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Substantiation document

*On an increase of the customer satisfaction of the annual
tenants of the sports facilities managed by Accres*



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Research on the soft side of the service quality for an improvement of the customer satisfaction

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Declaration of own work

I hereby declare that:

- I am fully informed about the Professional Product PF criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

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Signature:

A handwritten signature in blue ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

Preface

In front of you lies the substantiation of my thesis project on improving the customer satisfaction of current buyers of sports facilities managed by Accres Apeldoorn. Several issues are described in this substantiation. To ensure that the substantiation contains the correct information, I conducted a literature research to clarify a number of abstract elements. The focus is on the concepts of customer satisfaction, service quality, hospitality and hospitality experience. These concepts turned out to be relevant for the research on improving customer satisfaction. The information is used to detect the hospitality experience of the current customer of sports facilities at Accres.

This thesis project provides an answer to the problem of Accres Apeldoorn, a method to increase customer satisfaction among current buyers of sports facilities. This graduation assignment has taught me a lot about hospitality experience and the way in which customers can optimally experience this feeling. The complexity of the concept quickly emerged during the first phase of the project. Previous studies in the field of hospitality were very useful for creating the thesis project.

I have learned a lot from Accres as an organization and it is an honor that I have been able to conduct this project for them. I would like to thank the organization Accres for the opportunity and the trust I have received during the thesis period. I would also like to thank Nico Kerssens, he brought me in contact with Accres. Without his help I would not have been able to carry out my final project at such an interesting company. I would like to thank Bert Janssen for the offered help during the thesis project. Although he was not involved till the end, I experienced his knowledge and guidance as very helpful. Gerrit Schreiber helped me through the last phase, despite the fact that he already supervised many other students during this period. Something I want to express my gratitude for.

A special word of gratitude goes to my supervisor, Nicole Dürr. She provided me with all the information and professional contacts I needed to create this professional product, which contributed greatly to the creation of my advisory report. She also assisted me when I needed help and this gave me confidence in my own work. Finally, I want to express my gratitude to the respondents who participated in my qualitative research.

Putten, June 14 2021

Gerben Ruitenbergh

Executive summary

This thesis project was carried out for Accres. In previous years, Accres conducted customer satisfaction surveys on an occasional basis. In the customer satisfaction surveys the main focus was on the hard side of the service quality. That is why Accres requested an additional research on the soft side of the service quality. This thesis project has shown the customers perception on the service quality delivered by Accres and the effect on their hospitality experience. Finally, it will be visible what Accres can do to improve the soft side of the service quality in order to increase the hospitality experience of the current customer. The central research question used as guideline throughout this thesis project is:

"How can Accres increase the hospitality level of the service, in order to increase the customer satisfaction of the annual users of the sports facilities to a 7.5?"

To answer this question, various forms of research have been conducted. First, a literature review was conducted to clarify the key concepts of the project. More clarity has been provided by the scientific literature on customer satisfaction, service quality, hospitality and hospitality experience. Subsequently, qualitative research was conducted among the annual tenants of the sports facilities managed by Accres, in the form of in-depth interviews. With these in-depth interviews, the hospitality experience was assessed for each contact moment between Accres and the customer.

The results show that hospitality consists of dimensions. These dimensions together form the customer's hospitality experience. The field research has shown that not all dimensions of hospitality are optimally addressed with the current services of Accres. It has become apparent that the accessibility of Accres is very important for the hospitality experience of the current customer. The annual allocation of the rooms among the customers and the method of reservation plays an important role. The presence of staff on the floor and the way in which the staff approaches the customer is also repeatedly mentioned as an important factor. In addition, factors such as physical security and updates to the current access system are crucial points. Finally, complaint handling appears to be a subject where Accres can take steps to influence the customer's hospitality experience.

The hospitality level of the services can be increased by realizing better accessibility. Responding to customer needs also plays a role. Accres can achieve this by making less distinction between short-term and long-term tenants. A more efficient method of annual reservations will also lead to a higher experience of hospitality for the current customer. Furthermore, a hospitable reception, the presence of a curator and an addition to the access system are important for a higher hospitality experience. Contact and connection is appreciated by the current customer. In addition, it has become apparent that physical safety must be guaranteed to give the customer a relaxed feeling, without physical safety this is not possible. The results also show that complaints are not always processed in the right way, an adjustment would be possible here to make the customer feel heard. To further enhance this feeling, Accres can use the customer as an advisor for future changes in policy and accommodations.

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1. Introduction

Assessment criterion	Relevant information within the professional product	Relevant information within the substantiation
The professional answers the client's question with an appropriate and substantiated professional product.	An answer to the client's question is given in the form of an ideal customer journey, in addition, a written improvement plan is added to clarify the infographic.	The client's question can be found in chapter 2.2. An answer to the question in the form of results and the conclusion can be found in chapter 4.3., 4.4. and 4.5.
The professional identifies the most important (internal and external) trends and developments and clarifies their influence on the issue.	By designing the professional product, the relevant trends and developments have been included in the process.	The most important internal and external trends can be found in paragraph 2.3. In paragraph 4.3. more information is given on the impact of the trends and developments on the project.
The professional collects knowledge in a responsible way to support a decision and values this knowledge.	The knowledge collected through primary and secondary research has been used to shape the professional product.	Section 4.2. discusses what knowledge is required to design the professional product. The knowledge has been valued by applying the AOCC-criteria to the literature. Information can be found in section 4. The knowledge of Nel Verhoeven is used to determine the preferred type of research.
The professional justifies how the wishes of the stakeholders have been taken into account in the final product.	The wishes of the client are incorporated in the substantiation. Nevertheless, the professional product is designed by taking the wishes of the stakeholders into account.	The client's wishes are explained in section 2.2. Throughout the project, this information is taken in consideration. The interests and responsibilities of the stakeholders can be found in Appendix XVI and XVII.
The professional substantiates the extent to which the made choices are socially responsible (e.g., with regard to ethical, intercultural and sustainability aspects).	By creating the professional product, the young professional constantly fell back on the substantiation. Keeping social responsibility with regard to ethical, intercultural and sustainability aspects in mind.	In chapter 7 more information is given on the social impact of the professional product.
The professional demonstrates the financial feasibility of the professional product.	The financial part is combined with the advices provided in the improvement plan. The points of improvement are checked by financial feasibility	The financial feasibility of the advice is provided in the professional product.

2. Management question of the client

This chapter provides insight into the background of the client as well as the issue that the client encounters when it comes to the hospitality experience of the customer.

2.1. Description client

Accres is a company based in Apeldoorn. Where the organization previously belonged to a department of the municipality, Accres started managing and operating individual social real estate in 1999. Accres carries out municipal assignments for more than eighty accommodations with the aim of achieving the highest possible social return (Accres, 2020). Accres' mission is to give all residents and visitors of the municipality of Apeldoorn space to meet, experience, move, relax, experience and learn. Accres stands for more health and happiness. The vision of Accres is based on concepts of entrepreneurship through expert exploitation and management of the accommodations, locations and organization of sporting activities, A distinctive way of operating. In this way they make themselves an indispensable partner for the municipality, the area, its inhabitants and visitors. The employees and the inspiring network make the difference here. There are five core values that Accres adheres to, these core values are: reliable, hospitable, thoughtful, accessible and local involvement (Accres, 2020). There are four departments within the organization. Property management is one of the departments. The buildings managed by Accres are provided with full maintenance by the company. In Apeldoorn, Accres is responsible for both owner maintenance as user maintenance of the objects that are managed on behalf of the municipality. To steer this in the right direction, the organization works closely with municipalities, housing associations and schools. Accres manages a wide range of real estate. This ranges from swimming pools, sports facilities and event areas to petting zoos, parks and family entertainment centers. In addition, Accres operates the real estate with the aim of bringing experience, education, recreation and socializing closer to the residents, which contributes to the municipal objectives. The focus of these objectives is on the residents and visitors of the municipality of Apeldoorn. By using social real estate and accommodations, Accres wants to offer these people the opportunity for sport, relaxation, well-being and meeting. Spaces are offered for companies with a cultural objective. At Sport & Encounter, the focus is on the services provided by Accres, this concerns the sports facilities. The last department of Accres relates to sports stimulation. A group of specialized and enthusiastic sports professionals is available for the municipality of Apeldoorn. Together with various sports organizations they organize activities to get young and older people to exercise (Accres, 2020). The distinctive character of Accres is accentuated in the combination of services that the company provides: real estate is managed, maintained and offered, but events and activities are also organized by the company. The range of tasks is not only versatile, but overlaps completely. Because Accres attaches great importance to sport and meeting, they play a major role in the social picture. The organization consists of 191 employees with a total FTE of 140.3 (Accres, 2020). An organizational chart of Accres is included in Appendix I. The department for which an investigation will be conducted is the Sports & Meeting department. From conversations with Ms. Dürr, senior and project manager at Accres, the young professional concludes that Accres wants to gain more knowledge about the hospitality aspect of the service in the eyes of the annual users of the sports facilities. The main users of the sports facilities will be examined, namely (sports) associations, primary and secondary schools.

2.2 Question of the client

Accres has conducted several customer satisfaction surveys among their customers in recent years. The most recent study dates from 2019. In appendix II and III, graphs provide insight into the complaints of the target group and the locations where the complaints have occurred. The graphs indicate that certain parts within the service are below average. Elements that emerge are mainly hard and tangible, this is reflected in the complaints analysis. The customers rate the overall service quality with a 6.5 (Accres, 2020). Ms. Dürr indicated in a previous interview that she would like to achieve a 7.5 in the next customer satisfaction survey. The previous customer satisfaction survey mainly highlighted the hard side of the service quality. But it is not only the hard side of the service that plays a role in consumer satisfaction. The soft service side has hardly been included in previous studies. By

delving into the soft side of service quality, the hospitality experience of the main users are mapped more specifically. The soft and hard sides of service quality together form the total picture of the customer experience. Service is linked to hospitality. It is not the service itself, but the way the service is delivered that determines whether customers connect to an organization. Hospitality is mainly associated with the human touch. Over the past decade, other service industries have become interested in hospitality, including the sports accommodation industry (Berry, Wall, & Carbone, 2006; Brunner-Sperdin, Peters & Strobl, 2012). To increase customer satisfaction, insight into the soft side of service quality is indispensable. In order to move to the desired grade of a 7.5. Additional research must be carried out to shed light on the soft side of service quality, to make it more specific. This results in an advisory report for Accres, this advisory report contains an improvement plan to increase the customer satisfaction.

2.3 Trends and developments

The DESTEP method is used, this is an analysis to map the macro-environment and consists of six factors: the demographic, economic, socio-cultural, technological, ecological and political-legal factor. (Stek, 2020).

2.3.1 Growth in internet use and globalization

Due to an enormous growth in internet use and globalization, customers are no longer satisfied with a high-quality product, but higher demands are asked. Today, 86% of Dutch people can be found online on a regular basis (CBS, 2019). An organization is required to differentiate in areas other than the product itself. An aspect that is now being highlighted more is service quality, the way in which the product or service is conveyed to the customer (Salesforce, 2019). The experts show that nowadays it is not just about the product, but also the way the product is delivered. The customer experience plays a major role in this. When the right service is provided and the customer feels helped, this will improve the customer experience.

2.3.2 Hospitality

The customer's hospitality experience enters through the senses. Everything perceived is seen, smelled, felt, heard or tasted. Awareness arises that the entire experience is experienced through sensory perception and realization occurs that this is an important aspect to manage. Because organizations that respond to the interpretation of the sensory perception of their guests are able to influence the visitor experience in a better way (Soest, Hokkeling & Buiteman, 2017). Research shows that the hospitality experience is becoming increasingly important for companies that are not related to the hospitality industry. Over the past decade, this has become more important and companies realize that they can bind customers to their product by increasing the hospitality experience (Berry et al., 2006). This trend is particularly relevant to the research as Accres can make a major impact in increasing the service quality of services by increasing the hospitality experience.

2.3.3 Digitization

Especially during the current corona crisis, it is more important than ever to digitize the sales of products and services, and there is a good chance that this development will be permanent. Digitization can help to grow again. This could include increasing online customer loyalty or the smarter design of an application that handles the administration after an online order. Research shows that consumers are increasingly finding their way online. Before the corona crisis, 32% of consumers looked online at the possible purchase of a product or service, since corona this percentage has increased to 48%, the government stimulates digitization by providing grants to small and medium-sized companies to invest in their systems (Mar, 2019). The increase in digitization has an impact on society as a whole, including the providers of sports accommodations. Accres currently processes bookings via e-mail and occasionally via the website. There is a chance that current customers have more affinity with an online booking system that indicates the available times. This is currently being worked on and the client has asked the young professional to include this in the in-depth interviews.

2.3.4 Sports

The Netherlands has more than 20.000 sports facilities and on average the nearest sports facilities are less than 800 meters from their own home. There are clear shifts in accommodation use. The use of swimming pools is declining among all age groups. The use of public space is increasing among the age groups over 25 years. At 75% of the primary schools, the nearest gym accommodation is not in the immediate vicinity. The percentage of schools that are more than 1 kilometer away from a suitable hall sports accommodation is 20%. In addition, it is also stated that almost half of primary schools experience bottlenecks regarding the quality of the gym accommodations. If the trend developments in sports participation and accommodation use are continued until 2030, major shifts become visible compared to 2014. The Mulier Institute concludes that the demand for sports accommodation will increase drastically in the west of the country by up to 20%. This is in contrast to peripheral, rural areas such as Gelderland, where the use of sports facilities can decrease by the same number (Mulier Institute, 2016). This trend will affect Accres as less sports accommodations are predicted to be used in the future. This trend reflects the need for sports accommodation providers in rural areas to work harder to attract and retain their customers, as demand is declining but supply continues to grow. It is very important that Accres stays ahead of the competition and retains current customers, therefore it is important to improve the service and thus increase the satisfaction of current customers.

2.3.5 The sports and exercise agreement

Apeldoorn's sports and exercise agreement is based on long-term cooperation from sports and beyond, such as education, healthcare and the business community. More than 150 people work together to realize this agreement. The aim of this agreement is to connect the municipality through sport and exercise (Sportraad, 2021). Accres is a partner of the sports and exercise agreement. This indicates that the organization endorses the challenges and ambitions of the agreement and is willing to commit and contribute to the actions. The young professional wants to prevent that the final professional product is at odds with the sports and exercise agreement of Apeldoorn. This is because Accres has entered a partnership with the relevant party. It is important that the partial agreements are included in the final result. The sports and exercise agreement is not expected to have any impact on the professional product, as the focus is on the soft service quality of the services. This has no negative influence on the partial chords of the sport and exercise agreement.

2.3.6 Service agreement with the municipality of Apeldoorn

Accres and the municipality have the goal to give substance to the municipal policy objectives in the municipality of Apeldoorn by means of the use of social real estate and accommodations, as well as associated services, in order to offer the inhabitants and visitors of the municipality of Apeldoorn the possibilities for sport, relaxation, well-being and encounter. Accres offers customization and goes for customer experience. The following has been described as a policy task: maintaining recreational facilities for indoor sports, outdoor sports and swimming. These locations are used for physical education, club sports and individual sports. In order to align with this objective, the municipal sports facilities are managed and operated efficiently and with a high quality. There are five main tasks that have been awarded to Accres by the municipality of Apeldoorn. These five main tasks are: hospitality, facilities, real estate, facilitation and cleaning the accommodations. For this project, the focus is mainly on the hospitality aspect of the service, this will in no way be at odds with the service agreement between Accres and the municipality of Apeldoorn (Accres, 2020).

