Spa service charges

No	Item	Choice	Respondents	
			Number	Percentage%
1	How do you found Appropriation of service charge of bathing service	Very High	6	4
		High	14	10
		medium	68	50
		low	37	28
		very low	10	8
	Total		135	100
2	How do you found Appropriation of service charge of sauna service	Very High	2	2
		High	5	7
		medium	32	48
		low	23	35
		very low	5	8
	Total		67	100
3	How do you found Appropriation of service charge of Filwha physiotherapy service	Very High	2	2
		High	3	4
		medium	40	61
		low	19	28
		very low	3	5
	Total		67	100

Source: Own survey, Nov. 2012

In the above Table: 9, most of the respondents indicate service charge of bathing service medium which constitute (50%) of respondents, (28%) of them were rate as low,

This show that the service charge acceptable by most of the customer of sauna and therapy respondents even though the very minority rate above average it also evident that as shown in the above table it is almost similar to bathing service charge.

From the above presentation we can understand most of customers are satisfied with the price and take as reasonable filwha spa service charge. so with the existing situation regarding the service charge one can say that existing customers would not switching to rival firms and remain loyal . Taking this factor solely as witnessed in the literature review satisfied customers often make a respective purchase, and will even demand more.

Service Charge Compared With Other Spa Service Providers

Respondents response on Appropriation of service charge compared with the service charge of other spa service providers of:- bathing, sauna and therapy as shown in Annex Table A , (4%) respondents say the price of Bathing, service Filwha Very High, another (10%) High, (50%) medium,(28%) low, and (8%) said very low. It is evident to see Most of the respondent recognizes the bathing service price less than other spa service providers Regarding to sauna service Among the respondents how said the service charge Very High were (2%) ,the percentage how said High (7%),Medium (48%) and Low(35%) The rest (8%) said very low .thus the service charge of Filwha sauna service charge also much less than other spa service providers.

As Filwha physiotherapy service charge Respondents said Very High were(2%) , (4 %) said High,(61%) said medium and (28%) assigned as low charge the rest(5%) said very low. Generally if we try to analyze satisfaction of customers responding to price we can see that Filwha spa service charge is less than other spa service providers this fact depicts Filwha is found at the better position than its other similar service rendering firms regarding s charge, on the top of this Filwha service delivery material natural Hot spring water being competitive advantage, that would creating additional vale for customer, which Bering about more service satisfaction. Thus simply could retain customer, increase demand and over all influence the purchasing decision of the customers.

4.4Personal Service Delivery

Regarding, Customer satisfaction in personal service excellence, as mentioned in the literature part .Personal service consists of the interpersonal aspects in providing service, which relates to the intangible aspects of providing the product or service. Satisfaction with spa service providers.

Table: 10. Service providers inter personal skills competence and knowledge

No	Item		Respondents	
			Number	Percentage%
1	How do you rate Satisfaction with Filwha spa service providers?	Very satisfactory	27	10
		Somewhat satisfied	129	48
		Equal to Expected	94	35
		Somewhat Dissatisfied	8	3
		very Dissatisfied	11	4
		Total	269	100
2	How do you evaluate Filwha Spa personnel service providers technical knowledge	Very satisfactory	38	14
		Somewhat satisfactory	62	23
		Equal to Expected	139	52
		Somewhat Dissatisfactory	19	7
		very Dissatisfied	11	4
		Total	269	100

Source: Own survey, Nov. 2012

As it is depicted in items I of Table 10, customers were asked to evaluate the performance of the employee at customer service, as a result (48%) of them evaluate somewhat satisfactory, and (35%) respondents evaluate Equal to Expected.

From the above information one can understand that the performances of the employee towards serving the customer found in satisfactory level. However, the enterprise management should work hard to motivate the employee as they are closed to the customer. In addition the management of the enterprise should also develop a system to get periodical customers evolution.

As depicted in items 2 of Table 10, customer respondents were asked to evaluate the performance of the employee at customer service as a result (14%) of them evaluate Very satisfactory, (23%) of them evaluate Somewhat satisfactory, (52%) of respondents evaluate Equal to Expected,(7%)Somewhat Dissatisfactory and(4%) evaluate the performance of the personnel service as very Dissatisfied.

According to the respondents evaluation one can understand that the technical competence and knowledge performance of the employee are medium position to increase the satisfaction of customers in this regard skill up grading would eventual, and the enterprise should develop a system to know periodical customers evolution system.

4.5 Service Delivery Facility

Service delivery facility is the services or goods that must be present for the customer to use the core products and make customers to get some use out of service delivery supply and equipment maintenance employment.

This part is very important in Spa service provision, because one of the factor that determines customer satisfaction.

Table: 11 Service delivery facilities performance

No	Item		Respondents	
			Number	Percentage%
1	Service delivery facilities , lay out , service supply materials,	Very satisfied	5	2
		Somewhat satisfied	110	41
		Equal to Expected	81	30
		Somewhat Dissatisfied	38	14
		very Dissatisfied	35	13
		Total	269	100
2	How do you evaluate Service delivery facilities , repair and maintenance service	Very satisfied	0	0
		Somewhat satisfied	67	25
		Equal to Expected	221	45
		Somewhat Dissatisfied	54	20
		very Dissatisfied	27	10
		Total	269	100

Source: Own survey, Nov. 2012

According to Table 11, Service delivery facilities, lay out, service supply materials, above majority of the respondents rated their levels of satisfaction as somewhat satisfied i.e. 110 respondents which constitute (41%). However 81 respondents (30%) of them said Equal to Expected, 38(14%) indicates Somewhat Dissatisfied, 35(13%) said very Dissatisfied.

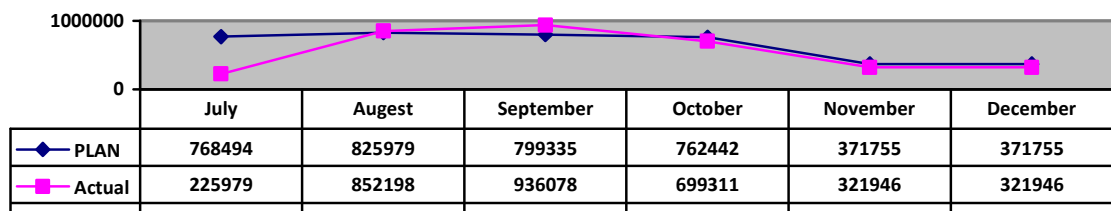
As the above data profiled most of the customers are dissatisfied or below this level of satisfaction this clearly shows the enterprise should find out the source of dissatisfaction and take the necessary actions to achieve better performance.

4.5.2 .Service delivery general facility: - According to, Table 11, above the respondents were asked How do they evaluate Service delivery facilities, repair and maintenance service. Where 221 respondents which constitute (45%), majority of the respondents rated their levels of satisfaction as Equal to Expected. 67 customers (25%) respondents indicates rate somewhat satisfied, and 54 respondents (20%) of the respondents said Somewhat Dissatisfied.

As the above data profiled most of the customers Dissatisfied or below this level the enterprise should find out the source of dissatisfaction and take the necessary actions to achieve better performance such as planned maintenance in service delivery repair and maintenance.

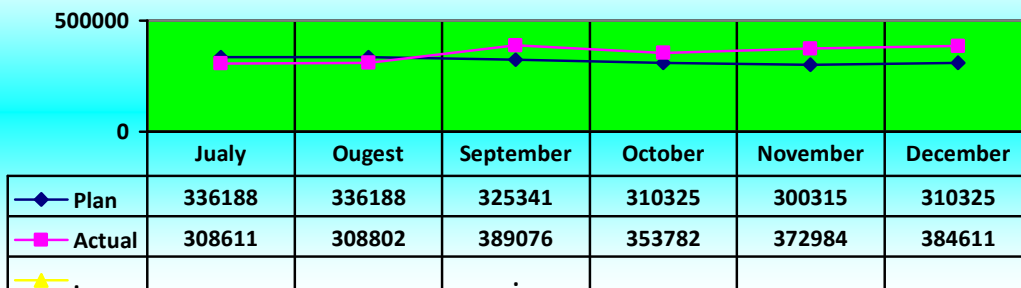
4.5.3 Hotel service: Hotel service is the key facility provender for Spa service customers that constitute Food sales, beverage, cafeteria and bed. The overall performance of the hotel, increase with increase in number of Spa service customer. For instant the performance of month December 122% compared to plan. This data only to show, the recent performance, the Hotel performance had been keeping increased since begging of year 2001. Figures 5 up to 8 below show the performance of the hotel fo six month from July/2012 to December/2013.