3 Solution strategies

This chapter gives a thorough explanation on the relevance of the professional product and the goal of the advice. In the end of the chapter the advantages and disadvantages of the professional product are described.

3.2 Relevance professional product

The professional product is designed as an improvement plan. The focus of this improvement plan is on the hospitality factor of Accres' services. With the help of this improvement plan, the client can create customer retention through the more hospitable service. For the time being, little is known about the soft side of Accres' services, as the customer satisfaction survey from 2019 mainly highlighted the hard aspects of the service. It is important to understand what hospitality means and what the impact of hospitality is on service delivery. The outcome will reveal the actual experiences of the main users. The experiences of the main users play a major role for the client. When the experiences and expectations of the main users are visible to Accres. Is it easier to determine which steps need to be taken to increase customer satisfaction among users. The final professional product consists of points for improvement for Accres to increase the hospitality level of the service. Two factors are measured through research. The pain points regarding the level of hospitality experienced by the main users and the expectations of the main users, this is measured based on the experience dimensions of hospitality.

3.3 Goal of the advice

The aim of the advice is to increase customer satisfaction. In 2019, a customer satisfaction survey was conducted by the client among the buyers of the sports facilities managed by Accres. A grade of a 6.5 was achieved by Accres. The client wants to implement the points for improvement in the service by means of this advisory report. By implementing the points for improvement, there is a chance that customers will experience a higher satisfaction with the product they purchase and the service that comes with it. The purpose of the advice can be seen as an ultimate preparation for the future. A first step towards implementing a new style of service. In order to achieve a score of a 7.5 in the next customer satisfaction survey.

3.4 Advantages and disadvantages of the professional product

The delivered professional product consists of an improvement plan for Accres. This improvement plan focusses on the hospitality level of the service. An improvement plan like this has never been developed for Accres before. The organization has mainly focused on the hard and tangible side of service quality. This is why little is known about the hospitality level of the service and this brings benefits. With this improvement plan, Accres will gain more insight into the services provided. The points for improvement can be applied before the new sports season starts in September. In the coming years, Accres will conduct a survey among customers to test the customer satisfaction level. This improvement plan will be beneficial to Accres because, if properly implemented, this improvement plan will lead to a higher customer satisfaction rating. Over the past year, customers made little to no use of the sports facilities, Accres' services were of no use during the pandemic. An improvement plan at a time like this gives the organization more room to view and implement it. In addition, this professional product gives Accres more insight into the customer's mindset, which is extremely important to anticipate in the correct way. This will come across positively to the customer, they feel heard through the interviews and can make a contribution. Finally, if the customer feels that they have been able to help, this will lead to a bond with Accres, and it will expose Accres' distinctiveness. Conducting in-depth interviews provides much more in-depth insights into the customer journey as there is an opportunity to ask questions when deemed necessary. During the process there were implications for the professional product. The soft side of the service is abstract and can be interpreted in different ways by different parties. It is therefore important that a clear definition of the abstract concepts is found in the literature review, in order to define these concepts more clearly. In-depth interviews are used. The experts say that an in-depth interview can lead to more in-depth information, but they emphasize that in-depth interviews are considered less reliable.

4 Use of knowledge

In the beginning of this chapter the central research question and sub-questions are given. After this more information is provided on the knowledge collection. The chapter continues with the findings of the literature research and the field research. Finally, the conclusion is given.

4.2 Central research question and sub-questions

In section 1.2. the problem statement is displayed. The problem statement is drawn up by means of a problem analysis. By thoroughly analyzing the problem statement, the following central research question is formulated: How can Accres increase the hospitality level of the service quality, in order to increase the customer satisfaction grade of the main users of the sports facilities to a 7.5? The researcher formulates the following sub-questions to answer the central research question:

1. An explanation of the key concepts from the central research question.
 - 1.1. What is meant by customer satisfaction?
 - 1.2. What does service quality consist of?
 - 1.3. What is meant by hospitality experience?
2. How is the hospitality experience experienced by the annual users of the sports facilities?
 - 2.1. What are crucial contact moments between Accres and the annual users of sports facilities?
 - 2.2. Which dimensions play a role in the hospitality experience?
3. In what way can Accres adapt its services to address the dimensions of hospitality?

4.3 Knowledge collection

Research was conducted to answer the central research question. Two types of research could be distinguished. Primary research was performed by the researcher. Secondary research had already been carried out and the results were uncovered and used to answer the sub-questions. Qualitative research was chosen for this specific professional product. Qualitative research is not tied to the collection of numerical data. The researcher had the opportunity to adapt to the circumstances during the research. This resulted in a more detailed answer from the respondents involved. In this way, the respondent's experience, with accompanying motives and arguments, could be better captured. Qualitative data collection methods were extremely suitable for gathering more information about the respondent's experience (Verhoeven, 2018). When looking at this specific project, it was noticeable that the client longs for in-depth insights into the mindset of the customers. The client wanted to gain more knowledge on the thoughts of the main users. Qualitative research made it possible to ask an individual specific questions, and to keep asking questions. This is the reason why this type of research was chosen. There were various ways to collect the data. It varied per type of research, which data collection methods were used. As discussed previously, this research mainly used a qualitative approach. Since the soft data, in which the experience of the respondents was central, were important for compiling the advisory report. Qualitative research was carried out by means of secondary literature research and in-depth interviews. This research built on research carried out into the hospitality perspective in service sectors. Plenty of research had already been done into hospitality and the hospitality experience of customers. This information was processed by means of secondary literature research. Knowledge from previous studies was used as a pillar of support in this study. The literature was searched via Google Scholar and theses on the HBO Kennisbank were used to gain more insight into abstract concepts. Search terms that are used are service quality, customer satisfaction, hospitality and hospitality experience. These search terms are abstract concepts that were made specific. After the literature study, the abstract concepts were incorporated in the operationalization. The operationalization trees of the abstract concepts can be found in Appendices XIII, XIV and XV. Despite the fact that a lot of information could already be found, the knowledge had to be converted to the relevant situation. The information obtained through secondary literature research can be found in section 3.3. In-depth interviews were chosen for this research. The decision to opt for in-depth interviews was based on several factors (Verhoeven, 2018).

- ✓ The target group is a relatively small group of people
- ✓ The goal is to record the experience, motives and experiences

- ✓ It is a complex subject
- ✓ New information is collected and concepts are defined

These were general reasons for choosing an in-depth interview. There were several reasons why in-depth interviews were ideal for Accres. Accres used a quantitative method of data collection in 2019. The client had conducted surveys among the users of the sports facilities. After analyzing this data, it became clear that only the tangible elements were measured. To get a clear picture of the customer's hospitality experience, an investigation into the intangible side of service quality was required. In-depth interviews were extremely suitable for this particular project, because it helped to uncover the feelings of the respondent. Because the interviewer was able to explain the questions to the respondent, and the respondent had the opportunity to explain the answer to the question. Because of this, the researcher had the benefit to dive deeper into the subject. Each interview was different, depending on the respondent. Although the interviews were alternating, the common thread was always present during the interview. It was very important that the respondent felt free to say whatever came to mind. This information was crucial for the end result, because with this information the improvement plan was created. Prior to the in-depth interview, a list of discussion points was drawn up. This list contained all the points that the interviewer wanted to discuss. The list of discussion points can be found in Appendix X. The in-depth interviews were conducted with a group of main users of Accres sports facilities. The questions of the in-depth interview were related to the experiential dimensions of hospitality and the three needs that arose from this (Pijls et al., 2017).

To gain insight into the relationship between hospitality and Accres' current services, literature was searched on Google Scholar about hospitality in service sectors. Theses of previous graduate students at Saxion were studied as well. These students have conducted research on hospitality in service sectors, which had led to in-depth insights. Keywords that were commonly used to obtain the information were hospitality, hospitality experience, service quality and customer satisfaction. The snowball method was used to collect the correct literature. It started with "hospitality" and "service" and eventually several keywords were added to the list by consulting the obtained, scientific articles. This had ensured that more useful information was made available. The interviews were conducted with customers of the sports facilities managed by Accres. All interviews were conducted between April 30th and May 15th. Semi-structured interviews were used in order to receive answers to the sub-questions and to create the space to go deeper into answers and thus collect even more information. There were many buyers of sports facilities, but they differed little in the main features. This was partly because all the buyers of the sports facilities had the same demand, an accommodation for sports. The researcher had prepared several variables to test the value of the respondents and to create diversity. First of all, insight in the realized profit per year for Accres was required. In this way, the large customers immediately appeared. In addition, the researcher wanted a diverse group of respondents to participate in the study. Various sports associations were being approached to achieve this. There was an interview with a contact person from an affiliated secondary school. By using these variables, the research provided reliable and varied information. Ultimately, this resulted in a group of eight respondents. The researcher expected that theoretical saturation occurred with this number, since the respondents were homogeneous on the most important characteristics. It concerned a well-defined subject, namely hospitality in service provision. It was expected to provide sufficient in-depth insight. The interviews were mainly conducted via Microsoft Teams, which was the safest way of acting because of corona. All respondents were asked for permission to record the interview before the interview. Next to this the Dutch code of conduct for scientific integrity was taken into account. Beforehand, all respondents were given an explanation of this code of conduct. They were all willing to attend. The preparation for the in-depth interviews went smoothly. The respondents were approached by telephone, and after a short explanation, all respondents were willing to participate in the in-depth interview. Here it became clear that the respondents benefitted from this research as well. The aim was to conduct ten interviews among the main users of the sports facilities managed by Accres. In the end it was decided that eight interviews would suffice, as theoretical saturation had occurred. This was partly due to the diversity of the respondents. By setting up various variables, the researcher had brought diversity to the whole. The first interview took place on April 30th. The researcher used this interview to finetune the following interviews. Despite the fact that the interview went smoothly, there

were areas for improvement. The researcher noted that certain interview questions could be interpreted in different ways, leading to confusion for the respondent. The questions were too suggestive for some subjects, and not all questions invited extensive answers from the respondent. After the first interview, the question was adjusted, which led to more detailed answers in subsequent interviews. Seven of the eight interviews were conducted via Microsoft Teams and one interview was conducted at the respondent's home. It was noticeable that the interviews via Microsoft Teams went very smoothly, and there was little external interference, as long as the internet connection worked. The interview that took place at the respondent's home went less smoothly. There was noise pollution and several people were present who caused some noise. All in all, the information had been collected and processed. Notes were taken during the interview. All interviews were audio recorded. Seven of the eight interviews were filmed after mutual consent. None of the respondents had any problems with this. After conducting the interviews among the respondents, the interviews were transcribed by means of the recording material. After all interviews had been transcribed, the interviews were printed. At this point, the researcher tackled the problem statement and the research questions. All interviews were analyzed and the three interviews with the most useful information were put forward. Subsequently, the unusable information from these interviews was erased with a pencil. The usable fragments of these interviews were divided into the small fragments. Codes were added to the short fragments, this was the open coding of the interviews. These codes were studied and reduced when possible. It took the level of the code in the hierarchy into account. Subsequently, these labels and codes were applied to the other interviews, the most important labels were defined and used to shape the results chapter.

4.4 Findings

This chapter starts with the literature review, which serves as an aid in answering the descriptive sub-questions. For all key concepts scientific literature is consulted. After that, the correlation between the key concepts is given. Finally, the results of the field research are described.

4.4.1 Customer satisfaction

This chapter takes a closer look at the core concept of customer satisfaction. The importance of customer satisfaction for organizations is described and various definitions are given. The definition that fits this project the best will eventually be taken into account during the process. Oliver & Richard (1997) view customer satisfaction as the evaluation by customers based on the perceived discrepancy between the pre-set expectations of a service and the actual performance of that service as assessed after use. Heskett & Sasser (2003) approach customer satisfaction from employee loyalty, satisfaction and productivity. Favorable business results increase the motivation of the employees, which in turn leads to a higher quality of services, which in turn leads to satisfied customers and profitability. The combination of all these relationships reinforce each other. An increase in employee loyalty, satisfaction and productivity radiates to the customer. In this way a lot can be achieved with little money. Kotler (2012) describes customer satisfaction as follows: Customer satisfaction is the extent to which the perceived performance of a product meets a customer's expectations. Customers have expectations of value and act accordingly. Thomassen & de Haan (2016) have the following definition: Customer satisfaction is the customer's experience as a result of (un)consciously comparing his experiences with his expectations. Thomassen & de Haan's customer satisfaction model shows what the customer's interests are and how the customer interprets the service of an organization. When done in the right way, this results in a higher degree of customer satisfaction. They indicate the importance of customer satisfaction. A well-treated customer becomes increasingly profitable in the long run, through the use of cross selling, increased spending and the extra advertising. Operating costs will decrease because more efficient work can be done. Customer satisfaction is a measure by which a company can determine whether products and services meet customer expectations. It is important for entrepreneurs and managers to improve their organizations. Customer satisfaction is seen as a key indicator of repeat purchase intent and loyalty, the perfect way to differentiate from the competition. In addition, customers will be less likely switch to another provider if the measure is implemented correctly. It provides free advertising for the organization in the long run (Carter, 2021).

SpangenbergGroep (2020) sees customer satisfaction as the extent to which a customer experiences being a customer as positive. Customer satisfaction refers to the extent to which the organization meets customer expectations in areas such as service, price, quality and communication. The SpangenbergGroep concludes that many companies determine from inside-out reasoning what the decisive factors are for improving customer satisfaction. SpangenbergGroep points out that it works better to ask the customer what the implications are of the provided service. These specialists are more inclined to ask further questions in in-depth interviews than to formulate pre-conceived questions. This is called an outside-in approach and focuses directly on the thoughts and needs of the customer. All experts describe customer satisfaction as an effect of customer perception on the product delivered. Kotler (2012) states that customer expectations are very important. The customer will judge the product or service based on his expectations. b & Sasser (2003) place an extra focus on the employee and see positive results among the staff as a reason for customer satisfaction. An important aspect is the cost. When the staff is loyal, satisfied and productive, a satisfied customer base will be realized with little money.

4.4.2 Service quality

Customer satisfaction and perceived service quality are related to each other. In this chapter, the importance of perceived quality of service will be mentioned. Subsequently, several definitions of the core concept are given. The young professional investigates the most appropriate definition for this project. Heskett, Sasser & Schlesinger (1997) show that successful service organizations focus on frontline workers. They invest in hiring, developing, training and supporting the employees who ultimately provide the customer with the service. Due to the enormous growth in internet use and globalization, customers are no longer satisfied with a high-quality product, but are demanding higher standards (White & Paul, 1998; Ball, Coelho & Machas, 2004). An organization is required to differentiate in areas other than the product itself. One aspect that is now being highlighted is service quality, the way in which the product or service is conveyed to the customer (Garvin, 1983; Parasuraman, Zeithaml & Berry, 1985; Cronin & Taylor, 1992). The core concept of service quality can be divided into two parts. The first component is technical service quality, which is what the customer receives as a result of interacting with a company. In addition, there is functional service quality. This is how the customer receives something. The literature shows that technical service quality is easier to measure because it is relatively objective, this does not apply to functional service quality. Currently, a company can distinguish itself well by providing high quality service. An increase in service quality will lead to happier customers (Parasuraman et al., 1985; Cronin & Taylor, 1992). Measuring service quality within a company is not an easy task. There are many factors that play a role. Parasuraman et al., (1985) are the first to put service quality into a model called "The Service Quality Model". This model offers the possibility to measure how a customer assesses the service quality of the organization. The model suggests that the quality of service perceived by customers is a comparison between the expectations and wishes of the customer and the ultimate quality of service provided by the provider. The following definitions of the core concept are used for this project: Zeithaml (1988) describes the core concept as follows: Perceived quality of service is the consumer's assessment of the overall excellence of the service. Brady & Cronin (2001) have a similar definition of the term but explain it in a little more detail. They describe perceived service quality as follows: A customer's perception of service quality is based on the quality dimensions of interaction quality, quality of the physical environment and outcome quality.

4.4.3 Hospitality

Hospitality is an important concept for this project. It often emerges that hospitality is interpreted by people in different ways. Pine & Gilmore (1999) come to the same conclusion. They conclude that the economy is constantly changing and that the service economy gives way to the experience economy. It is not only important what a company delivers, but how it is delivered. Berry, Wall & Carbone (2006) look at hospitality in a broader sense and focus on services outside the hospitality industry. According to them, hospitality is becoming increasingly important for companies that are not related to the hospitality industry. This is because companies realize that they can bind customers to their product

by increasing the hospitality experience. Alflen (2008) breaks the concept of hospitality into components. According to this author, hospitality consists of a soft and hard side, with the soft side consisting of the host's behavior and the hard side of the environment. Several experts indicate that defining hospitality is a difficult task because, academically, no agreement has been reached about its meaning (Brotherton & Wood, 2008). Scientific articles show that hospitality is divided into a combination of tangible and intangible components, which corresponds to the description of Alflen, who divides hospitality into a soft and a hard side. In the book *Mood Maker* (2012), de la Mar describes that you can ask a group of people for a definition of hospitality, and that most likely the most diverse answers will come out. This shows that it is a concept without a fixed definition. According to Cassee (2017), the tangible components consist of beds, meals and drinks and the intangible components consist of ambiance, environment and behavior of the employees. This shows that the expert makes a link with the hotel industry. Hokkeling & de la Mar (2017) agree with the tangible and intangible components, but look at it in a general sense and not just from a catering perspective. They see the tangible part as guest orientation and indicate that the service that is provided can be registered. The intangible component is seen as hospitality, offering safety, comfort and genuine attention. The combination of tangible and intangible components together form hospitality. Pijls et al., (2017) agree with this, but classify hospitality in a different way. They divide hospitality into different dimensions. There are six dimensions that make up hospitality: Welcome, safety and relaxation, recognition, service, understanding and autonomy. These dimensions can be fully realized through: Entertainment, efficiency and surprise. Ultimately, this results in three needs: the inviting, care and comfort factor. According to Pijls, the most important dimensions for service provision are: Welcome, safety and relaxation, recognition, service, understanding, and autonomy. These are the necessary factors to realize a hospitality experience. The dimensions of hospitality are presented in appendix VII, on the right an extensive explanation of the dimensions of experience can be found in appendix VI. Both the practical and scientific literature indicate that hospitality is linked to the experience in which the contact between the guest and the host is central. The feeling of the guest is very important here. When the guest feels heard and seen, the degree of hospitality increases (Hokkeling & de la Mar, 2012; Pijls et al., 2017; Tasci & Semrad, 2016). Hokkeling & de la Mar (2017) define hospitality as: 'The pleasant feeling that the guest experiences during contact with the host. Hospitality is mainly about contact, between people, between guest and host. It is not about whether you are hospitable or whether your company is hospitable. What matters is that a guest experiences you as hospitable.' Pijls et al. (2017) define hospitality as follows: 'Hospitality within service provision is essentially attention to your guest, personal attention. The personal attention that is so essential for a hospitable experience is expressed in various aspects of hospitality. You could call these sub-aspects dimensions of hospitality. Despite the fact that Hokkeling & de la Mar (2017) define hospitality in the broader sense and focus on experience, the definition of hospitality by Pijls et al., (2017) comes into its own in this project. This is the most complete definition of hospitality and it is easy to apply because hospitality is divided into many dimensions. Therefore, this definition is used during this project.

4.4.4 Hospitality experience

Now that the definition of hospitality for this project is determined, the meaning of hospitality experience can be investigated. When a buyer of a product has a positive feeling about the process, an experience of hospitality arises (Kister, Ruijgrok & van den Berg, 2013). Different definitions are discussed and the most appropriate definition for this project will be mentioned at the end of this chapter. De la Mar (2017) concludes that the hospitality experience is not based on a single moment, but on the customer's total journey. Specific, critical moments of experience play a crucial role in the total valuation. The researcher describes this journey as the 'Guest Journey'. Thijssen, Groen & Pijls (2009) provide a clear overview by means of the Guest Journey model, whereby the customer journey of the guest is captured and studied by combining different aspects. The context phase indicates the needs of the guest. This can take place on a personal, social, cultural or physical level. Emotions are triggered by positive or negative stimuli. These stimuli are captured by the guest's senses. The combination of these factors ultimately leads to the guest's willingness to repeat or recommend the same ritual to connections. Whether this happens depends entirely on the guest's experience, if the

experience is negative, the willingness to promote will decrease. According to Thijssen et al., (2009), the specific, critical moments of experience are influenced by personal, socio-cultural, economic and societal contexts in the physical world. The model can be found in Appendix VIII. Lemon & Verhoef (2016) indicate that the company's offer is processed by the guest through cognitive, emotional, sensory and social responses. Several studies (Thomassen & de Haan, 2016; Meyer & Schwager, 2007; Boswijk, Thijsen & Peelen, 2005) scale hospitality experience under a relatively isolated event of direct or indirect contact with the organization with a complex of impressing emotions and a certain represent value within the context of a situation. Various studies have shown that the customer's senses are of great importance for the hospitality experience. Pine & Gilmore (2011) indicate that an experience of hospitality has to do with the extent to which an event appeals to someone positively or negatively. Extremely positive and negative experiences are called memorable moments. This event results from the experiences gained in the field of product, environment and behavior. These experiences are gained through the sensory aspects of the guest. Pijls, Schreiber & van Marle, (2011) agree with this. They refer to it as the interaction between an individual and his environment and the inner reaction to this interaction. The guest's inner response arises from feelings and thoughts that follow the sensory perception of the environment. Berry, Wall and Carbone (2006) identify three aspects that can influence the hospitality experience. The functional, mechanical and humanic aspect that together form the 'service clues'. The 'service clues' can be found in appendix IX. In this research, the focus is on the humanic and functional aspect. This is about the human contact between the guest and the host. The definition of hospitality experience that best fits this project comes from three scientific articles: Hospitality within services concerns the entire customer journey of the guest. During this customer journey, the attention for your guest is decisive. The attention that is so essential for a hospitable experience is expressed in various aspects of hospitality. This hospitality is experienced on the basis of the components product, environment and behavior of services through all sensory aspects and thus a certain hospitality experience is formed. The hospitality experience can be influenced by the host by means of service clues (Pijls, Groen, Galetzka & Pruyn, 2015; van Hal, 2012; Hokkeling & de la Mar, 2017).

4.4.5 Cohesion of the key concepts

The definitions of the key terms are given in appendix XII, and the operationalization trees can be found in appendices XIII, XIV and XV. Zeithaml (1988) shows a clear relationship between customer satisfaction and service quality. If the quality of the service increases, then customer satisfaction increases, which has a positive effect on customer retention. Reichheld & Sasser (1990) indicate that customer satisfaction can be influenced by adjusting service quality. The soft and functional aspect of service quality can be influenced by increasing the hospitality level. This will increase the hospitality experience for the customer, which leads to higher customer satisfaction. Overall, the goal of the organization is higher customer satisfaction and improving service quality is one way to achieve this. Pijls et al., (2017) conclude that personal attention is essential for a welcoming customer experience. This personal attention is expressed in various aspects of hospitality. These are the experience dimensions that the customer has to deal with. They indicate that these dimensions can influence the degree of hospitality. Understanding these dimensions gives the company insight into the mindset of the customer, and when applied correctly, it leads to an increased hospitality experience for the customer. A perfect hospitality experience arises when guest and host meet, this can take place at different contact moments during the customer journey. Accres is in possession of a customer journey that indicates the contact moments between customer and Accres. Within each touch point, the guest's experience can be expressed in the hospitality dimensions, the actions that follow by the service provider are expressed in 'service clues'.

4.5 Results field research

In this chapter the results of the field research are discussed. The results of the field research are broken down per moment of contact between Accres and the customer. For each touch point, dimensions of hospitality apply. The hospitality experience of the customer is highlighted by means of the hospitality dimensions.

The field research shows that customers are very satisfied with the contact with the rental staff. The customers emphasize that the staff is very friendly and willing to help the customer. They think along and try to come up with solutions. Accres actively contributes to the organization of the schedule of the competitions. It is very much appreciated that Accres knows how to put itself in the customer's position. If it turns out that the customer needs more hours in the accommodation, Accres does everything within its power to provide the customer, even though it is not always possible. Accres actively monitors the reservations and recognizes patterns. If a reservation does not occur in a particular week, Accres calls the customer to check whether this is correct. On the other hand, several respondents mention that Accres is not always available. The situation arises mainly outside office hours and on Friday afternoons that the telephone is not answered. This is a recurring problem that respondents are concerned about. An occasional problem with accessibility occurred during the initial lockdown. The customers did not know where they stood with regards to the reservations and Accres was not available to answer the questions and thus allay the concerns. Here customers expect more pro-activity. The field research shows that Accres works on this feedback because customers were amply informed about the state of affairs during the second lockdown, Accres' approach to the customer was experienced as friendlier. Cancellation of the accommodation rent was handled more adequately during the second lockdown. Some of the respondents are very satisfied with the distribution of the accommodations among the customers. They state that as long-term tenants they are more likely to be eligible for suitable halls for their sport. The other part of the respondents is less satisfied with this because they rent from Accres for a shorter period of time. In addition, these customers indicate that they feel less recognized by this approach and that they cannot perform their sport optimally. These customers experience the division of the accommodations as 'stiff' and 'unfair'. Several respondents indicate that Accres wants to schedule reservations in time, while the sports schedule is not yet known. This is experienced as 'difficult' by the customer. The method of annual reservations is experienced as unclear. Customers indicate that it would help if the agreement indicated the hall name instead of the reservation number. It is also seen as cumbersome that all reservations must be printed out and sent to Accres. Customers prefer making reservations online so they can make the reservation without consulting the rental staff. Most respondents use the application to open the door of the accommodation. All these respondents indicate that this method is user-friendly. They find this method efficient because it takes less time to open the door and it is no longer possible to lose cards or keys. The adjustment to an automated system is experienced as positive. The customer experiences a certain sense of freedom, because they can do this themselves and do not need the help of an Accres employee. On the other hand, the field research shows that customers can focus on their sports activity to a limited extent because it is not possible for them to open the door with the app during their stay. This situation occurs when an association rents several rooms in a row. These customers indicate that they would experience a sense of freedom if they were able to open the door remotely during the rental period. There is understanding among customers about the automatic closing of the doors, which gives them a sense of security. In addition, a large part of the respondents state that they do not have enough time for the preparations in the accommodation. The door can be opened 15 minutes before the start time of the rental period and a longer time phasing is requested. Customers are very satisfied with the way they are approached upon arrival. They are greeted in a friendly manner and generally there is a short chat between the Accres staff and the customer. Provided help is received by the customer in two ways. Some of the respondents describe the service as 'very service-oriented', which also shows that the service is provided very quickly. Another part of the respondents considers the service to be 'peddling'. They indicate that the staff fulfills a controlling role, they indicate that this decreases the sense of inviting they experience. A number of customers are struck by the fact that there was no disinfection material in the halls during the corona period. The field research shows that customers want to clean some things themselves, but there is little cleaning material available. The research shows that the rooms are not always clean on arrival. Customers do indicate that they have not yet rented from Accres after hiring a new external cleaning team. Results indicate that Accres really does its best to deliver the accommodations to the customer in good condition. The in-depth interview reveals that opinions differ about the service provided by the staff. On the one hand, it indicates that the staff is proactive and

willing to help when asked, on the other hand it indicates there is little contact and connection between the customer and the staff. These respondents expect more from the contact moments with the staff present. A distinction can be made here between the catering staff and the curators. Respondents indicate that they want to see more care from the catering staff and instead of running a bar service, they should proactively ask how the stay is and whether help is required. In addition, respondents notice that at peak times it is too busy for one staff member. There are positive comments about the catering staff, some of the respondents are enthusiastic. The respondents agree unanimously that the curators do a good job and act proactively. Concerns are raised by the customer. It indicates that they are not sure about the future if these curators are no longer there. Respondents believe that Accres is not aware of the work done by the curators. The automated doors create a sense of security for the customer, but it sometimes happens that there are unwanted people in the accommodation. A number of respondents see camera surveillance as a good solution, in order to be able to view the images after an incident. Respondents indicate that their sense of security is enhanced when an administrator is present. Not only for physical safety in the event of theft or an accident, but also to act as a mediator between the various associations. The customers indicate that it happens that associations do not adhere to the agreed time period, here they would like to see a curator who acts as an intermediary. A number of respondents indicate that the first aid kit is only available when an employee is on site. If this is not the case, the first aid kit is locked up, but the defibrillator is available. According to the customer, this affects the safety in the accommodation. According to the customer, what also detracts from the safety of the accommodation is the quality of the floor. It is pointed out that the floor is too slippery and that certain respondents no longer exercise due to fear of getting injured. On the other hand, customers are very pleased with the automatic flushing of the showers against legionella. A large part of the respondents is very satisfied with the materials, because they are regularly inspected. Some respondents feel heard because Accres purchased scoreboards, the respondents feel that this allowed them to practice their sport better and feel recognized. One respondent was not satisfied with the materials. There is a positive response to the storage space that Accres makes available to customers. The customer experiences this as a reduction of stress. Customers indicate that they would like to have oversight of the storage space as it often gets messed up by previous groups. In general, the respondents are satisfied with departing from the sports accommodation. A number of respondents indicate that they expect a little more pro-activity from Accres here. They would like to have a short moment at the end of their stay to give feedback on the stay. When leaving the accommodation, it happens that groups of young people are present around the accommodation, this detracted from the customer's feeling of safety. Accres tackles part of the problem by automatically closing the door, Accres has also provided customers with the number of the local police officer. The customer can call the local police officer if the customer deems it necessary. The respondents indicate that they take precautions here by leaving the building with the entire group. This increases the feeling of security. The respondents indicate that they appreciate Accres' attitude of service, here too the involvement of Accres is visible. Respondents indicate that Accres acts as an intermediary between the various parties that rent the sports facilities. The field research shows mixed reactions about Accres' role as a mediator. Some of the respondents are very satisfied with the position that Accres is taking. They indicate that this allows them to practice their sport with a relaxed feeling and that Accres always does something with the complaints they have. They notice this in practice. They say that Accres responds quickly to complaints and in this way adopts a proactive attitude as a mediator. Some of the respondents are less satisfied with Accres as a mediator, they indicate that there is no feedback from Accres and this gives them the feeling that they are not being heard. It is indicated that Accres can communicate better in order to provide more clarity. It is indicated that the empathy of Accres is lacking and that employees are not listening. They would like to receive a confirmation from Accres after reporting complaints. Yet this group of respondents also shows that they sometimes see that Accres is benevolent but other tenants go their own way, despite Accres' request to change. It is stated that the reporting of complaints can be automated for a better user experience, in addition they would like to receive a confirmation via this automated system. A large part of the respondents indicates that they would like to think along with Accres when it comes to renovations of accommodations and materials. They indicate that they have good ideas to improve the sports

experience. They would like to meet with Accres before changes are implemented. Some of the respondents referred to situations in the past, in which they encountered problems in certain halls as a result of which the sport could not be practiced optimally. They would like to see this changed in the future. They would like to see Accres incorporating their advice into the plans, in order to meet customer needs in a better way.