Figure:6 HOTLE FOOD FACILITY PERFORMANCE



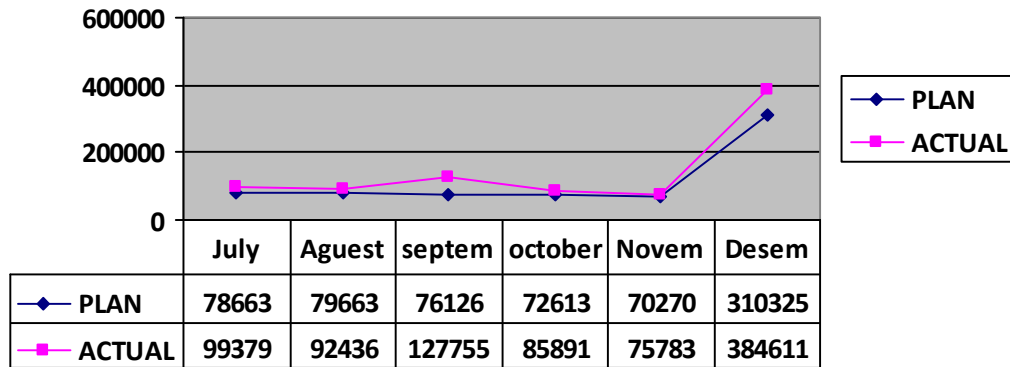
Source: Own survey, Nov. 2012

Figure:- 7 BEVERAGE CATERING PERFORMANCE



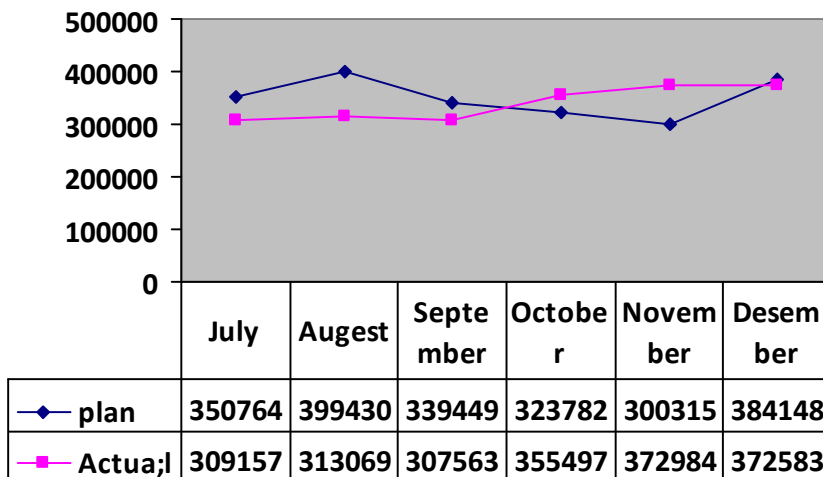
Source: Own survey, Nov. 2012

Figure:-8CAFITARIA SALES PERFORMANCE



Source: Own survey, Nov. 2012

Figure:9ROOM FACILITY PERFORMANCE



Source: Own survey, Nov. 2012

As per the interview made with the Hotel Director the result is achieved after renovation of Finfine Adarash and continues improvement made by management starting from the being of year 2012 and the improvements continued as result the performance of the hotel getting increased..

In addition, this result also increases Spa service customer's satisfaction as it provides necessary facility within the Spa service. Thus the hotel service, go hand to hand with Filwha Spa service delivery as one of the main facilities provider and sale center.

3.6 CUSTOMER COMPLAINTS

As facts show, in the study of Literature review, every time a customer complains, they tell you that they want to continue to do business with you. It is important that service providers manage these moments of truth without saying anything that is inappropriate, because this can color the customer's perspective of the overall service that the company provides.

Table: 12-compliant handling systems

No	Item	Choice	Respondents	
			Number	Percentage%
1	Have you ever been complaining	Yes	167	62
		No	102	38
2	What mechanism do you use while you are complaining?	In person	197	73
		Suggestion Box	67	25
		E- mail	5	2
		Phone	0	0
		Web	0	0
		Total	269	100
3	How do you evaluate Compliant handling system	Outstanding	14	5
		Very satisfied	27	10
		Satisfactory	188	70
		Somewhat Un satisfied	32	12
		Very un satisfied	8	3
		Total	269	100

Source: Own survey, Nov. 2012

In Table: 12 Question 1, respondents were asked to share their complaining experience to words Filwha Spa service delivery, (62%) of them experience complain. The rest (38%) yet had not complying. The above data prevailed most of the customers are used to complain, this shows as witnessed in literature review they are still keep to be loyal even though dissatisfied. So efforts should be there to reduce the number of complaints.

As it is attested most of respondents complaining face to face to immediate service personal and implies that the need complaints handling system and training for these personals. There should be, periodical examining the suggestion box.

Customer complaints handling system: - As literature review, some of the reasons why customer get dissatisfaction is promises not delved and miss formation from an employee are the major.

In Table12, respondents were asked to evaluate, Filwha Spa service delivery complain handling system, (5%) of them evaluate Outstanding, (10%) respondents were said Very satisfied,(70%)evaluate as Satisfied ,and other (12%) respondents evaluate, Somewhat unsatisfied the rest (3%) said Very unsatisfactory. The above data prevailed most of the customers are evaluate as Satisfactory.

4.7 Internal customer satisfaction (employees):- the literature review tells us, too frequently we think of customer service as an external activity, some that occurs outside the organization to keep paying customers happy.

But internal customer service is equally important. Serving the people we work with, and doing everything we can to help them do their job well, are critical to the organization's successes. Quilt work in a courteous and helpful manner. It's doing something extra for your colleague: taking that extra time or expending that extra energy. We're all internal customer. We depend on each other for ideas, services and martial. We all customers and we are all customers. Internal customer service is the same as external customer service is; it just applies to the people within the company rather than outside it.

Skill training, ongoing coaching and feedback on personal service

Table: 13 skill training, ongoing coaching and feedback on personal service

No	Item		Respondents	
			Number	Percentage%
1	How do you evaluate companies providing training in key areas required to deliver exceptional personal service	Very satisfactory	8	21
		Somewhat satisfactory	3	7
		Equal to Expected	6	14
		Somewhat Dissatisfactory	3	8
		very Dissatisfied	20	50
		Total	40	100
2	How do evaluate company's in providing ongoing coaching and feedback on personal service skill	Very satisfactory	3	7
		Somewhat satisfactory	8	21
		Equal to Expected	9	23
		Somewhat Dissatisfactory	17	42
		very Dissatisfied	3	7
		Total	40	100

Source: Own survey, Nov. 2012

Table 13, Question1, above show us that (50%) of the respondents that constitutes the majority of the respondents rated the provision of their training in key areas required to deliver exceptional personal service very Dissatisfied, (8%) respondents rate Somewhat Dissatisfactory,(14%) rate as Equal to Expected,(7%) rate their levels of satisfaction as Somewhat satisfactory and however the rest(21%) rate Very satisfactory. These show around 21% of respondents are gets sufficient training and the other (22%) don't get sufficient training while the rest (58%) not totally get training.

This implies that the training skim does not to hold every one. Thus training skim requires to be planned in order to develop professional competence.

At it is depicted in table 13, employee respondents were asked to evaluate company's effort in providing ongoing coaching and feedback on personal service skill. As a result (7%) of respondents evaluate Very satisfactory,(21%) of them evaluate Somewhat satisfactory and (23%) of respondents evaluate Equal to Expected.

And (42%) of respondents evaluate somewhat dissatisfactory the rest (7%) respondents evaluate very dissatisfied.

According to the result (42%) of respondents said their satisfaction level somewhat dissatisfactory.

one can understand that company's effort in providing ongoing coaching and feedback on personal service skill found below average this show enterprise have un worked assignment on personal technical skill development.