4.6 Conclusion

This research is conducted to find an answer to the central research question. To this end, a literature study is conducted to clarify hospitality and its experience. A qualitative investigation is carried out on the hospitality experience among current customers. The respondents are asked about the five most important contact moments in the customer journey. For each contact moment, it indicates which experience dimensions are important for increasing the customer's hospitality experience. The literature review shows that hospitality experience is becoming increasingly relevant for service sectors. Pijls et al., (2017) conclude that hospitality within the service is the attention for the guest. The personal attention is essential for a welcoming experience. It shows that hospitality experience can be divided into dimensions. For this project, these experiential dimensions are used to determine in which area Accres can adapt its services, and thus improve the hospitality experience for the customer. The field study shows that the rental department is not always available during office hours. Respondents indicate that they do not feel heard, and that they expect a more service-oriented attitude from Accres. The annual distribution of the rooms is not well received by the respondent. Long-renting tenants are allowed to express their preferences earlier than the short-renting tenants, so that the short-renting tenants get the less favored accommodations. The short-renting tenants indicate that they are not satisfied with the distribution and that they have the feeling that they are not recognized by Accres. Submitting the annual reservation is experienced as cumbersome. Customers indicate that they first fill in their preferences on a form, and then send it by post to the rental department, some of the respondents believe that this is at the expense of the efficiency in the process. The respondents indicate that they want a contact moment upon arrival. Especially when there are questions or assistance is required to improve the sports experience. The results show that the current customer is very satisfied with the work of the curators employed by Accres, they would like to see the presence of a curator on site. The automated access system is praised by the respondents. A number of respondents would like to see the addition whereby during the room rental, the doors can be opened via the application, in order to let in new groups without having to leave the room. During the stay, the customer has the possibility to use the catering facilities of Accres. The results show that a part of the catering staff can seek more contact and connection with the customer, some do, but the difference is noticed by the customer. During the stay, a curator on location is appreciated by the respondent, because problems are solved quickly. The accessibility of Accres is not always optimal outside office hours, respondents indicate that there are telephone numbers for the rental department, but that number can only be reached during office hours. Respondents who train in the evening therefore have no possibility to reach Accres when urgent situations arise. The results of the survey indicate that the respondent does not always feel physically safe in the sports accommodation, after further questioning it appears that this comes at the expense of the respondent's feeling of security and relaxation. Most respondents are very satisfied with the departure from the sports accommodation, the doors close automatically, which gives a safe feeling. A number of respondents would like to see an curator on departure. When complaints arise with the respondent, and it concerns another tenant, Accres takes on the role of mediator. Customers do not always receive feedback about the complaint they have made, and they have to wait and see whether something is done about it. This gives a number of respondents the feeling that Accres shows no understanding. The results indicate that respondents like to think along about investing in sports facilities in the future, in order to improve the sports experience of the current customer.

5 Discussion

This chapter gives insight in the validity and reliability of the project. To give a more specific elaboration on the validity, the term is split up in concept validity, internal validity and external validity.

5.2 Concept validity

An interview guide was created prior to the in-depth interviews. The interview guide was built entirely on the basis of the experiential dimensions of hospitality. The questions on the list could have been made more specific. It occurred that a respondent did not understand what the question was about, and clarification was requested. Despite the fact that during the in-depth interview it was possible to explain to the respondent what was meant. For this research the questions were not specific enough, what lead to wrong interpretation by the respondents.

5.3 Internal validity

The information obtained through literature research was valid, partly due to the use of the AAOCC criteria. All sources had been assessed by means of these criteria. An overview of the sources and the assessment is presented in Appendix IV. The field research was based on these sources, which resulted in a qualitatively high level of research. The in-depth interviews had been carefully crafted by using the scientific sources. This not only improved the quality of the research, but also provided a common thread throughout the project. The literature indicated that in-depth interviews were less reliable than other forms of qualitative research because not every interview was the same. The interview guide was the same for all interviews, but the questioning during the interview differed per respondent. This led to a study with a lower internal validity. Despite that, this method led to deeper insights into the mindset of the current customer. By applying the experience dimensions of hospitality to the interview guide, a specific question was asked about the hospitality experience of the respondent. This led to a lot of useful information for writing an improvement plan.

5.4 External validity

It was good to realize that the results and the improvement plan were based on Accres' current customers and that this could not be completely generalized to future customers from Accres. This survey was mainly relevant for the annual tenant. The occasional tenant experienced a different customer journey, and therefore experienced the hospitality experience in a different way. The results were relevant for other providers of sports facilities that had to deal with annual tenants. The external validity partly applied. This mainly concerned annual tenants of sports facilities.

5.5 Reliability

When conducting the in-depth interviews on the respondents, the interviews via Microsoft Teams went more smoothly than the interview that took place on the spot. The researcher noted that noise disturbance and external jammers occurred less in this way. The fact that the vast majority of the interviews were held via Microsoft Teams was therefore positive in this case. It was expected that the respondents would be less open in their answers through the use of video calls because it could be experienced less personally than a conversation that took place on the spot. Nevertheless, it appeared that the respondents were open in their answers and that they did not experience any problems with this method. To determine the respondents, several variables were set up to test the value of the respondents and to create diversity. More information about the choice of respondents can be found in section 3.2.3.

6 Stakeholders

Several stakeholders are involved in this project. A distinction can be made here between primary and secondary stakeholders. A diagram of all stakeholders can be found in Appendix XII, a diagram with the stakeholders involved and their interests, role and responsibility can be found in appendix XIII (Project Management Site, 2020).

Accres will face resistance at management level due to the costs associated with implementation. In order to counteract resistance, the advice in the professional product has been ranked on the basis of feasibility. This indicates that the financial picture has already been considered in advance, and that Accres can make the choice itself to implement the more feasible advice above the advice that is less easily attainable. The expectation is that a large part of the advice can be implemented well, because it requires little to no investment. Account has also been taken of the social responsibility that Accres has to render to the municipality of Apeldoorn and its inhabitants. The advice takes ethical, sustainable and intercultural aspects into account, so that no friction will arise from society. A number of points of advice relate to the employees at the rental department. The fact that the telephone must be answered at all times during office hours can possibly cause friction among the staff. Adjusting the annual scheduling method can cause problems. Accres could explain to the staff why these adjustments are necessary, after which it can be explained how the change will be applied. In the first phase it will lead to resistance among the staff, but transparency from Accres will create awareness and understanding in the department. The curators employed by Accres may experience a greater workload due to the implemented advice points. The fact that they are given the task of guaranteeing accessibility outside office hours may lead to resistance. Yet they are given the rewarding task of providing the customer with help. The results show that the customers are very satisfied with the help provided by the curators, expanding the tasks will provide opportunities for the hospitality experience of the customer. Nevertheless, Accres would do well to maintain structural contact with the curators, in order to identify whether the workload is becoming too high. Too much work pressure will lead to more resistance than good for the organization. The long-term tenant will not be satisfied with the advice as there is a good chance that they will no longer be offered their preferences from previous years. Accres would do well to start a dialogue with long-term tenants. Accres can indicate in the conversation that the needs of the tenant will still be taken into account, and alternatives will be offered. The short-term tenant will experience the advice as an opportunity. Now their wishes are taken into account, this will be experienced as very positive.

Accres may consider using the change management model created by Lewin (Levasseur, 2001). In this process, the company will go through several stages for applying the change in a smooth manner. The process starts with fueling the stakeholder's motivation to implement the change, then the change is made and Accres continues to monitor whether it is going according to plan. When this is the case, the change can be maintained by means of coaching.

7 Social impact

Social impact is the effect on people and communities that happens as a result of an action or inaction, an activity, project, program or policy (Nigri & Michelini, 2019). From this particular project, social impacts derive. The researcher understands that indirect consequences occur, by implementing the advice report. With intended and unintended effects. This chapter gives the most relevant social impacts that could arise from the implementation.

7.2 Inclusivity

The advice report aims on an increase of the hospitality experience of current tenants of sports facilities under the control of Accres. One of the improvement points is the equal distribution of sports accommodations. Implementing this, indirectly leads to more inclusivity because tenants are treated similarly. Although this change appears to have effect on the current tenants only, in the future the possibility exists that new tenants experience a feeling of inclusivity as well. Accres intends to bring groups of people together in the form of sports, and this approach can contribute to the mission, vision and long-term goals of the company and the municipality of Apeldoorn (Accres, 2020).

7.3 Diversity

Field research indicates that the current tenants of the sports accommodations under the control of Accres experience a varying level of hospitality experience from the frontline employees. A point of improvement is implementing a training in hospitality in facility services. This particular training aims for increasing the level of hospitality performance of the frontline employees, that are in direct contact with the tenants. Apart from a general increase of hospitality performance, the training takes cultural differences into account. This means that the frontline employees are more able to detect preferred ways of dealing and can better adapt to the diverse group of tenants. Eventually, this could lead to a higher sense of diversity radiated by the organization. More tenants sense the feeling they are welcome in the organization, what automatically leads to a higher form of diversity. Diversity is an important factor for Accres and the municipality of Apeldoorn (Accres, 2020).

7.4 City of sports

If Accres can increase satisfaction among the current customer to such an extent, this could lead to an increase in tenants. This is fully in line with the vision and mission of Accres, as they would like to see an increase in the number of sportsmen in society. The municipality of Apeldoorn wants to become the national city of sports (Accres, 2020). The effects of the implementation plan can lead to an indirect promotion for the municipality of Apeldoorn as sport city of the Netherlands.

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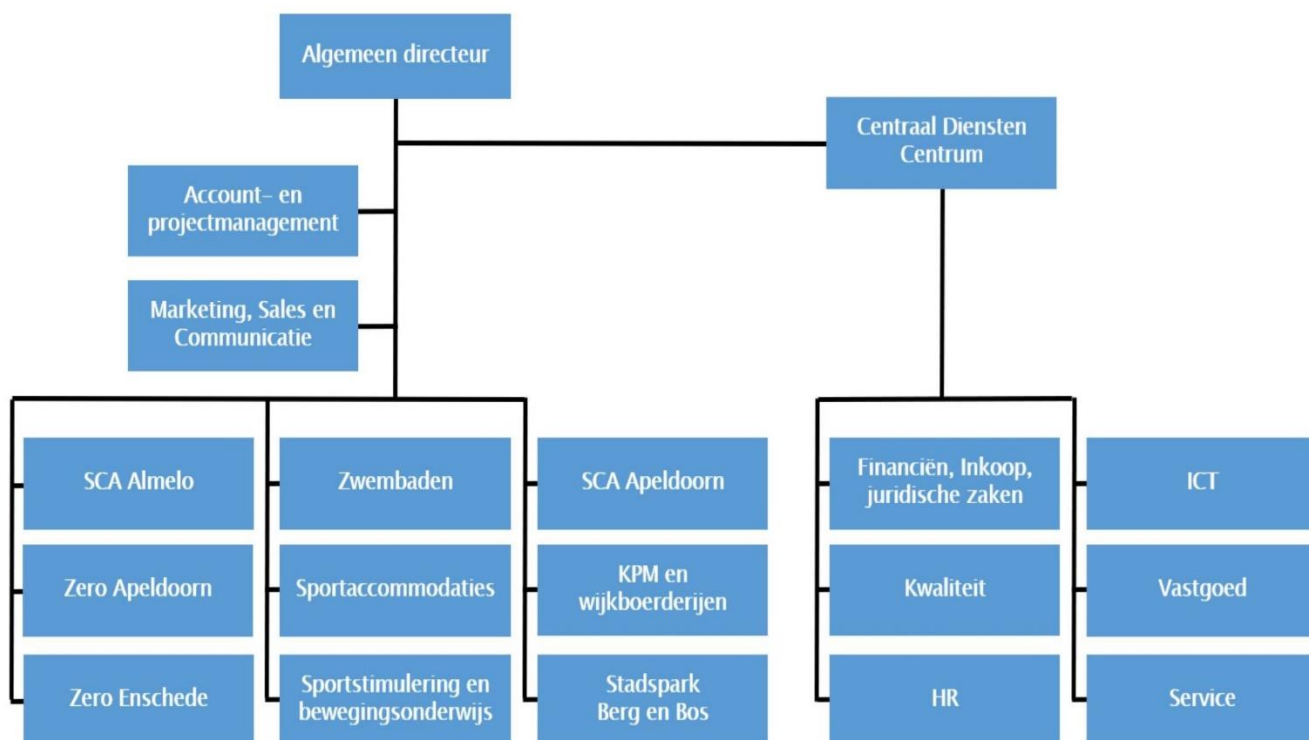
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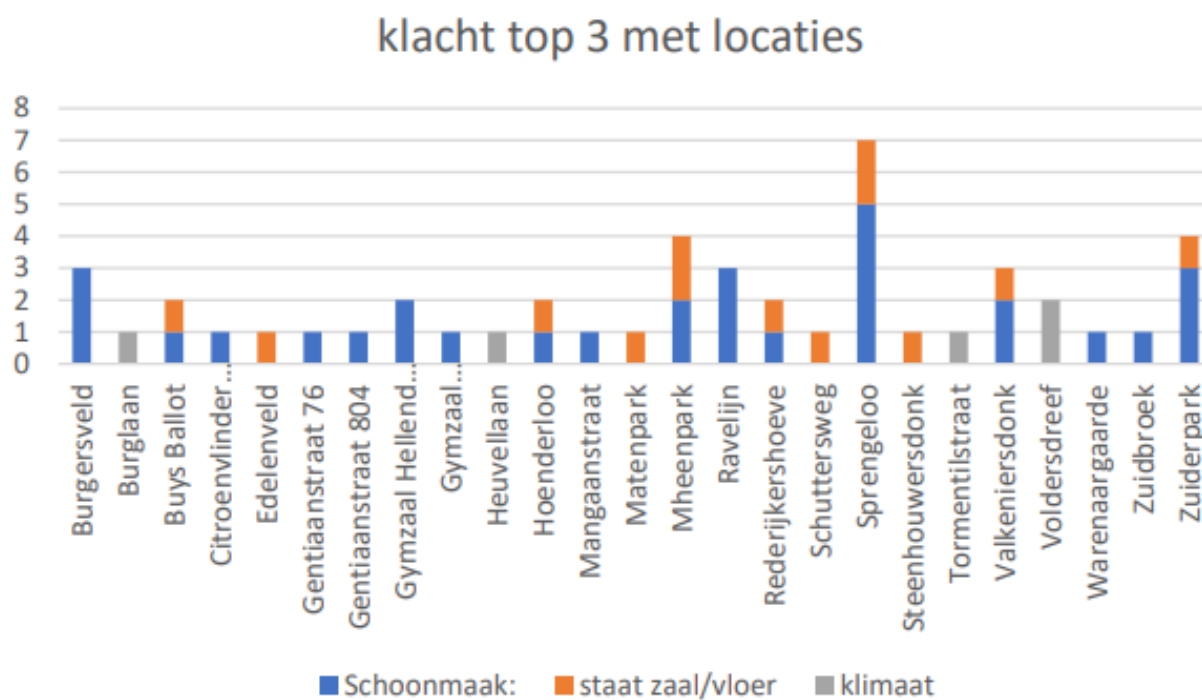
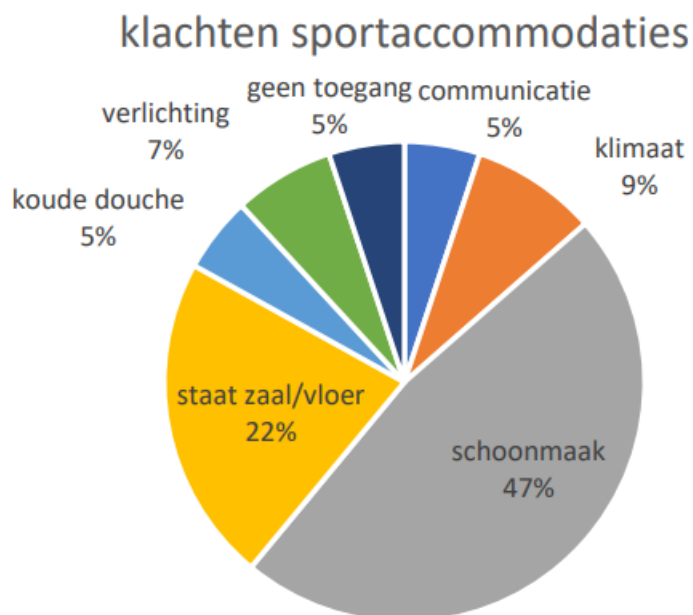
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9 Appendices

This chapter covers the appendices. The information in the appendices is used to substantiate the provided information in the substantiation report.

Appendix I – Organizational chart Accres 2020





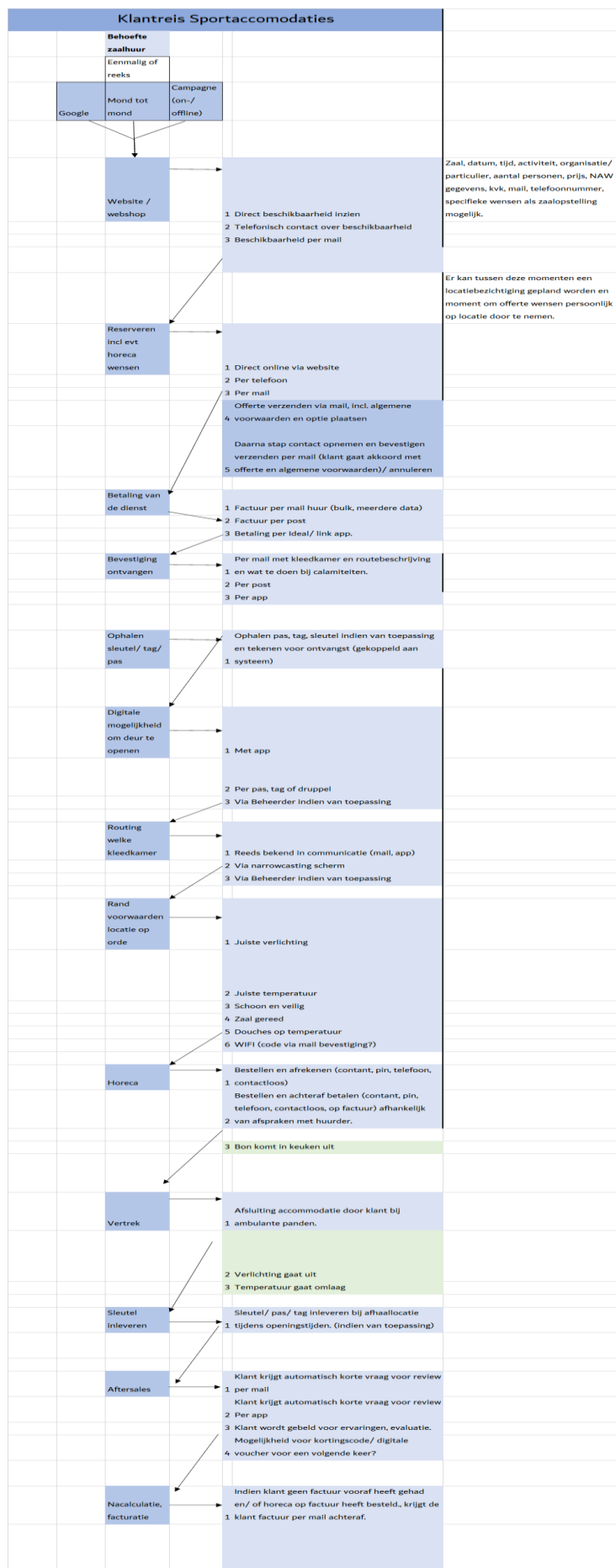
Appendix IV –Elaboration and assessment of the AAOCC-criteria

Book	Author(s)
<i>Doing Research</i>	(Verhoeven, 2018)
<i>Mood maker</i>	(Hokkeling & de la Mar, 2012)
<i>Service Excellence</i>	(Thomassen & de Haan, 2016)

AAOCC-criteria	Assessment criteria
<i>Authority</i>	What is the credibility of the article? Is the author reliable?
<i>Accuracy</i>	Is the given information correct Are the sources given Does the information match with similar articles?
<i>Objectivity</i>	Does the author have a personal interest? Is it based on facts and opinions?
<i>Currency</i>	Is the article up-to-date? Can the information go out of date? What is the moment of publication?
<i>Coverage</i>	Is the information complete? Is the article relevant for the subject?

Source	Authority	Accuracy	Objectivity	Currency	Coverage
(Pijls, Groen, Galetzka, & Pruyn, <i>Measuring the experience of hospitality: Scale development and validation</i> , 2017)	All authors are currently working as researcher at Saxion University.	Article from a professional journal	Based on factual theory	2017, recent source	Article on measuring hospitable behavior
(Pijls, van Marle, & Schreiber, <i>Capturing the guest experience in hotels. Phase one: theoretical background and development of the guest experience scan</i> , 2011)	All authors are currently working as researcher at Saxion University	Article from a professional journal	Bases on factual theory	2011, Fairly recent source	Article on capturing the guests experience in hotels
(Berry, Wall, & Carbone, 2006)	Berry is a marketing professor at Texas H&M university. Wall is an assistant professor at School of business and administration, St. Mary's University. Carbone is founder and CEO of ExperienceEngineering	Article from a professional journal	Bases on factual theory	2006, Old source but still relevant	This article examines the factors that are of influence on the customer perception of hospitality
(Hokkeling & de la Mar, 2012)	Hokkeling is working at SYNDLE, a company focused on improving behavior and experience. De La Mar is founder and owner of 'gastvrijheid in bedrijven'	Literature created by the author, bases on scientific articles	Based on factual theory	2012, Fairly recent	Focuses on guest orientation and hospitality
(Pine & Gilmore, 2011)	Pine is cofounder of Strategic Horizons and Gilmore is assistant professor Innovation and Design	Article from a professional journal	Bases on factual theory	2011, Fairly recent	An explanation of the importance of given service instead of the product only.

Appendix V – Customer journey Accres



Betekenis van de beleving van gastvrijheid

Gastvrijheid binnen dienstverlening in de essentie aandacht is voor de gast. **Persoonlijke aandacht.**

Deze persoonlijke aandacht die zo essentieel is voor een gastvrije ervaring komt in verschillende deelaspecten van gastvrijheid tot uitdrukking. Deze deelaspecten zou je dimensies van gastvrijheid kunnen noemen. Hieronder volgt een nadere toelichting van de dimensies die op basis van de interviews zijn opgesteld.

Dimensies van gastvrijheid

Welkom. Dit heeft te maken met de sfeer in de organisatie als je binnenkomt. Een prettige, warme sfeer, waar je ontspannen en comfortabel voelt. Het gevoel hebt dat je welkom bent, je stapt in een warm bad.

Veiligheid en ontspanning. Gastvrijheid heeft te maken met het reduceren van stress, het op het gemak zijn in de organisatie. Gastvrijheid wordt ervaren bij een veilig, vertrouwd gevoel. Je thuis en op je gemak voelen, een gevoel van zekerheid, vertrouwen hebben in de organisatie.

Erkenning. De ervaring van echt contact is essentieel voor de ervaring van gastvrijheid; de aansluiting of klik die je ervaart in het contact. Het contact op het moment dat de gast (met behoeften en verwachtingen) en de organisatie (klaar om aan die behoeften en verwachtingen tegemoet te komen), bij elkaar komen. De ervaring dat je als individu wordt gezien, letterlijk en figuurlijk, en dat de dienstverlening speciaal op jou is afgestemd. Je voelt je gewaardeerd, belangrijk, erkend en gerespecteerd.

Dienstbaarheid. De ervaring dat de organisatie het jou oprecht naar de zin wil maken, jou een positieve ervaring wil geven. Het gevoel dat je geholpen wordt en dat er voor je wordt gezorgd. De ervaring van authenticiteit is hier een onderdeel van.

Begrip. Het gevoel dat de organisatie begrijpt wat jij als gast wil en nodig hebt. Door empathie, het inleven en 'lezen' van de gast. Door invoelen en aanvoelen, door in te spelen op de behoeften van de gast.

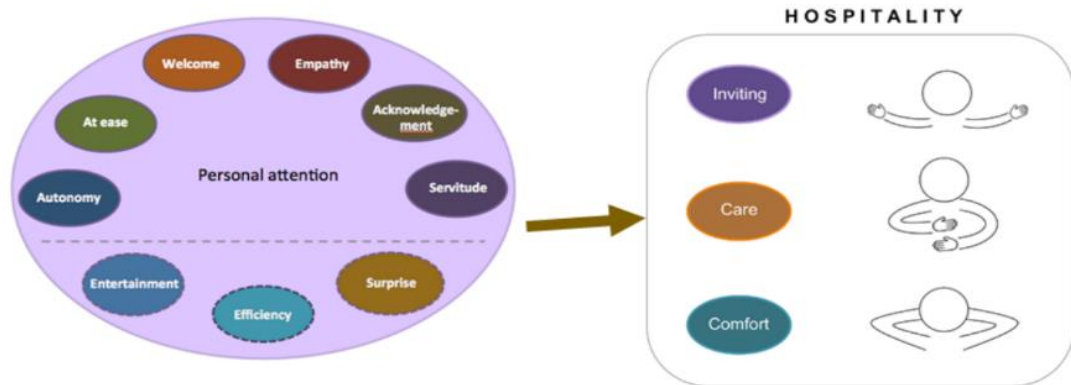
Autonomie. Gastvrijheid heeft ook te maken met een gevoel van vrijheid, van controle hebben over wat er gebeurt. Het feit dat je zelf invloed hebt op de gang van zaken, zelf kan bijdragen, sturing kan geven aan jouw ervaring. De vrijheid om zelf (gedeeltelijk) te bepalen wat en hoe je dingen doet. De dienstverlenende omgeving is ondersteunend, maakt het mogelijk en helpt jou om jouw behoeften te vervullen.

Efficiëntie. Een onderdeel van een gastvrije ervaring is dat processen en procedures soepel verlopen. De dienstverlening is efficiënt, wordt als gemakkelijk ervaren.

Verrassing. Een element van gastvrijheid is dat de ervaring op een of andere manier boven verwachting is, bijzonder, dat je wordt geraakt.

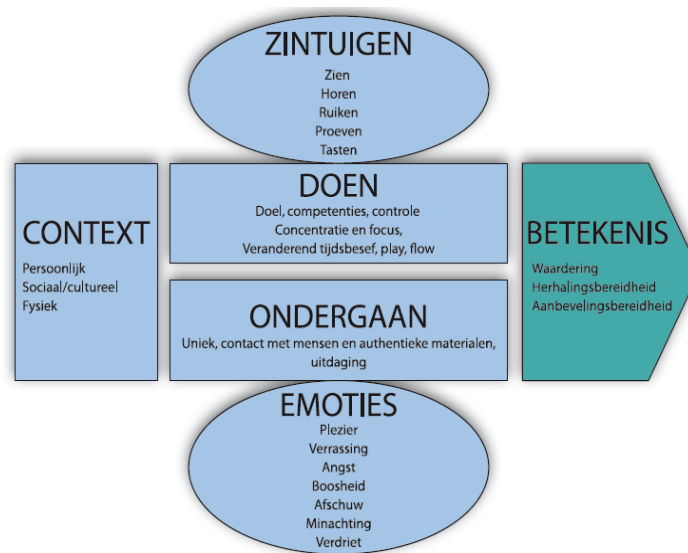
Vermaak. Plezier hebben, vermaakt worden, iets te doen krijgen tijdens het wachten. Ook deze aspecten kunnen bijdragen aan een gastvrije ervaring.

Appendix VII – Dimensions van hospitality



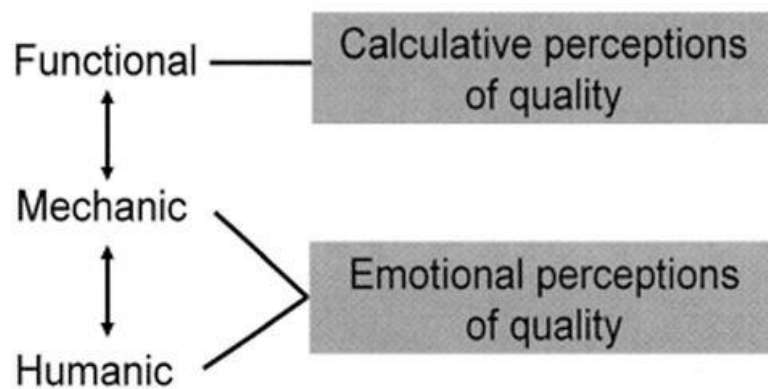
Dimensies van gastvrijheid (Pijls et al., 2017)

Appendix VIII – The Guest Journey model



Guest Journey model (Thijssen, Groen & Pijls, 2009)

Appendix IX – Service clues



Service Clues (Berry, Wall & Carbone 2006)

Appendix X – Interview guide

Introductie

- Wat is uw functie binnen de organisatie
- Hoelang huurt u al bij Accres?
- Welke locatie van Accres heeft u gehuurd?

Reservering

- Kunt u uw tevredenheid aangeven over het reserveringssysteem, met een cijfer van 1 tot 10?
- Kunt u uw cijfer toelichten?
- Zijn er nog punten die u kunt meegeven om de gebruiksvriendelijkheid te verbeteren?

Aankomst

- Kunt u uw tevredenheid over de toegangsmethode om binnen te komen aanduiden met een cijfer van 1 tot 10?
- Kunt u uw cijfer toelichten?
- Kunt u verbeterpunten aandragen?
- Is er een beheerder of horecamedewerker aanwezig is, wanneer u binnenkomt?
- Voelt u zich geholpen wanneer dit nodig is?

Verblijf

- Kunt u uw tevredenheid over het verblijf bij de sportaccommodatie aangeven met een cijfer van 1 tot 10?
- Kunt u dit cijfer toelichten?
- Kunt u aangeven hoe veilig u zich voelt in de sportaccommodatie met een cijfer van 1 tot 10?
- Kunt u dit toelichten?

Vertrek

- Kunt u uw tevredenheid aangeven over het vertrek bij de sportaccommodatie met een cijfer van 1 tot 10?
- Kunt u dit toelichten?
- Zijn er punten die u aan wilt dragen, die de dienstverlening in dit proces kunnen verbeteren?

Klachtenafhandeling

- Heeft u in het verleden bij een ander bedrijf een sportaccommodatie gehuurd?
- Zo ja, kunt u het verschil aanduiden?
- Kunt u de geleverde dienstverlening van Accres met een cijfer aanduiden?
- Is dit in lijn met uw verwachtingspatroon?
- Bent u bereid om het product aan te raden bij uw connecties?
- Heeft u nog tips voor Accres?