Table: 14 Innovative Duties& Motivation

No	Item		Respondents	
			Number	Percentage %
1	Have you ever performed exceptional work (innovative duty)	yes	7	17
		no	12	31
		I Don't remember	21	52
		Total	40	100
2	How do evaluate company's in providing Motivating you to produce outstanding result	Very satisfactory	0	0
		Somewhat satisfactory	1	2
		Equal to Expected	2	5
		Somewhat Dissatisfactory	4	10
		very Dissatisfied	33	83
		Total	40	100

Source: Own survey, Nov. 2012

In Table: 14 Question1, respondents were asked whether or not they had performed any exceptional work (innovative duty), (17%) of them said yes, and (31%) said no, while the rest (52%) said I don't remember.

The above data prevailed most of employee do not Shure where their previous performances could be categorized this show that there was no system to follow up innovative works.

At it is depicted in table 14, employee respondents were asked to evaluate company's motivation skims to produce outstanding result, among the respondents (0%), on one of them evaluate Very satisfactory and (83%) of the respondents evaluate as they are very Dissatisfied.

According to the respondents evaluation one can understand that company does not provide motivation to employees to produce outstanding result. Therefore a system must be developed to handle this case.

4.8 Occupational Safety and Healthy

Occupational safety and health is crucial issue in such type of industry so customers were asked to evaluate the extent of casualty customer may experience..

Table: 15Level of casualty

No	Item	Respondents		
			Number	Percentage%
1	Did you ever face casualty at delivery service?	Never	145	54
		Once	62	23
		Rare	43	16
		Occasional	19	7
		usual	0	0
		Total	269	100
2	Have you experienced any casualty at working place?	Never	6	14
		Once	20	50
		Rarely	3	8
		Occasionally	9	21
		usual	2	7
		Total	40	100

Source: Own survey, Nov. 2012

Table: 15 Question1, show casualty at delivery service, (54%) respondents express as they never face any accident while (23%) respondents explicit they face ones an accident, and (16%) respondents face more than once, (7%) among the respondents as they experience occasionally even though most of the respondents never experienced any casualty23%) face once, (16%) face rarely and (7%) of the respondents tell face casualty occasionally.

As the data show there is 7% casualties happened occasionally. This clearly tells that health preventions and safety measure should be promoted within the standard in contentious bases and efforts should be made, in order, to keep casualties within international limits of the industry.

CAUSALITY AT WORKING PLACE

Occupational safety and health is also crucial issue in this type of industry so employees are asked to evaluate the extent of causality they may experience. Table 15 Question 2, show casualty at working place that (14%) of respondents tell never face any accident while (50%) explicit as they face ones, and (7%) respondents rarely usual, (21%) of respondents as they experience occasionally face causality.

As the data show there is 21% of casualties happened occasionally and 7% casualties happened usual, this clearly tells that health preventions and safety measure should be promoted within the standard in contentious bases, and efforts should be made, in order to keep casualties within international limits of the industry.

4.9 Respondent's personal opinion

Ultimately the respondents given a chance to forward their suggestion, comments and opinion related to service delivery performance of Filwha Spa service their point are arranged and listed as Suggested Collected Directly From Customer respondents through open end questionnaire some directly as they jot down.

Time:- Most of the time there are long queue; the enterprise need additional expansion project; separating the sauna and physiotherapy ticketing place is good option; The service providing process is not quick;

Demand:-The service need is extremely higher than the supply;

Quality:- When the price increased you also have to increase the quality; The quality is bad and the enterprise need farther projects to utilized the natural resource; the number of user at one time is more than the capacity of the room; The waiting rooms and environments have to be comfortable;

Price: - Try to serve the poor by decreasing the price; increased price; the price is not fair;

Service delivery:-Better to manage the C-Block which is reserved for sports person rather than to be used by all customers; it is good to start services like internet cafeteria; for ticketing purposes use internet,

Facility: - The enterprise need more facility to handle the customers need; The price should be decreased and the facility have to increase; I think the pipe lines have a problem, In sauna service; The price of drinking water is too expensive; unavailability of clean towel and clean bathe makes me unhappy; The wetness/ waters have reckless behavior; The rooms need better ventilation system;

Maintenance:-I witness the pipe line problems; get repair rooms' doors and windows

Safety: - There is sanitation problem in the rooms; the toilets need farther sanitation; the waiting rooms have to be comfortable and customer's cleanness has to be verified.

4.9.2 Interview with service delivery Director:-

Interviews with the service delivery Director were carried out and obtain more information for question raised about the business operations, motivation policy and employee management. material ,personal service delivery ,customers satisfactions as well as the satisfaction and complain handling ,the interviewee replied as follows:- Business Process Re-engineering being in implementation phase which is geared towards higher customer satisfaction that alleviating the weaknesses new modern guest chairs replaced the old once as, compliant handling method we have no system to handle compliant separately customers complaints are registered through marketing supporting process.. He adds also we have with problem with Towel provision that is mainly due defective Laundry machinery.

Regarding developing employees dealing with service delivery process realized deficiency within training and motivation being under consideration and we are working on. he underline regarding with the service with the capacity building as one the importance of recycling project implementation that was identified by BPR and approved.

4.9.3 Interview with Hotel service Director:- As per the interview made with the Hotel Director he tell that there is high performance achievement in sales, facility improvement, set up and

personal service delivery .This remarkable result is achieved after renovation of Finfine Adarash and continues improvement made in improving Hotel facility and appearance by management starting from 2012.This effort still continues and we are working in all dimension to words continuous improvement, as the improvements progress the performance of the hotel also keep increasing. This result also increases Spa service customer's satisfaction as customer facility fulfillment. With The Director strongly underlines the hotel service, go hand to hand with Spa service in providing supporting demands for Filwha Spa service customers and as main facilities. Finally he said any such kind of study may remind us same additional points of improvement, the finding of this study also will help full in strengthen our effort too.

4.10 Focus group Discussion

The researcher conduct group discussion with selected the employees of the enterprise in service delivery regarding some improvements which can improve the process through brain storming and the common theme suggestions summarized as follows.

Most of the dissatisfaction the customer's express long queuing, waiting time, poor series delivery (material and personal). The gap between the actual motivation and what employees been locks coordination. Poor compliant handling lack of improvements and fail to use modern technology and level of decision power

There is un-extracted water resources that need to be exploited to build the capacity as well as to attract the market and benefit from opportunities such as came with growth of tourism and development.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Up to this point, the study was tried to assess Spa service delivery performance effectiveness of Filwha enterprise, Research question were raised related literature where reviewed important data were collected through questionnaire interview and focus group discussion. The general data were presented, analyzed and interpreted through descriptive method. Here summarized and draw conclusions regarding the factors that are effecting the performance and are in need of further improvement to increase the effectiveness of Spa service delivery of Filwha. Recommendations are drawn up based on the analysis and finding of the study.

5.1 Summary

The proposal was designed to assess' effectiveness of spa service delivery performance of Filwha spa Enterprise, by gathering necessary data from the customer and stock holders. It was also designed to Identify most important attributes, factors that affects spa service delivery effectiveness, customers' satisfaction, overall performance, service delivery quality, quantity, personal service, handling customer complain and future demand and capacity have drawn conclusions from findings and analysis of these major and most important factor summarized as follows:

5.1.1 General Characteristics of Respondents Demographic information

From 269 respondents (64%) respondents were males and (36%) were females. Here author using this data to facilitate the demand and gender base requirement within Filuha Spa service delivery.

Age distribution: age distribution is important in the survey to determine the ratio of each category. This question tells the researcher how many of proportion of the respondents young adults and old were. The data depict among the respondents (22%) found within the age gap 18Up to 24years old, (43%) respondents found within the age gap 25 up to34 years old, (18%) of respondents from 35Up to 45 years age gap, respondents within the age gap 45up to 64 constitute (12%) and above age 64 constitute (5%). category of age will related with service delivery facility preference and know the choose of customers etc, in the service providing delivery and design.

Education level, of the respondents, this question helps to determine the level of interaction, with the customers. It serves to make the service delivery more interactive. From the respondents data (61%) were above grade 10. General, with well-educated people such as the quality services and modern service delivery transaction/marketing could be more interactive. Thus, this educational back ground proportion tells us, marketing actions and modern combination means could be possible with the customers in the future.

5.1.2 Major Finding

Regarding queuing time of Spa service delivery respondents', (59%) majority of the respondents rated below average. As the above data profiled most of the customers are dissatisfied therefore the enterprise should find out a way to solve this problem and to improve this critical issue.