Appendix XI – The transcripts

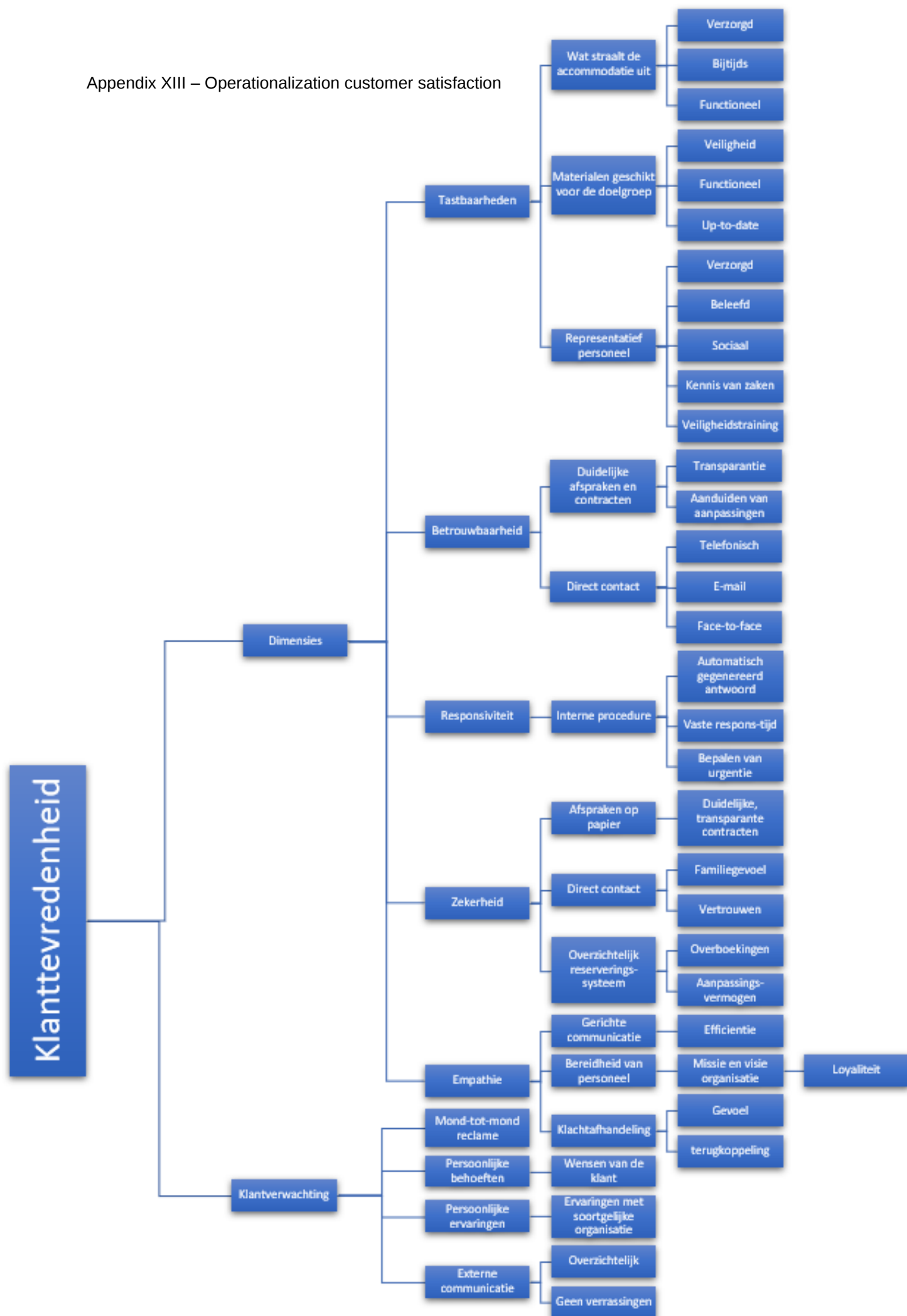
The transcripts of the in-depth interviews can be retrieved with this link.

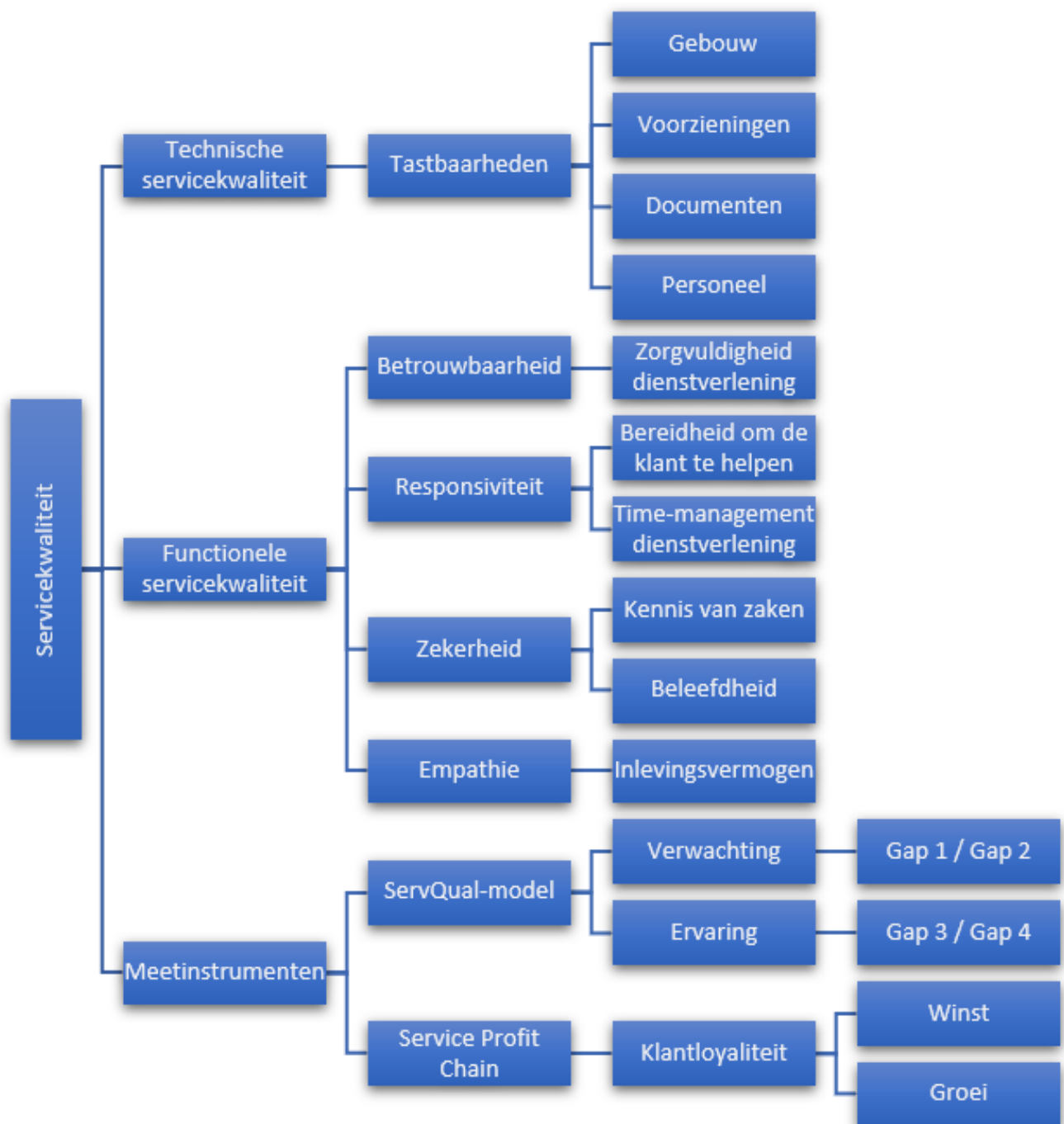
<https://filesender.surf.nl/?s=download&token=324f6cf0-c684-4b06-857d-f9b856ba8930>

Customer satisfaction – Definitions	Author & Year
"The extent to which a customer experiences being a customer as positive. Customer satisfaction refers to the extent to which the organization meets customer expectations in areas such as service, price, quality and communication."	<i>SpangenbergGroep (2020)</i>
"The customer evaluation that is based on the perceived discrepancy between the pre-established expectations of a service and the actual performance of that service as assessed after use."	<i>Oliver & Richard (1997)</i>
"The customer's experience as a result of (un)consciously comparing his experiences with his expectations."	<i>Thomassen & de Haan (2016)</i>
Customer satisfaction stems from employee loyalty, satisfaction and productivity. Favorable business results increase the motivation of the employees, which in turn leads to a higher quality of services, which in turn leads to satisfied customers and leads to profitability. The combination of all these relationships reinforce each other."	<i>Heskett (2003)</i>
Customer satisfaction is the extent to which a product's perceived performance meets customer expectations. Customers have expectations of value and act accordingly."	<i>Kotler (2012)</i>
Service quality – Definitions	Author & Year
"Perceived quality of service is the consumer's assessment of the overall excellence of the service."	<i>Zeithaml (1988)</i>
"The perception that a customer has of the quality of the service is based on the quality dimensions of interaction quality, quality of the physical environment and outcome quality. The quality dimension consists of several sub-dimensions. "	<i>Brady & Cronin (2001)</i>
Hospitality – Definitions	Author & year
"The pleasant feeling that the guest experiences during contact with the host. Hospitality is mainly about contact, between people, between guest and host. The host puts forth his hospitality to please his guests. It is not about whether you are hospitable or whether your company is hospitable. What matters is that a guest experiences you as hospitable."	<i>Hokkeling & de la Mar (2012)</i>
"Hospitality within services is in essence the attention to your guest, personal attention. The personal attention that is so essential for a hospitable experience is expressed in various aspects of hospitality. These sub-aspects are the dimensions of hospitality"	<i>Pijls, Groen, Galetzka & Pruyn (2017)</i>
"Making a guest feel welcome, cared for, safe and valued by offering products and services to support their physical and mental well-being"	<i>Tasci & Semrad (2016)</i>

Hospitality experience - Definitions	Author & year
“When a buyer of a product has a positive feeling about the process, an experience of hospitality will arise.”	<i>Kister, Ruijgrok & van den Berg (2013)</i>
“Experience is not based on a single moment, but on the customer's total journey. Specific, critical moments of experience play a crucial role in the total valuation.”	<i>De la Mar (2017)</i>
“The company's offering is processed by the guest through cognitive, emotional, sensory and social responses. This results in the guest experience.”	<i>Lemon & Verhoef (2016)</i>
“Hospitality experience is a relatively isolated event of direct or indirect contact with the organization with a complex of emotions that impress and represent a certain value within the context of a situation.”	<i>Thomassen & de Haan (2016); Meyer & Schwager (2007); Boswijk, Thijsen & Peelen (2005)</i>
“Hospitality experience has to do with the extent to which an event appeals to someone positively or negatively. Extremely positive and negative experiences are called memorable moments. This event results from the experiences gained in the field of product, environment and behaviour. These experiences are gained through the sensory aspects of the guest.”	<i>Pine & Gilmore (2011)</i>
The interaction between an individual and his environment and the inner reaction to this interaction. The guest's inner response arises from feelings and thoughts that follow the sensory perception of the environment.”	<i>Pijls, van Marle & Schreiber (2011)</i>
“Hospitality within services concerns the entire customer journey of the guest. During this customer journey, the attention for your guest is decisive. The attention that is so essential for a hospitable experience is expressed in various aspects of hospitality. This hospitality is experienced on the basis of the components product, environment and behavior of services through all sensory aspects and thus a certain hospitality experience is formed.”	<i>Pijls, Groen, Galetzka & Pruyn (2015); van Hal (2012); de la Mar (2017)</i>

Appendix XIII – Operationalization customer satisfaction





Appendix XV – Operationalization hospitality and hospitality experience



Appendix XVI – Stakeholders involved in the project

Stakeholders	Primary Direct influence on the plan of approach and the result	Secondary Indirect influence on the plan of approach and the result
Internal Involved in the project from the organization	Accres Apeldoorn	Curators Rental staff Waiting staff
External Involved in the project as an external stakeholder		Secondary schools (Sports) associations
Interface Not involved but interest	municipality Apeldoorn	-

Appendix XVII – Interests, roles and responsibilities of the stakeholders

Stakeholders	Interests	Roles	Responsibilities
Accres Apeldoorn	A professional product to improve the customer satisfaction	Examiner of the service quality	Delivering a product of quality to the users of the sports accommodations
Secondary schools	An improved service	Participant in the field research	-
(Sports) associations	An improved service	Participant in the field research	-

G.H. Ruitenberg
418199
2 Juli 2021

Verbeterplan

*voor een verhoging van de klanttevredenheid bij de jaarlijkse
afnemers van sportaccommodaties in beheer van Accres.*



Voor u ligt het beroepsproduct van mijn afstudeerproject ter afronding van de opleiding Hotelmanagement op het Saxion. Dit adviesrapport beschrijft het onderzoek dat is uitgevoerd naar de klanttevredenheid onder de huidige-, jaarlijkse afnemers van sportaccommodaties in beheer van Accres BV Apeldoorn, met als doel via de gastvrijheidsbeleving de tevredenheid van de klant te verhogen. Het onderzoek is uitgevoerd onder verschillende sportverenigingen en middelbare scholen die gebruik maken van de sportaccommodaties binnen de gemeente Apeldoorn. De afgelopen vier maanden heb ik besteed aan verschillende vormen van onderzoek en het schrijven van het adviesrapport. En het resultaat ligt voor u.

Bij deze wil ik het bedrijf Accres bedanken voor de kans. Het is een eer geweest om dit project te mogen uitvoeren en gaandeweg heb ik erg veel geleerd. Vanuit Accres heb ik veel informatie ontvangen wat geholpen heeft bij het eindresultaat van het project. Door collega's ben ik geholpen aan belangrijke data en een vraag kon altijd gesteld worden. Mijn begeleider vanuit Accres, Nicole Dürr, heeft mij ondersteund waar nodig gedurende het proces en dit heeft tot nieuwe, interessante inzichten geleid. Vanuit Saxion heb ik hulp ontvangen van twee begeleiders. In de eerste periode van het afstuderen ben ik begeleid door Bert Janssen. Gerrit Schreiber heeft mij door de laatste loodjes geholpen, hier ben ik dankbaar voor. Als laatste wil ik de respondenten bedanken die meegewerkt hebben aan mijn veldonderzoek. De bruikbare informatie die ik heb ontvangen heeft geleid tot dit adviesrapport.

Ik wens u veel leesplezier toe.

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Dit adviesrapport is geschreven in opdracht van Accres en betreft de klanttevredenheid van de jaarlijkse huurders van de sportaccommodaties. Het laatste klanttevredenheidsonderzoek is uitgevoerd in 2019, waarbij voornamelijk de harde kant van de servicekwaliteit belicht is. Dit is de reden waarom Accres een aanvullend onderzoek verlangt naar de zachte kant van de servicekwaliteit, waarbij gastvrijheidsbeleving een grote rol speelt. De centrale onderzoeksvraag die centraal staat voor dit project is:

“Op welke manier kan Accres het gastvrijheidsniveau van de servicekwaliteit verhogen, om zo de klanttevredenheid van de jaarlijkse gebruikers van de sportaccommodaties te verhogen tot een 7.5?”

Accres BV Apeldoorn behoorde tot een afdeling van de gemeente Apeldoorn, maar is sinds 1999 zelf individueel maatschappelijk vastgoed gaan beheren en exploiteren. Accres werkt in opdracht van de gemeente Apeldoorn en voert de opdrachten uit voor meer dan tachtig accommodaties in Apeldoorn. Het bedrijf zet zich in om alle inwoners en bezoekers van Apeldoorn de ruimte te geven om te ontmoeten, beleven, bewegen, ontspannen, ervaren en leren. Accres heeft zichzelf een onmisbare partner gemaakt van de gemeente Apeldoorn.