Service delivery waiting time, Customers are slightly satisfied if their waiting time is longer. Table 5 shows, above majority of the respondents (45%) Somewhat dissatisfactory (28%) very dissatisfied. This data depicts the waiting time creates the most critical problem and the main dissatisfaction factor of Filwha Spa delivery service.

Regarding convenience of the location of filwha, (35%) respondents, rate Very convenient, (31%) rate Very much convenient, (27%) rate Convenient this show for the most of respondents the location of Filwha found to be convenient to access.

Respondents evaluate continuity and provision of hot and cold water material service delivery. Among the respondents (39 %) customers rate the water supply Very much convenient, (24%) respondents Very convenient, (19%)of the respondents rate Convenient and (15 %) of the respondents rate the rest respondents rate medium. This show, there is some problem with the provision of water supply and effort to be taken to Bering the water supply perfect, as it is a very sensitive issue and the core product in Spa service delivery.

Preference of customer's attitude towards Filwha spa service preference, (72%) of respondents choose as their core material service preference being naturally therapeutic in its nature , (20%) respondent cosmetic/beauty (2%) recreation and the rest (6%) respondent choose because of low cost her, it is clearly show that (72%) of respondents choose the service of Filwha of its uniqueness.

This competitive advantage, which could help to promote and drive the market to top service level in the industry.

Respondents asked how frequent they are using the spa service, no respondent said daily, week users were (38%) of respondents, biweekly users were (19%) of respondents and ones / month users were (25%) customers, the rest seasonal customers were (10%) of the respondents. Analyzing the data, most of the respondents (38%) use in weekly bases, this implies that some of the days of the week are much clustered with number of customers. That needs special arrangements to handle these customers proportional through the days of the week.

Regarding the demand, the data found depicts number of customers per day from 17/12/ up to 23/12/ year (2012) keep increasing starting from Wednesday up to Sunday. From (44778 number of customers per day to 6013 number of customers per day). The number of customers reaches on its pick from Thursday up to Sunday. On the other hand, the size of customers reduces from Monday to Wednesday. So that the week end day are exactly when most of the customers are accustomed to Used Filwha Spa service.

Examining, number of customers across the years, for the past seven years from year 1993 up to year 2004, customers per year keep increasing from 1124925 – 2005744 customers per year. Shows still the demand for the service increasing in tremendous way from year to year.

Taking this year plan (1255706 m³) water is required. This shows resource should have to be planned to much the service sales. It would be more efficient if the planning, supply and service delivery would in service delivery.

Appropriation of service charge of bathing service, most of the respondents (50%) indicate service charge of bathing service medium, (28%) of the respondents rate the service charge low. This shows the service charge acceptable by most of the customer of sauna and therapy respondents. From the above presentation we can understand most of customers are satisfied with the price and take as reasonable spa service charge. With the existing pricing situation, one can say that customers would not switch to rival firms and remain loyal. Taking this factor solely as witnessed in the literature review satisfied customers often make a respective purchase, and will even demand more.

Service Charge Compared With Other Spa Service Providers, respondents response were asked , appropriateness' of service charge, compared to the service charge of similar spa service providers, (4%) of respondents say the price of Bathing, service Filwha Very High, another (10%) High, (50%) said medium, (28%) of the respondents said low, and (8%) said very low. It is evident to see most of the respondent recognizes the bathing service price less than other spa service providers.

Regarding to sauna service charge among respondents who said the service charge, Medium were (48%), and who rate low were (35%) of respondents and (8%) of respondents said very low .Thus service charge of Filwha sauna service charge also much less than other spa service providers.

Physiotherapy service charge respondents were asked to compare with similar service providers service charge, (61%) of respondents said medium, (28%) of respondents assigned as low ,the rest (5%) of respondents said very low.

Generally Filwha spa service charge is less than other spa service providers, this fact depicts Filwha is found at better position than its other similar service rendering firms regarding s charge, on the top of this Filwha's service delivery spring water would creating additional vale for customer, which bering about more service satisfaction. These simply imply customer could retain and demand over influence the purchasing decision of customers.

customer respondents were asked, to evaluate the performance of employee at customer service that is Filwha spa service providers inter personal skills, as a result (10%) of the respondents evaluate very satisfactory, (48%) of the respondents evaluate Somewhat satisfactory , (35%) of them evaluate equal to expected, and (3%) of respondents rate Somewhat dissatisfactory the rest (4%) of the respondents evaluate the performance of the personnel service as very dissatisfied.

From above information one can understand that the performances of the employee are in good level of performance, towards serving the customer. However, the enterprise management should work hard to motivate the employee as they are closed to the customer in addition the management of the enterprise should also develop a system to know periodical customers evolution.

customer respondents were also asked, to evaluate the performance of the employee at customer service, Customer service provider's technical competence and knowledge, as a result (14%) of respondents evaluate Very satisfactory,(23%) of them evaluate Somewhat satisfactory and (52%) of

them evaluate equal to expected,(7%)Somewhat dissatisfactory the rest (4%) evaluate the performance of the personnel service as very dissatisfied. According to the respondents evaluation one can understand that the technical competence and knowledge performance of the employee are at medium level. To bring the satisfaction to higher level skill up grading would eventual along with periodical customer's evolution.

Above majority of the respondents rated service delivery facilities materials employment, general lay out, their levels of satisfaction as somewhat satisfied i.e. 110 respondents which constitute (41%). However 81respondents (30%) of them said equal to expected, 38 respondents (14%) % indicates somewhat dissatisfied, 35 respondents (13%) said very dissatisfied the rest 5 respondents (2%) of the respondents rate as they are Very satisfied. As the above data profiled most of the customers are equal to expected or below this level the enterprise should find out the source of dissatisfaction and take the necessary actions to achieve the better performance.

Respondents were asked about, Service delivery general facility equipment repair and maintenance performance 221respondents which constitute (45%) which constitute majority of the respondents rated their levels of satisfaction equal to expected and 67 respondents (25%) of the respondents indicates somewhat satisfied, 54 respondents (20%) of respondents said somewhat dissatisfied, the rest 27 respondents (10%) of the respondents rate as they are very dissatisfied but no one said Very satisfied. As the above data profiled most of the customers are below satisfied rate of level. This level Thus enterprise should find out the source of dissatisfaction and take the necessary actions to achieve better performance in service delivery repair and maintenance.

Respondents were asked about, level of casualty's (54%) respondents said never face any accident while (23%) explicit there where ones casualty, and (16%) of respondents face more than once, (7%) of the respondents as they experience occasionally.

(23%) of the respondents experienced once casualty, (16%) face rarely and (7%) of the respondents occasional. casualty preventions is very sensitive. and efforts should be made to keep causalities within international limits of the industry. Therefore safety measure should be promoted in continuous bases.

Hotel service in Filwha enterprise is the key facility provender for Spa service customers. The overall performance of the hotel, increase along with increase in number of Spa service customer. For instant the performance of the hotel for the of month December was,122.24% compared to plan of the same month in number of covers (guests). That constitute Food sales, beverage, cafeteria and bed rent, this is only to show the recent performance. The hotel performance had been keep increasing since begging of 2011, Figures 4,5,6and7 show the performance of the hotel for six month July/2012upto December/2013 also confirms this fact .

As per the interview, made with the Hotel Director, this result being achieved after renovation of Finfine Adarash. Improvement made by management starting from the being of (2012) and still continued progressing. This result also increases Spa service customer's satisfaction as a facility fulfillment. Thus Spa service, go hand to hand with hotel service.

Respondents were asked to share their complaining experience, to words Filwha Spa service delivery (62%)of the respondents were complain, the rest(38%) of the respondents were yet had not complying. The above data prevailed most of the customers are used to complain. That show they are still keep to be loyal even though dissatisfied.

Regarding complaints complaining mechanism (73%) of respondents use to complain in person, (25%) use suggestion box, (3%) of the respondents said as they use e mail, no respondent use phone. Thus it is attested most of respondents complaining face to face to immediate service personal. And this implies that the enterprise need complaints handling system and training for these personals who supposed to handle complain. In addition periodical appropriateness examining mechanism is required.

Customer respondents were asked to evaluate to words Filwha Spa service delivery complain handling system,(70%) of respondents evaluate Satisfied, and other (12%) of respondents rate Somewhat unsatisfied, the rest (3%) of respondents said Very unsatisfactory. The above data prevailed most of the customers are evaluate as Satisfactory.

Respondents were asked to tell, the provision of their training in key areas required to deliver exceptional personal service, (50%) of the respondents that constitutes the majority of the respondents rated the provision of their training in key areas required to deliver exceptional personal service very Dissatisfied ,(8%) of respondents rate Somewhat dissatisfactory,(14%) of the respondents rate as equal to expected, and (7%) rate their levels of satisfaction as Somewhat satisfactory, however the rest (21%) rate Very satisfactory. These show around quarter of respondents were got training in key areas required and the other (21%) employee don't get sufficient training ,while the rest (58%) employee not get training at all. This implies that the training skim is not even to hold every one.

Employee respondents were asked, to evaluate company's in providing ongoing coaching and feedback on personal service skill as a result (7%) of respondents rate Very satisfactory,(21%) of respondents evaluate somewhat satisfactory,(23%) of them evaluate equal to expected,(42%) of respondents somewhat dissatisfactory and(7%) of them evaluate as very dissatisfied. According to the respondents evaluation one can understand that company's in providing ongoing coaching and feedback on personal service skill rated below average level. That is among the respondents (42%) of them said somewhat dissatisfactory, this show enterprise have un worked assignment on personal technical skill development.

Respondents were asked whether or not they had experienced performed any exceptional work (innovative duty), (17%) of respondents were said yes and (31%) of respondents said no, the rest (52%) said I don't remember. The above data prevailed most of employee do not Shure where their previous performances could be categorized, there is no tracing of innovative works.

Employee respondents were asked, to evaluate company's Motivation skims to produce outstanding result (0%) of respondents evaluate very satisfactory, (2%) of respondents evaluate somewhat satisfactory, (5%) of respondents evaluate equal to expected, (10%) of respondents somewhat dissatisfactory and (83%) evaluate as very dissatisfied. The result show (83%)of respondents rate company's in providing motivating employees to produce outstanding result very dissatisfied, this clearly indicate enterprise have un worked assignments on Motivating employees to produce outstanding result.

Customers are asked, to evaluate the extent of causality they may experience as customer, (14%) of respondents said never face any accident while (50%) respondents explicit face ones occasionally, and (7%)of respondents tell rarely , (21%) of respondents said they experience occasionally and the rest (7%) of respondents said tell usually face causality. Occupational safety and health is always crucial issue in this type of industry. So, occupational safety and health should be promoted, to the standard and efforts to be made reduce causalities within international limits of the industry.

In summarizing, the customer respondents' personal opinion, regarding the open ended questions most of the respondents view involves around poor service, in adequate complaint handling method Researcher conduct group discussion, with the employees in service delivery, important issues raised and commented on group discussion were, long waiting time, poor compliant handling comments on compliant handling method, motivation and training.

5.2 Conclusion

Depending on the respondent reply to the questionnaires and management responses to the structured and unstructured interview considering the observation and going through the analysis part which is explained in words and demonstrated in tables and charts Based on the major findings the author draw the following conclude :-

This question tells how many males and females respondents there were. As shown in Table: 4 above, from 269 Males and Females respondents (64%) respondents were males and (36%) were females. Here author using this data to facilitate the demand and gender base requirement within Filuha Spa service delivery.

These questions include Age distribution because age distribution is important in the survey to determine the ratio of each category. This question tells the researcher how many of proportion of the respondents young adults and old were. The data depict among the respondents (22%) found within the age gap 18Up to 24years old, (43%) respondents from found within the age gap 25 up to34 years old, (18%) of respondents from 35Up to 45 years age gap, respondents within the age gap 45up to 64 constitute (12%) and above age 64 constitute (5%).this category of age will related with service delivery facility preference and choose customers etc, in the service providing design.

Education level of the respondents, this question help to the level of interaction with the customers it makes the service delivery more interactive as the proportion of educational level gets higher. Form the respondents (61%) were above grade 10 Therefore, the marketing actions and modern communication means could be possible with the customers in the future. General, with well-educated people such as the quality services and modern service delivery transaction/marketing could be more interactive.

Filwha Spa service delivery Enterprise is a huge company, which gives service for more than six thousand customers per day. The delivery subsystem lacks by now planning its resource, to fill the gap between its images in the mind of customers those who experience the service and the actual performance, thus Filwha requires well organized customers service delivery system.

The waiting time creates crucial dissatisfaction, in Spa delivery service performance. In addition, all word of mouth confirm this fact, therefore, the enterprise should find out to improve this critical issue.

The management of the company also, admits those deficiencies indicated by respondents. Quality Service delivery facility should be fulfilled, sufficiently and timely.

The company is judged weak, in its proactive response to its external environments, which made it unable to meet the ever changing customers need and wants.

There are unused capacities, especially hot spring water resource, currently only 10% of this resource is in used, the remaining 90% waits extraction and utilization, which may be used to meet the ever increasing demand, and improved its current service delivery level.

Physical facility, maintenance and machinery availability is viewed by customers being on a good track.

Filwha is known as public SPA service provider, with natural hot spring water. The demand is keeping increasing, service are keep diversely increasing in highest rate. Delay in service delivery, poor customer handling and failure to deliver quality, needs improvements.

There is same dissatisfaction with employees, regarding to training, motivation and remuneration, which needs improvements.

When all standards have been met, service should be forwarded to the customer on time. As delay in delivery service is crucial issue, to customers' dalliance creates dissatisfaction. In order to, increase the level of customers' satisfaction. The Enterprise should able to meet customers' expectation of timeliness, by reducing its waiting /queuing time as short as possible.

Personal service providers must be Quick, Courteous, Professional /knowledgeable and, Respectful, as well as helpful "Moment of truth" is strongly associated with employees that always exhibit the enterprise favorable image to the public. so Spa service must increase its employee motivation,

initiate and empowered. Training should be given with equal chance for appropriate personal candidates

Personal service representatives appear well organized and have to be equipped with the right information, in order to provide quickly information. Those who simply understand customers questions, able to Provide clear answers, and solve the problem.

Occupational safety and healthy should be promoted, according to the standard and efforts should be made, to keep casualties within ILO limits of the industry.

Electric power supply is a back bone for the service delivery. To render reliable continues and quality service adequate power supply system must be available throughout the clock.

Guests are able to express their concerns and suggestions regarding facilities, staff and programming. Feedback system should be designed, to encourage guest feedback promptly, to responds guest complaints and resolves them timely.

Service provider representative's menus should be designed. To resolve within considerable short time, any consumer complaints brought to attention.

Encourage the guest Management and Staff to familiar with basic cultural.

Employees should be guided in all activities by truth, accuracy, fairness and integrity. From these that may affect guests, expectations and behaviors.

Pledges to keep informed on the latest techniques, developments and knowledge, pertinent to professional improvement.

Finally the study will not end up its conclusion, without pointing to the current strong competitive environment. That can make the company loss its good well, unless the available gap is failed, through currently unexploited potentials capabilities.

5.3 Recommendations

The author wanted to assess effectiveness of Filwha Spa service performance and for word some improvements suggestion that would help improve further the service delivery performance based on findings and theoretical frame work. The research forwards the following recommendations to overcome the problems and bring about continues improvement related with the subject matter of the study. Each recommendation correspond with respective implementer, concerned body

- Improve dalliance in Queuing and waiting time by employing pre-service payment system, differentiating price, digital PLC service time control and queuing system. employe deferent pay skims on deferent days. By Service Delivery with collaboration with IT support. Filwha spa service with its unique Hot spring water should exploit its marketable location as tourist hub and venue by Utilize unutilized capacity conduct a study. Appropriate design
- Promote Professional safety and health facilities for employments and customers. By establishing, Safety service usage standards and occupational safety procedures. Ensure employees are fully aware of the safety measures; put in place the details of the safety standards within working area. By HRM support process, in collaboration with service delivery.
- Enhancing and fulfill all necessary service delivery facilities activities.
- Perform continues Market research as perpetual and routine process, to use feedback data to customer's, employee and management. Attract retention and enhancement of customers by soliciting and creating strong relation with all customers. Identified exciting customers need, new service and program that could be developed and offered to customers.
- develop leadership skills Opportunity to enhances creativity, and being able to evaluate personal daily performance