Het eerste gedeelte van het rapport betreft het vooronderzoek. Vooronderzoek is nodig geweest om meer kennis te verzamelen over het onderwerp gastvrijheid en de beleving ervan. Maar ook om meer inzicht te krijgen in de juiste methode van datacollectie bij de doelgroep. In het eerste hoofdstuk wordt de manier waarop dit adviesrapport tot stand gekomen is, toegelicht. Vervolgens is het verslag opgedeeld in de vijf cruciale contactmomenten tussen Accres en de jaarlijkse huurder van de sportaccommodaties. Voor het eerste contactmoment zijn drie adviezen opgesteld. Deze adviezen staan op volgorde van haalbaarheid voor Accres. De volgorde van haalbaarheid is vervolgens toegepast op de vier andere contactmomenten in het verslag te vinden zijn. Op pagina 3 is een infographic te vinden waarop de klantreis van de jaarlijkse huurder van sportaccommodaties zichtbaar is.

In het verantwoordingsdocument van dit rapport is meer informatie te vinden (Ruitenbergh, 2021). Het is belangrijk te realiseren dat de resultaten en het daaruit volgende adviesrapport zijn gebaseerd op de huidige klanten van Accres en dat deze niet per definitie te generaliseren zijn naar toekomstige klanten van Accres. Dit onderzoek is voornamelijk relevant voor de jaarlijkse huurder. De incidentele huurder maakt een andere klantreis mee en zal hierdoor de gastvrijheidsbeleving anders ervaren.

Om tot een passend adviesrapport te komen, is er vooronderzoek verricht. Twee vormen van onderzoek hebben samen geleid tot dit verbeterplan. Per onderzoek wordt beschreven wat er gedaan is om tot het een advies te komen.

De literatuur bestempelt het belang van servicekwaliteit en de ervaren gastvrijheidsbeleving van de klant voor het bevorderen van de klanttevredenheid. Heskett & Sasser (2003) geven een duidelijk verband weer tussen klanttevredenheid en servicekwaliteit. Als de kwaliteit van de service stijgt, dan stijgt de klanttevredenheid, dit heeft een positief effect op het behoud van de klant. Ook Kotler (2012) geeft aan dat de klanttevredenheid te beïnvloeden is door middel van het aanpassen van de servicekwaliteit. Het zachte en functionele aspect van servicekwaliteit kan beïnvloed worden door het verhogen van het gastvrijheidslevel. Hierdoor zal de gastvrijheidsbeleving bij de klant toenemen wat leidt tot een hogere klanttevredenheid (Kotler, 2012). Al met al is het doel van Accres een hogere klanttevredenheid. Het verbeteren van de gastvrijheidsbeleving als onderdeel van servicekwaliteit is een manier om dit te bereiken. Pijls, Groen, Galetzka, & Pruyn (2017) concluderen dat persoonlijke aandacht essentieel is voor een gastvrije ervaring bij de klant. Deze persoonlijke aandacht komt in verschillende deelaspecten van gastvrijheid tot uitdrukking. Er wordt aangegeven dat deze dimensies de mate van gastvrijheid kunnen beïnvloeden. Het begrijpen van deze dimensies geeft het bedrijf inzicht in de gedachtegang van de klant, en zal bij de juiste manier van toepassen leiden tot een verhoogde gastvrijheidsbeleving bij de klant. Perfecte gastvrijheidsbeleving ontstaat wanneer gast en gastheer elkaar ontmoeten. Dit kan op verschillende contactmomenten plaatsvinden gedurende de klantreis. Binnen elk contactmoment is de belevenis van de gast uit te drukken in de gastvrijheidsdimensies. De gastheer kan de dimensies beïnvloeden door gebruik te maken van ‘humanic, functional en mechanical clues’ (Pijls, Schreiber & van Marle, 2011).

Om tot meer inzicht te komen in de gastvrijheidservaring van de huidige klant zijn er diepte-interviews uitgevoerd onder de jaarlijkse huurders van sportaccommodaties in beheer van Accres. De respondenten zijn vragen gesteld per contactmoment om de gastvrijheidservaring te meten. De gastvrijheidsbeleving is opgedeeld in dimensies. De antwoorden van de respondenten zijn geanalyseerd op basis van deze dimensies om vervolgens te bekijken welke ‘service clues’ gebruikt kunnen worden door Accres, om de gastvrijheidsbeleving te verbeteren. Dit kwalitatieve onderzoek heeft geleid tot uiteenlopende resultaten. Deze resultaten zijn gebruikt om het adviesrapport te creëren (Ruitenbergh, 2021).

KLANTREIS

Jaarlijkse huurder sportaccommodaties



Het eerste contactmoment wat plaatsvindt tussen Accres en de klant is de reservering. In dit hoofdstuk worden aanbevelingen gegeven om de gastvrijheidsbeleving van de klant te verhogen.

4.1. Bereikbaarheid op 1

Uit het veldonderzoek komt naar voren dat de klant erg tevreden is over het contact met de afdeling verhuur en Accres slaat hier een grote slag. Klanten voelen zich gehoord en dat is precies wat ze graag willen. Helaas is de afdeling verhuur tijdens kantoortijden niet altijd bereikbaar, voornamelijk in de middag en op vrijdag. De ideale situatie ontstaat wanneer de klant binnen kantoortijden naar de afdeling verhuur belt en de telefoon direct opgenomen wordt. Uit onderzoek is gebleken dat bereikbaarheid erg belangrijk is voor de klanten van Accres. Door direct de telefoon op te nemen zal de klant gelijk te woord worden gestaan en kan het proces starten waarin de klant de reservering plaatst of de vragen stelt. De afdeling verhuur kan de reservering plaatsen of de vragen beantwoorden. Door een constante bereikbaarheid tijdens kantoortijden te realiseren zal de ervaringsdimensie dienstbaarheid toenemen wat leidt tot een hogere gastvrijheidsbeleving bij de klant. Het is van belang dat Accres de 'humanic clue' toepast voor het verbeteren van de bereikbaarheid, aangezien de actie uit menselijk handelen bestaat. Bereikbaarheid is een belangrijke factor voor Accres en zal gewaarborgd moeten worden. Accres beschikt over een medewerker die de telefoon opneemt bij de afdeling verhuur. Binnen kantoortijden is er iemand aanwezig die de taak heeft om klanten via de telefoon te woord te staan. Om een verbeterde bereikbaarheid te bereiken bij de afdeling verhuur zal de supervisor het gesprek aan moeten gaan met de medewerker om aan te geven wat de huidige situatie is. Vervolgens kan de supervisor toelichten wat de gewenste situatie is, en hoe de medewerker hieraan kan bijdragen. In de eerste fase van de verandering kan het monitoren van het desbetreffende medewerker benodigd zijn. Dit verbeterpunt vereist geen extra investeringen van Accres aangezien er al een medewerker voor deze tijd ingezet is. De supervisor is aanwezig op de afdeling en kan naast het monitoren de eigen taken uitvoeren.

4.2. Verdeling op basis van behoeften

Momenteel hanteert Accres een aanpak waarbij de langst hurende klanten recht hebben op hun favoriete zalen, daarna wordt gekeken naar de voorkeuren van de klanten die minder lang bij Accres huren. De klanten die pas kort huren bij Accres voelen zich achtergesteld door deze aanpak. Wanneer het de jaarlijkse reservering van de sportverenigingen betreft doet Accres er goed aan om de behoeften van de gast duidelijk op papier te krijgen en op deze manier te kijken welke zalen het meest geschikt zijn voor de desbetreffende partij. Uit onderzoek is gebleken dat een deel van de klanten erg tevreden is over de verdeling van de zalen, maar een ander deel van de klanten niet. Hierbij zou het goed zijn om het principe "Wie het eerst komt, die het eerst maalt" gedeeltelijk te laten varen, om op deze manier meer gelijkheid te realiseren binnen het klantenbestand. Hierdoor zal het verschil tussen de langst en de kortst hurende klanten kleiner worden en zal dit op den duur tot meer tevredenheid leiden onder alle klanten. De langst hurende klanten worden ingelicht over de nieuwe situatie. Hierbij wordt duidelijk vermeld dat de behoeften van de langst hurende klant nog steeds erg belangrijk zijn voor Accres. De kortst hurende klanten zullen meer erkenning ervaren en het gevoel krijgen dat ook zij belangrijke klanten zijn van Accres, en dat Accres er alles aan doet om in de behoeften van de klant te voorzien. Voor deze klanten zal de aanpak leiden tot een hogere mate van gastvrijheidsbeleving. In dit proces zal Accres de 'functional clue' aan moeten spreken. Een

verandering in het reserveringsproces. Dit proces zal mogelijk tot wrijving kunnen leiden bij het personeel wat de jaarlijkse roosters van de zalen maakt. De afgelopen jaren zijn veel voorkeuren van de langst hurende klanten in het systeem blijven staan, wat automatisch heeft geleid tot een gedeeltelijk vast rooster. Het toepassen van de nieuwe indeling van zalen zal nieuw zijn voor de desbetreffende medewerkers. Voor het implementeren van dit advies worden eerst alle voorkeuren van de jaarlijkse huurders verzameld. Vervolgens wordt er niet gekeken naar de periode van tijd dat er al gehuurd wordt. Alleen de behoeftes van alle klanten worden meegenomen in dit proces. Vervolgens wordt op basis van deze behoeftes een rooster gemaakt voor de jaarlijkse huurders van de sportaccommodaties. Aangezien dit een nieuwe manier van werken is, zal het goed zijn om een supervisor mee te laten kijken bij het proces. Ook zal het meer tijd kosten van de roostermakers. Een supervisor bij de afdeling verhuur kost Accres €3.100,- per maand. Een roostermaker kost Accres €2.343,- per maand. Voor dit proces wordt verwacht dat twee roostermakers drie dagen nodig hebben om het rooster te finaliseren. De supervisor zal een dag nodig hebben om de roosters te controleren en het hele proces door te spreken met de roostermakers. Door de loonkosten door te berekenen op de specifieke situatie zal Accres dit verbeterpunt €259,- kosten om te implementeren. Het is goed om te beseffen dat deze werkwijze jaarlijks terugkeert en het niet geheel onverstandig is om in toekomstige jaren hetzelfde proces uit te voeren. Zo is Accres er zeker van dat alle jaarlijkse huurders gelijk behandeld worden.

4.3. Online reserveren

Momenteel ervaart een deel van de klanten de handmatige methode van jaarlijks reserveren als omslachtig en zouden zij graag de vrijheid hebben om online de vereiste uren door te geven. Een mogelijke optie voor Accres is het toevoegen van online reserveren voor de jaarlijkse huurders waarbij de klant zelf de voorkeuren kan indienen buiten de hulp van de afdeling verhuur om. Online formulieren als toevoeging aan de schriftelijke formulieren zal de klant een hogere mate van vrijheid laten ervaren wat ten goede komt van de gastvrijheidsbeleving. Doordat de formulieren dan niet langer handmatig uitgedraaid en opgestuurd hoeven te worden. Bij dit proces is de 'functional clue' van toepassing. Accres zal een aanpassing moeten maken om de mogelijkheden van het reserveringsproces te verhogen. Het is aan Accres om te beoordelen of zij de feedback van een gedeelte van de respondenten wil toepassen op het nieuwe systeem wat in september geïmplementeerd wordt. Na een gesprek met Jeroen Kops, Manager Business Development, is duidelijk geworden dat bij het implementeren van het nieuwe systeem de mogelijkheid bestaat om extra toepassingen toe te voegen. Dit varieert wel per toepassing en het zal een investering vereisen. Met een paar maanden zal er meer duidelijkheid zijn over de mogelijkheden binnen het nieuwe reserveringssysteem en de kosten die hieraan verbonden zijn. Dan zal ook bekend worden op welke manier dit proces het beste geïmplementeerd kan worden.

Het tweede contactmoment wat plaatsvindt tussen Accres en de klant is de aankomst. In dit hoofdstuk worden aanbevelingen gegeven om de gastvrijheidsbeleving van de klant te verhogen.

5.1. Een perfecte ontvangst

Bij binnenkomst is de klant gebaat bij een kort contactmoment. Het wordt op prijs gesteld als er personeel aanwezig is dat de klant begroet en een kort gesprek aanknoopt. Wanneer nodig kunnen de vragen van de klant beantwoord worden. Het is mogelijk dat de klant bepaalde zaken geregeld wil zien, dan kan Accres gelijk bij aankomst op inspringen. Dit om de klant een perfecte ervaring te bezorgen binnen de sportaccommodatie. Door het toevoegen van deze stap binnen de klantreis zullen de dimensies dienstbaarheid en welkom aangesproken worden wat automatisch leidt tot een hogere gastvrijheidsbeleving bij de klant. Voor dit advies wordt de 'humanic clue' aangesproken. Menselijk handelen kan de gastvrijheidservaring van de klant verbeteren. Het is voor Accres niet mogelijk om op elke locatie personeel te plaatsen, dan zullen de kosten te hoog oplopen. Dit in gedachte houdende, zal het goed zijn om het personeel dat aanwezig is te instrueren over de nieuwe manier van benaderen van de klant. Dit zorgt ervoor dat bij aanwezigheid van personeel, de klant professioneel en gastvrij benaderd wordt. Deze specifieke handeling zal geen extra kosten vereisen, maar Accres wordt aangeraden om een gastvrijheidstraining te organiseren onder de eerstelijns medewerkers. Hier zijn wel kosten aan verbonden: per eerstelijns werknemer zal de gastvrijheidstraining €105,- kosten ("Training Gastvrijheid en Hospitality in Facilitaire Dienstverlening", 2021). Meer gedetailleerde, financiële informatie is te vinden in de paragraaf: Gastvrijheidstraining.

5.2. Toevoeging aan het toegangssysteem

De applicatie die het mogelijk maakt om de deuren te openen is met open armen ontvangen door de klant. Als toevoeging op dit geautomatiseerde systeem is de klant gebaat bij de mogelijkheid om de deuren van afstand te openen gedurende de huurperiode. Dit is van toepassing wanneer de klant meerdere tijdsdelen achter elkaar boekt. De klant kan zich hierdoor beter focussen op de activiteit en door deze applicatie neemt Accres een deel van de zorgen weg bij de klant, wat leidt tot een hogere gastvrijheidsbeleving. Hierbij wordt de 'functional clue' aangesproken. Het vereist een verandering in het technische proces. Er is duidelijk geworden dat bij het implementeren van het nieuwe systeem de mogelijkheid bestaat om extra toepassingen toe te voegen. Dit varieert wel per toepassing en het zal een investering vereisen. Met een paar maanden zal er meer duidelijkheid zijn over de mogelijkheden binnen het nieuwe reserveringssysteem en de kosten die hieraan verbonden zijn. Dan zal vervolgens bekend worden op welke manier deze methode het best geïmplementeerd kan worden (J. Kops, persoonlijke communicatie, 11 Juni 2021).