- Improve the employee satisfaction level in order to create higher motivation of the employees.
- Mapping the service delivery process, to establish clear material service delivery and upgrading its service delivery processes. By management
- Establish service delivery procedures, to optimize material service delivery process Quality. And establish evaluating critical success points within the process.
- Develop feedback system, on personal service skill, identify the need, design methods, schedule and execute transparent and timely, Hiring and training system.
- To deliver outstanding personal service, provide continuous, ongoing, coaching and motivation. By HRM support process in collaboration with service delivery process.
- Create reward system, to insure Continuous improvement and adapting on an ongoing basis.
- Promote (IT) technology service structure, to ensure effective personal service excellence and CRM, to see the gap how personal service put in the shoes of customers.
- Strengthen complaints handling system.
- To found Spa service delivery performance reliable, continues, and full time available. Set up Electric power supply, through fully automatic ATS stand by sources. By water resource supply and Engineering.
- Strengthen the user friendliness of information technology service with networking. Data share and communication. By IT support process.
- Customer should facilitate recompense skim for complaints, if not satisfied. Strengthen complaints handling facility and mechanism. By Service Delivery with management
- Establishing a clear customer service strategy, make your customer service strategy clear, slogan repeated by all, defined your customer service value, defined your material service processes, By Management & marketing

- Improving continuously water extraction ,supply and recovery as well as waste drainage by water supply
- Conduct market study and introduce innovatively service, to use Filwhas' spa service unique hot spring water. Exploit its marketable location as tourist hub and venue. By Management in collaboration with other related business.
- Developing personal service skills to come and create Competence of staff in such a way that developing service skills, Body language components, styles of communication and analysis weaknesses of staff knowledge
- the enterprise management should work hard to motivate the employee as they are closed to the customer in addition the management of the enterprise should also develop a system to know periodical customers evolution. Up grading would eventual, and checking against by develop a system to know periodical customers evolution. Plan the maintenance to achieve better performance, in service delivery maintenance. It may be better to polish this system e to reserve data as for analysis purpose. And train these personals. Periodical examining and Upgrade mechanism/system appropriateness.
- Enhance Opportunity to develop professional competence with train and education. Providing on going coaching and feedback on personal service skill .Occupational safety should be promoted According to the standard and efforts should be made to keep causalities within international limits of the industry.
- Filwha spa service should improve its queuing, waiting time as fast as possible in order to increase the level of satisfaction for its customers. Dalliiances are the vital concern of customer which affects their satisfaction negatively. Filwha spa service is recommended to implement tentative complaints handling system and can give promote response to complaints whenever customer complaints to replay vastly & properly handle complaints

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Annexes

Table:A

Description	2000		2001		2002		2003	
	Permanent	Contract	Permanent	Contract	Permanent	Contract	Permanent	Contract
Professional	9	-	14	-	23	-	38	-
Semi-Professional	59		45	-	32	-	47	-
10+1 & 10+2	56	-	202	-	71	-	96	-
9-12	200	-	104	-	140	12	164	12
Under 8 Grade	100	105	45	105	159	160	190	160
Total	424	105	410	105	425	172	536	172

Source: Filwha Spa, Document. 2012

Table:-B

Appropriation of service charge Filwha Spa service compared with competitors price

No	Item		Respondents	
			Number	Percentage%
	Appropriation of service charge of bathing service compared with competitors price	Very High High medium low very low	135	4 10 50 28 8
2	Appropriation of service charge of sauna service compared with competitors price	Very High High medium low very low	67	2 7 48 35 8
3	Appropriation of service charge of Filwha physiotherapy service compared with competitors price	Very High High medium low very low	67	2 4 61 28 5

Source: Own survey, Nov. 2012

Questionnaires

St .Mary’s University College School of Graduates Studies

Masters of Business Administration (MBA)

Questionnaire to be filled by Customers

Dear Respondents,

I am under taking research on “*Effectiveness of spa service delivery service of Filwha enterprise*”, to fulfill partial requirement of the study. This questionnaire is designed to collect sufficient and relevant data for this research use solely.

Dear Customers of SPA Service Enterprise, the attached questionnaire is a research instrument on customer satisfaction and service quality in Filwha enterprise. Your answers to the questions will be a great help for evaluating the status quo and finding some solutions for offering effective service delivery. Any information you present will be kept absolutely confidential and will only be used for academic purpose. Your cooperation and prompt response will be highly appreciated.

Thank you very much in advance!

Yigeremew Teklgzi
(Graduating student)

N.B:

- Writing your name is not necessary
- You can give more than one answer
- Please put “√” for your choice in the box

Responder personal attributes:

- ✓ Age: Years
- ✓ Sex: Male Female
- ✓ Education level: _____
- ✓ Type of service used Sauna Spa bath Physiotherapy
- ✓ Residential place _____
- ✓ Hotel reservation thought: travel agency Company Yourself
- ✓ Additional Services:- Food and beverage Cafeteria

(General Service Delivery) Questionnaire to be filled by Customers

Thank you for taking the time to complete this questionnaire!

No	Customer Questionnaire-- 1	Very little	Little	So-so	Much	Very much
1.	How attractive did you consider it before arriving to the Filwha Service	1	2	3	4	5
2.	How attractive did you find it after seeing the facility	1	2	3	4	5
3.	How much was your expectation about it before using the Filwha service	1	2	3	4	5
4.	How did you like it after using the spa of Filwha	1	2	3	4	5
5.	How much was your expectation about staff before meeting them?	1	2	3	4	5
6.	How effective and efficient do you evaluate them now?	1	2	3	4	5
7.	How much time was your expectation about it before checking in?	1	2	3	4	5
8.	How much time makes to get the spa service?	1	2	3	4	5
9.	<i>How much did you expect it to be exactly as your request before entering the Spa service room?</i>	1	2	3	4	5
15	How adequate did you find it after?	1	2	3	4	5
16	How efficient did you expect Filwha spa service before using them?	1	2	3	4	5
17	How efficient do you evaluate them now?	1	2	3	4	5
18	How correct did you expect to be done your orders before getting the service?	1	2	3	4	5
19	How correct do you evaluate them now?	1	2	3	4	5
20	How much did you expect the staff for welcoming you when entering the Filwha Spa service?	1	2	3	4	5
21	How nice did they welcome you?	1	2	3	4	5
22	How much did you expect the staff to respond your requests enthusiasm?	1	2	3	4	5
23	How enthusiasms do you evaluate them to respond you now?	1	2	3	4	5
24	How much were you expectation getting information before lodging in?	1	2	3	4	5
25	How much do you evaluate it now?	1	2	3	4	5

❖ . If you have any addition comment pleas you're the space below?

Thank you for taking the time to complete this questionnaire!

(General Service Delivery) Questionnaire to be filled by Customers

Thank you for taking the time to complete this questionnaire!

N	Customer Questionnaire-- 1	Very little	Little	So-so	Much	Very much
1.	How fast did you expect to be done you requests before getting the service?	1	2	3	4	5
2.	How fast do you evaluate them now?	1	2	3	4	5
3.	How much did you expect the staff experience before using spa ?	1	2	3	4	5
4.	How capable do you evaluate the staff experience now?	1	2	3	4	5
5.	How was your expectation about staff politeness before meeting them?	1	2	3	4	5
6.	How polite do you evaluate them now?	1	2	3	4	5
7.	How adequate did you expect the price with the services before getting service?	1	2	3	4	5
8.	How adequate do you find the price of the services?	1	2	3	4	5
9.	How much did you expect the security effort of the staff before using the service?	1	2	3	4	5
10	How save do you evaluate the security of the staff?	1	2	3	4	5
11	How much calm and silent the atmosphere of Filwha did you expect the before using the service?	1	2	3	4	5
12	How calm the atmosphere quiet do the find it now?	1	2	3	4	5
13	How accessible did you expect the Filwha spa service?	1	2	3	4	5
14	How accessible do you evaluate it now?	1	2	3	4	5
15	How much was your expectation about staff availability while you need before them?	1	2	3	4	5
16	How available do you find them now?	1	2	3	4	5
17	How much did you expect them for the attention paid by the staff for informing you about the service?	1	2	3	4	5
18	How attendant do you find them now?	1	2	3	4	5

19	How much was your expectation for the staff flexibility for adapting themselves to your requests before lodging/using in /using?	1	2	3	4	5
20	How flexible do you evaluate them now?	1	2	3	4	5
21	How much was your expectation for the Natural hot spring water and cooled water prevision for the Spa service year are using?	1	2	3	4	5
22	How mobilized do you find the hotel now?	1	2	3	4	5
23	How much was your expectation for spa service room facilities	1	2	3	4	5
24	How mach as you expect is the reliability continuity of hot and cold water supply?	1	2	3	4	5

❖ If you have any addition comment pleas you're the space below?

Thank you for taking the time to complete this questionnaire!

CUSTEMER SATISFACTION SURVEY

Questionnaire to be filled by Customers

Thank you for taking the time to complete this questionnaire!

S/N	Questions	Very Dissatisfied	Dissatisfied	Satisfied Nor	Dissatisfied	Satisfied	Very Satisfied
1	What is your overall satisfaction rating with our company?	1	2	3	4	5	
Why you feel that way? _____							
2	How likely are you to recommend our product to a friend or colleague?	1	2	3	4	5	
Why you feel that way? _____							
3	Please rate your level of satisfaction with your sales representative in the following areas						
3.1	Responsiveness	1	2	3	4	5	
3.2	Professionalism	1	2	3	4	5	
3.3	Understanding of my needs	1	2	3	4	5	
4	Why you feel that way? _____						
5	How long have you used Fiwha SPA service? _____						
6	How frequently do you use Filwha Spa service? _____						
7	How frequently do you use FilwhaSpaservice? _____						

❖ **If you have any addition comment pleas you're the space below?**

Thank you for taking the time to complete this questionnaire!

CUSTOMER SATISFACTION SURVEY

Questionnaire to be filled by Customers

Thank you for taking the time to complete this questionnaire!

1. What is your overall satisfaction rating with our company?

- . 5 - Very Satisfied
- . 4 - Somewhat Satisfied
- . 3 - Neither Satisfied Nor Dissatisfied
- . 2 - Somewhat Dissatisfied
- . 1 - Very Dissatisfied

2. Why you feel that way.

3. How likely are you to recommend our product to a friend or colleague?

- . 5 - Very Satisfied
- . 4 - Somewhat Satisfied
- . 3 - Neither Satisfied Nor Dissatisfied
- . 2 - Somewhat Dissatisfied
- . 1 - Very Dissatisfied

4. Why you feel that way.

5 Please rate your level of satisfaction with your sales representative in the following areas

5.1 Responsiveness

- . 5 - Very Satisfied
- . 3 - Neither Satisfied Nor Dissatisfied
- . 2 - Somewhat Dissatisfied
- . 1 - Very Dissatisfie

5.2 Professionalism

- . 5 - Very Satisfied
- . 4 - Somewhat Satisfied
- . 3 - Neither Satisfied Nor Dissatisfied
- . 2 - Somewhat Dissatisfied
- . 1 - Very Dissatisfied

5.3 Understanding of my needs

- . 5 - Very Satisfied
- . 4 - Somewhat Satisfied
- . 3 - Neither Satisfied Nor Dissatisfied
- . 2 - Somewhat Dissatisfied
- . 1 - Very Dissatisfied

6. If you have any additional comments about how the Spa will be improved your satisfaction with services, please write here under

7How long have you used Fiwha SPA service?

8. How frequently do you use Filwha Spa service?

9. What is your gender?

10. Which category describes your age?

11. What is your employment status?

12. May we contact you about any of your responses?

. Yes . No

13 Contact Information, if applicable

Thank you for taking the time to complete this questionnaire!

MANAGEMENT SURVEY

Questionnaire to be filled by Management members

Thank you for taking the time to complete this questionnaire!

1 Describes the functional area in which you work:

1.1 Do you have Defining job requirements?

1.2 Do you using behavior interviewing skill to evaluate against the defined job requirement

1.3 Do you providing training in key areas requiring delivering exceptional personal service.

1.4 Do you Providing ongoing coaching and feedback on personal service skill

1.5 Do you Motivating employees to produce outstanding result

2. To what extent is your customer service strategy clear?

2.1 To what extent is your customer service slogan repeated by all?

2.2 To what extent have you defined your customer service value?

-----2.3To
what extent have you communized your customer service strategy?

3.0 To what extent have you defined job requirement for service providers?

3.1 To what extent do you train your people in personal service skills?

3.2 To what extent do you measure personal service standards?

3.3 To what extent do you rewarded exceptional personal service?

4.0 To what extent have you defined your material service processes?

4.1 To what extent do you measure your current performance?

4.2 To what extent do you define international service interactions?

4.5 To what extent have you established service level agreements?

5.0 To what extent have you made it easy for customers to complain?

5.1 To what extent do you train people to handle complaints?

5.2 How effective are you at solving the problem as it happens?

5.3 How effective as you in looking for the root cause and changing processes as a result of customer complaints?

6.0 to what extent are your managers directing the team rather than leading?

6.1 To what extent do your managers see customer service as part of their job

6.2 To what extent do managers coach their staff on personal service skills?

6.3 To what extent do managers interact with customers?

7.0 Are customer complaints currently tracked?

7.1 Is the customer offered recompense if not satisfied?

7.2 Are material service problems tracked?

7.3 Are processes and procedures constantly reviewed to update standards?

8.0 Do managers take any regular customer service training?

8.1 Do managers play the role of the service provider at any time?

8.2 Do managers understand the difference between personal and customer service?

9.0 How successful are you at 'running interference' so that your team can complete its work and meet customer needs?

9.1 To what extent are you providing relevant feedback to team members?

9.2 To what extent are you continually motivating team members?

Thank you for taking the time to complete this questionnaire!

Front Door employees' survey
Questionnaire to be filled by Front door Employees

Thank you for taking the time to complete this questionnaire!

1 How easy is it for the customer to work with you?

2 What could be done to make your systems more customers friendly?

3 What else could you do to make your service experience more positive?

4 What other services could you add?

5 What processes actually hinder the service delivery at this point?

6 What processes might be added to smooth service delivery at this point?

7 What will you do differently to improve the effectiveness of your service delivery cycle?

8 What were the gestures you used effectively?

9 How long did you make eye contact with the customer?

10 How would you describe your natural self with the customer?

11 Is there a problem home in on a particular performance and components?

Yes No

12 What close it look like?

13 Where is the problem?

1.4 What are the facets of the problem?

15 Is it a tangible problem (missing deadline, sales targets)

16 It is an intangible problem (conflicts)?

.17 What is the problem and what are the symptoms of the problem?

.18 What is really the root cause?

19 How could we approach this problem differently?

20 What is some new idea?

21 What are ideas we tried once before but could adapt?

22 What criteria shall we use?

23 How will we weight options?

24 How will we balance objective and subjective criteria?

25 To what extent is this solution satisfactory to all?

25 Do we have time to care?

26 To what extent is your customer service strategy in alignment with the corporate vision and mission?

26 To what extent can everyone in your team repeat your customer service mantra?

27 To what extent is your team adhering to its values?

28 To what extent have you ensured that your team has the correct skill sets?

29 To what extent are teams members clear about their individual key result areas?

- 30 To what extent are team members' workloads accurately reflected in their objectives?
- 31 To what extent do your team members communicate effectively with each other?
- 32 To what extent do your team members communicate about feelings?
- 33 To what extent do your team members try to adapt their styles when communicating with each other?
- 34 To what extent does your team recognize, define and analyses potential customer problems?

- 35 To what extent does your tem generate creative problem – solving options?

- 36 To what extent does the team adapt to external change?

Thank you for taking the time to complete this questionnaire!

Annex 8

ቅድስት ማርያም ዩኒቨርሲቲ ኮሌጅ ድህረ-ምረቃ ትምህርት ቤት

በሰራተኞች የሚሞላመጠይቅ

ይህ መጠየቅ የተዘጋጀው ለትምህርታዊ ኘርግራም አላማ ሲሆን የፍልው አገልግሎት አሰጣጥ በማጥናት አሠራሩን የበለጠ ደንበኛ ተኮር በማድረግ ላይ ያተኮረ ነው እርስዎም ለጥናቱ ግብዓትነት ለጥያቄዎች ትክክለኛ መልስ በመመለስ እንደተባበሩ በትህትና እጠይቃለሁ ጊዜዎን በመሰዋት ለአደረጉት ትብብር በቅድሚያ እናመሰግናለን።

ማሳሰቢያ-ስምዎን መጻፍ አያስፈልግም

- ለጥያቄዎቹ የሚስማሙበትን መልስ በሳጥኑ ውስጥ ጭረት ምልክት
✓ በማድረግ ያስቀምጡ

1) ከሙያ ጋር በተያያዘ የሚሰጠውትን ሰልጠና እንዴት ይመዘኑታል;

በጣምከፍተኛ ከፍተኛ መካከለኛ ዝቅተኛ በጣምዝቅተኛ

2) በስራ ላይ የመንሸራተት የማዳለጥ የሙያ ደህንነት እና ጤንነት-እክል አጋጥሞታል?

በጭራሽአላጋጠመኝም አንድጊዜአጋጥሞ አልፎአልፎያጋጥመኛል

ቤየጊዜውያጋጥመኛ ሁልጊዜያጋጥመኛል

3) በስራ ዙሪያ በስራ ላይ ውይይትና ምክክር ምን ያህል ነው

በጣምጥሩነው ጥሩ መካከለኛ ዝቅተኛ በጣምዝቅተኛ

4) ከዚህቀደም በሙያዎ ልዩ ስራ ክስሩ! በድርጅቱ ውስጥ አከናውነው ያውቃሉ

አዎ አይደለም አላስታውስም

5) ልዩ ስራ ከሰሩ! ድርጅቱ ላከናወኑት ልዩ የስራ የማነቃቅያ የማትግያ ሽልማት ይሰጥዎታል ለሁሉም ሰራዎቹ ለአብሮቶች ስራ ለአንዳንዱ ስራ እንደ ግዜ አላ ሁም ተጨማሪ ሳሳብክለዎት በአጭሩ ይግለጹ፡-----

ለመልካምት ብብርዎስ ለሰጡት ምላሽ በእጅጉ አመሰግናለሁ!

ቅድስት ማርያም ዩኒቨርሲቲ ኮሌጅ

ድህረ ምረቃ ትምህርት ቤት ቢዝነስ አድሚኒስትሬሽን ትምህርት ዘርፍ

በደንበኞች የሚሞላ መጠይቅ

1 የፍል ውሃ የመታጠቢያ አገልግሎት አጠቃቀም እንዴት ነው?

1-3 ቀናት ምንት በ ለት ሳምንቱ በወ በሶ ወራት

2 የፍል ውሃ ድርጅት የሚገኝበት ቦታ ለመድረስ/ለትራንስፖርት አመቺነቱ?

በጣም ጥሩ ነው ጥሩ አመቺ ነው አያመች ለመድረስ የስቸግራል

3 የፍል ውሃ አገልግሎት የመግቢያ የመጠቀሚያ ትኬት ለማግኘት የሚወስደው ጊዜ?

በጣም ፈጣን ፈጣን መካከለኛ ዝቅተኛ በጣም ዘቅተኛ

4 የፍል ውሃን አገልግሎት ለማግኘት ትኬት ከቆረጠ በኋላ ለወረፋ የሚወስደው ጊዜ?

በጣም ፈጣን ጊዜ መ ለኛ ገ ተኛ በጣም ተኛ

5 መታጠቢያ ሳውና ቴራፒ አገልግሎት መጠቀሚያ ጊዜ?

እጅግ ረጅም ነው በጣም ረጅም በቂ ጊዜ ነ ከበቂ ቦታች ነ በጣም አጭር ነው

6 በአገልግሎት ላይ የመንሸራተት የማዳለጥ የመታፈን እክል አጋጥሞታል?

በጭራሽ አላጋጠመኝ አንድ ጊዜ አጋ ኛል አልፎ አልፎ ያ ገመኛል ቤየጊዜወ ያጋጥመኛል ሆ ጊዜ ያጋጥመኛል

7የፍል ውሃ የደንበኞች አገልግሎት ስራተኛ መስተገባዶ እንዴት አገኙት?

በጣም ጥሩ ነው ጥሩ መካከለኛ ዝቅተኛ በጣም ዝቅተኛ

8የፍል ውሃ አገልግሎት ላይ እያሉ የውሃ መቋረጥ አጋትሞቻል?

በጭራሽ አላጋጠመ አንድ ጊዜ አጋ ኛል አልፎ አልፎ ጥመኛል ቤየጊዜ ያጋጥመኛል ሁል ጊዜ ያጋጥመኛል

9የፍል ውሃ አገልግሎት የእግዶች የደንበኞች መገልገያና መጠቀሚያ መሳሪያዎች አመቺነትና ተስማሚነት?

በጣም ጥሩ ነው ጥሩ መካከለኛ ዝቅተኛ በጣም ዝቅተኛ

10 የፍል ውሃ አገልግሎት የአካባቢ እይታ ውበት እንዴት ያዩታል?

በጣም ጥሩ ነው ጥሩ መካከለኛ ዝቅተኛ በጣም ዝቅተኛ

11የፍል ውሃ አገልግሎት የመታጠቢያ ሳውና እና የቴራፒ የአገልግሎት ዋጋ እንዴት ያዩታል?

በጣም ውድ ነው ውድ ነው መካከለኛ ነው ዝቅተኛ ነው በጣም ዝቅተኛ ነው

12የፍል ውሃ አገልግሎት ድርጅት የመገልገያ ዋጋ ከሌሎች ተመሳሳይ አገልግሎት ከሚሰጡ ድርጅቶች ሲነጻጸር ?

በጣም ውድ ነው ውድ ነው መካከለኛ ነው ዝቅተኛ ነው በጣም ዝቅተኛ ነው

13የቴክኒክ ብልሽት የመገልገያ መሳሪያዎች የመገልገያ ቁሳቁሶች ያለመሟላት ሲገጥሙት የሚያገኙት መፍትሄ?

በጣም ፈጣን ፈጣን መካከለኛ ዝቅተኛ በጣም ዝቅተኛ

14በፍል ውሃ አገልግሎት ድርጅት በመገልገያ ደንበኝነትዎ የሚያቀርቡት ቅሬታ ተስማሚነት ወይ ተፈጻሚነት

በጣም ፈጣን ፈጣን መካከለኛ ዝቅተኛ በጣም ዝቅተኛ

15 የፍልውሃን የመታጠቢያና የሳውና ለመጠቀም የመረጡት

በተፈጥሮ ፈዋሽነት ለውብ ለመዝናኛ በዋጋ ዝቅተኝነት በመስተንግዶ በመር

16 ከዚህ ቀደም በፍልውሃ አገልግሎት አሰጣጥ ላይ ቅሬታ አቅርበው ያውቃሉ

አዎ አይደለም አላስታውስም

17 የደንበኞችን አሰጣጥ በተመለከተ የድርጅቱን ሰራተኞች አጠቃላይ የማስተናገድ ብቃት እንዴት

ይገመግሙታል

በጣም ከፍተኛ ከፍተኛ መካከለኛ ዝቅተኛ በጣም ዝቅተኛ

18 የድርጅቱ አገልግሎት አሰጣጥ ዙሪያ ቅሬታ ሲያጋጥሞት በምን መልክ ቅሬታዎን ማቅረብ

ይፈልጋሉ

በአካል ተገኝተው በሀሳብ መስጫ ሳጥን በኢሜይል በስልክ

- ተጨማሪ ሃሳብ ካለዎት በአጭሩ ይግለጹ-----

ለመልካም ትብብርዎ ስለሰጡት ምላሽ በእጅግ አመሰግናለሁ!

St .Mary’s University College School of Graduates Studies

Masters of Business Administration (MBA)

Interview Questions

These interview questions are prepared for fulfillment of a MBA Degree and to held interview with you service delivery core process Director and Hotel service core process Director of Spa service enterprise. You answers will not be disclosed or used for purposes other than the stated objective.

- 1) How is the customer handling in the company?
- 2) Does the company provide special payment facility?
- 3) Is there any reward system in the company?
- 4) Are customer complain currently tracked

- 5) Are material service problems tackled?
- 6) Are processes and procedures constantly reviewed to update standards?
- 7) What kind of activities you under take in developing employees dealing with service delivery?
- 8) Is there strong coordination among process?
- 9) How far frontline supervisor and employees empowered?
- 10) How does employees motivated and skill training given?
- 11) What action taken to words improvement, in service Delivery and customer satisfaction?
- 12) If you want to add anything about the general service delivery effectiveness of the company you are well came?