5.3. Algemene voorwaarden van Accres

Uit onderzoek is gebleken dat een groot deel van de klanten een ruime voorbereidingstijd nodig heeft voordat de activiteit daadwerkelijk uitgevoerd kan worden. Accres geeft een kwartier voor de huurtijd de zaal vrij, wat als kort wordt bestempeld door de klant. Dit kwartier niet terug te vinden is op het factuur van de klant. Het zou goed zijn als Accres duidelijk weergeeft dat dit kwartier gegund is en dat de mogelijkheid bestaat om de huurtijd te verlengen tegen een vergoeding. Het besef zal ontstaan bij de klant dat hiermee een dienst bewezen wordt en zal het de gastvrijheidsbeleving vergroten bij de klant. Bij dit verbeterpunt is de 'humanic clue' van toepassing, Accres doet er goed

aan de klant te verwittigen via de afdeling verhuur. Het personeel bij de afdeling verhuur kan de klant een toelichting geven over de algemene voorwaarden en de rechten van de klant als het gaat om de gegunde huurtijd. Door dit toe te passen zal het besef ontstaan bij de klant, en bestaat de optie dat de klant besluit om de huurtijd te verlengen. Bij het berekenen van de opgeleverde winst voor Accres is gebruikt gemaakt van de uurtarieven voor sportverenigingen op de website. Als de huurder besluit om een kwartier extra huurtijd te gebruiken zal het Accres per vereniging per gehuurde dag een bedrag opleveren van €10,50.

5.4. De betrokken beheerder

De aanwezigheid van een beheerder wordt geapprecieerd door de huidige klanten. De kennis van zaken bij de beheerders wordt gezien en de klant aan dat het ten goede komt van de gastvrijheidsbeleving wanneer de beheerders aanwezig zijn in de accommodaties. De kennis van zaken bij de beheerders zorgt ook voor het gericht oplossen van problemen. Het neemt zorgen uit handen van de klant. Hierbij kan de beheerder ook een rol invullen als toezichthouder waar bij aankomst de zalen gecontroleerd worden op schoonmaak. Hiernaast zal toezicht op de bergruimtes leiden tot een geordende accommodatie en een meer tevreden klant. Een aanwezige beheerder valt onder de 'humanic clue'. Een extra beheerder kost Accres €2.652,- per maand. Jaarlijks zal één extra beheerder op de loonlijst zo'n €31.824,- kosten. Dit zijn serieuze investeringen als Accres elke sportaccommodatie bemand wil zien door een beheerder. Accres zou er goed aan doen om één beheerder op meerdere locaties te plaatsen. Het is van belang dat de beheerder telefonisch bereikbaar is en wanneer hulp vereist is, van locatie naar locatie kan verplaatsen. De beheerder draagt hiermee direct bij aan de bereikbaarheid van Accres binnen en buiten de kantoortijden. Een gemiddelde klant van Accres levert €14.532,- op per jaar. Wanneer het verbeterplan toegepast wordt is de verwachting dat meer klanten de overeenkomst aangaan met Accres.

Het derde contactmoment wat plaatsvindt tussen Accres en de klant is tijdens het verblijf. In dit hoofdstuk worden aanbevelingen gegeven om de gastvrijheidsbeleving van de klant te verhogen.

6.1. Gastvrijheidstraining

Wanneer horeca-faciliteiten verlangd worden door de klant, is er een horeca medewerker aanwezig in de accommodatie. De horeca medewerkers vervullen naast het vaste takenpakket ook een sociale rol. Naast de reguliere bardiensten, nemen zij een rol in als contactpersoon. Klaar staan om vragen te beantwoorden en klanten werk uit handen te nemen. Het zoeken van verbinding is een onderdeel wat de gastvrijheidsbeleving bij de klant zal laten toenemen. Uit het veldonderzoek komt naar voren dat een deel van het horecapersoneel de verbinding en het contact zoekt, maar een groot gedeelte niet. Dit is de reden waarom Accres er goed aan zou doen om een interne training op gastvrijheid en verbinding te verzorgen gericht op het horeca personeel. Op deze manier zal het verschil in kwaliteit tussen het personeel afnemen, en de klant een constante ervaring geboden krijgen binnen de accommodatie. Accres kan dit verbeterpunt toepassen met de 'humanic clue'. Accres wordt aangeraden om een gastvrijheidstraining te organiseren onder de eerstelijns medewerkers. Hier zijn wel kosten aan verbonden. Per eerstelijns werknemer zal de gastvrijheidstraining €105,- kosten ("Training Gastvrijheid en Hospitality in Facilitaire Dienstverlening", 2021). De gastvrijheidstraining is specifiek gericht op gastvrijheid in de facilitaire dienstverlening en neemt twee dagdelen in beslag. Naast de kosten van de training zal Accres per betrokken personeelslid een dag aan loonkosten moeten verschaffen. Bij het berekenen van de kosten wordt uitgegaan van het gemiddelde loon van de werknemer in dienst bij Accres. Per werknemer zal Accres een totaalbedrag van €183,- kwijt zijn aan de gastvrijheidstraining. Aangezien Accres een groot werknemersbestand heeft zal de mogelijkheid bestaan dat de investering te groot is. In dit geval is een alternatief mogelijk: een interne training van het personeel door een werknemer met veel kennis van gastvrijheid in de facilitaire dienstverlening. Dit zal per werknemer twee dagdelen aan loonkosten vereisen wat uitkomt op een bedrag van €78,- per werknemer per training.

6.2. Een aanwezige beheerder

Tijdens het verblijf van de klant kan de beheerder wederom een belangrijke rol vervullen. Uit onderzoek is gebleken dat de klant hulp nodig acht gedurende het verblijf in de sportaccommodatie. De situaties lopen uiteen van lekkages tot afgesloten bergruimtes die geopend moeten worden. Ook doet de situatie zich voor dat klanten zich niet aan de afgesproken eindtijd houden, waardoor de huurders die erna de zaal huren, hinder ervaren. Een beheerder die aanwezig is op locatie kan snel te hulp schieten. Naast snelle hulp komt dit de bereikbaarheid van Accres als bedrijf ten goede. De bereikbaarheid van Accres komt meermaals naar voren wanneer er informatie gevraagd wordt over het verblijf van de klant. Een aanwezige beheerder valt onder de 'humanic clue'. Meer gedetailleerde, financiële informatie is te vinden in de paragraaf: de betrokken beheerder.

6.3. Fysieke veiligheid van de klant

Voordat de klant zich veilig en vertrouwd kan voelen binnen de organisatie is het van belang dat de fysieke veiligheid op orde is. Uit het veldonderzoek en gegevens van Accres komt naar voren dat bepaalde onderdelen van de fysieke veiligheid verbeterd kunnen worden. In artikel 4 van de dienstverleningsovereenkomst tussen Accres en de gemeente Apeldoorn staat dat Accres dient te zorgen voor schone, veilige en toegankelijke accommodaties (Accres, 2020). Naast het nakomen van

de afspraken met de gemeente Apeldoorn zal het de zachte kant van de servicekwaliteit ten goede komen. Ondanks dat fysieke veiligheid valt onder de harde kant van de servicekwaliteit, wordt het toch duidelijk dat de zachte kant van de servicekwaliteit hiermee ook aangetast wordt. Hier kan Accres door middel van een aantal toepassingen de fysieke veiligheid verbeteren om de klant vervolgens een gevoel van zekerheid te geven en zo op het gemak de sport te kunnen beoefenen. Toegang tot een EHBO-doos zonder benodigde aanwezigheid van het personeel en een structurele reiniging van de vloeren in de sportaccommodaties zal gezamenlijk leiden tot een hogere fysieke veiligheid binnen de accommodatie. De klant heeft vervolgens de mogelijkheid om zonder zorgen te sporten. Dit reduceert stress en zal hierdoor de gastvrijheidsbeleving verhogen bij de huidige klant. De 'functional clue' wordt aangesproken bij het toepassen van de veiligheidsmaatregelen. Het beschikbaar stellen van een EHBO-doos zal Accres geen extra kosten opleveren aangezien op alle accommodaties EHBO-dozen aanwezig zijn. Door het verhuizen van de EHBO-spullen naar de openbare ruimtes, zullen de klanten er buiten kantoortijden ook gebruik van kunnen maken. Voor de reiniging van de sportvloer heeft Accres haar middelen al ingezet (Accres, 2019). Het nieuwe schoonmaakteam heeft de kwaliteit van de sportvloer als prioriteit gesteld. De staat van de vloeren wordt structureel gecontroleerd en het reinigingsproces wordt waar nodig toegepast.

Het vierde contactmoment wat plaatsvindt tussen Accres en de klant is het vertrek. In dit hoofdstuk worden aanbevelingen gegeven om de gastvrijheidsbeleving van de klant te verhogen.

7.1. Bereikbaarheid buiten kantoortijden en een calamiteitenlijst

Het telefoonnummer van de afdeling verhuur hangt in de accommodaties. Klanten kunnen naar dit telefoonnummer bellen wanneer hulp vereist is. Bij het bellen van dit nummer zal alleen hulp geboden worden binnen kantoortijden, buiten kantoortijden wordt de telefoon niet opgenomen. Het zou verstandig zijn om na kantoortijden de telefoon door te schakelen naar een medewerker die op dat moment aan het werk is. Zodat de telefoon opgenomen wordt en klanten daadwerkelijk geholpen worden. Deze twee punten zullen de bereikbaarheid ten goede komen gedurende het verblijf van de klant en zal de gastvrijheidsbeleving van de klant verhogen. Hier is de 'functional clue' van toepassing. Een aanpassing in het technische proces is vereist om ervoor te zorgen dat klanten Accres kunnen bereiken buiten de kantoortijden. Hierbij is het van belang dat de telefoon doorgeschakeld wordt naar een ambulant medewerker. Het doorschakelen van de telefoon zal geen extra kosten met zich meebrengen. Het is wel belangrijk om de betrokken medewerkers te instrueren. De afdeling verhuur zal bij het afsluiten van de afdeling de telefoon moeten doorschakelen. Ook zal de werknemer buiten de kantoortijden de telefoon bij zich moeten dragen en paraat moeten staan wanneer hulp vereist is. Dit betreft een advies zonder financieel plaatje wat wel degelijk zal leiden tot een verhoging van de gastvrijheidsbeleving. Daarnaast doet Accres er goed aan om een calamiteitenlijst op te hangen in de sportaccommodaties. Buiten het telefoonnummer van de bereikbare werknemer kan Accres telefoonnummers van nooddiensten ophangen, zodat de klant snel kan handelen wanneer er een spoedeisende situatie voordoet. Het toevoegen van een calamiteitenlijst in de accommodaties zal Accres weinig tot geen geld kosten en zal ten goede komen van de gastvrijheidsbeleving van de klant.

7.2. Veilig vertrek

Bij het vertrek slaat Accres momenteel al een grote slag. Klanten zijn tevreden over het vertrek en dat komt mede door het geautomatiseerde systeem waarbij de deuren automatisch sluiten na vertrek. Een aantal respondenten heeft hinder ervaren na het verlaten van de sportaccommodaties doordat groepen jongeren zich verzameld hadden in de omgeving van de sportaccommodatie. In de voorgaande paragraaf is de calamiteitenlijst al besproken. Accres heeft de late huurders voorzien van een nummer van de desbetreffende wijkagent, maar er kunnen meer nummers toegevoegd worden. Een beheerder die aanwezig is tot de laatste huurder vertrokken is, kan zorgen voor een extra gevoel van veiligheid bij de klant. Hiernaast kan de beheerder ook vragen hoe het verblijf geweest is en of er nog op- of aanmerkingen zijn. De klant zal zich hierdoor gehoord voelen en de gastvrijheidsbeleving zal toenemen. Dit wordt dan toegepast door middel van de 'humanic clue'. Dit verbeterpunt vereist een investering vanuit Accres. Wanneer Accres alle accommodaties wil voorzien van een beheerder zullen de kosten stevig oplopen. Een extra beheerder kost Accres €2.652,- per maand. Jaarlijks zal één extra beheerder op de loonlijst zo'n €31.824,- kosten. Als alternatief kan Accres kiezen voor telefonische bereikbaarheid van de beheerder. Op deze manier kan de beheerder als aanspreekpunt dienen voor klanten op meerdere locaties. Aangezien de beheerder al op de loonlijst staat, zullen de kosten van dit verbeterpunt gelijk staan aan de huidige kosten die Accres maakt voor het inzetten van een beheerder.

Het vijfde contactmoment wat plaatsvindt tussen Accres en de klant is de klachtenafhandeling. In dit hoofdstuk worden aanbevelingen gegeven om de gastvrijheidsbeleving van de klant te verhogen.

8.1. Accres als bemiddelaar

Accres fungeert als bemiddelaar tussen de huurders. Wanneer de situatie zich voordoet dat de huurder bij aankomst niet tevreden is over de staat van de zaal, kleedkamers of bergruimte, wordt dit doorspeeld naar Accres en zet Accres het proces in gang waarbij de voorgaande huurder aangesproken wordt. Klanten die de klachten doorgeven hebben momenteel geen enkel idee wat er met hun klacht gedaan wordt. Momenteel moeten zij ervan uit gaan dat Accres het probleem oppakt en in de praktijk constateren dat er dingen veranderen. Een gebruiksvriendelijkere methode kan verwezenlijkt worden door middel van een terugkoppeling naar de klant, waarin aangegeven wordt dat Accres de klacht ontvangen heeft en het proces in werking zet. Uit het veldonderzoek komt naar voren dat klanten zich hierdoor meer erkend voelen en er begrip getoond wordt vanuit Accres over de situatie. Dit zal de gastvrijheidsbeleving van de klant bevorderen. Dit is onderdeel van de 'humanic clue' en het vereist oplettendheid van de werknemers die de klachten afhandelen. In dit proces is het belangrijk dat de klant per stap ingelicht wordt over de huidige staat van de klacht. Bij het ontvangen van de klacht is het noodzaak dat de klant een terugkoppeling krijgt. Wanneer Accres vervolgens de klacht behandeld heeft past een toelichting van de aanpak en het resultaat. Op deze manier geeft Accres aan bij de klant dat ze bereid is om als bemiddelaar op te treden, en geeft Accres ook inzicht in de stappen die gezet zijn. Dit proces vereist een instructie voor het betrokken personeel bij klachtafhandeling. Door middel van monitoren kan de supervisor erop toezien dat de gewenste stappen gevolgd worden door het personeel.

8.2. Online klachtenmelder

Om dit proces efficiënter te maken kan Accres ervoor kiezen om een online klachtenmelder te realiseren. Via de applicatie kunnen klanten hun klacht opsturen en eventuele foto's toevoegen om hun klacht beter toe te lichten. Hierbij kan het ook een optie zijn voor Accres om een automatische bevestiging te sturen via de applicatie om de gast ervan op de hoogte te stellen dat de klacht binnengekomen is. Wanneer er stappen ondernomen zijn kan dit ook via de applicatie gecommuniceerd worden naar de klant. Deze methode zal de klant minder tijd kosten, en het is overzichtelijker voor Accres. Deze methode zal de gastvrijheidsbeleving verhogen, mede doordat er begrip getoond wordt en de klant en de klacht erkend wordt door Accres. Bij dit proces is de 'functional clue' van toepassing. Accres zal een aanpassing moeten maken om de kwaliteit van het reserveringsproces te verbeteren. Het is aan Accres om te beoordelen of zij de feedback van de respondenten wil toepassen op het nieuwe systeem wat in september geïmplementeerd wordt. Meer informatie over het nieuwe reserveringssysteem en de gang van zaken is te vinden in paragrafen: 'online reserveren' en 'toevoeging aan het toegangssysteem' (J. Kops, persoonlijke communicatie 2021).

8.3. Klant als adviseur

Accres doet er alles aan om de kwaliteit van de zalen en materialen van de sportaccommodaties op peil te houden en probeert op deze manier de klanten in hun behoeftes te voorzien. Uit het veldonderzoek komt naar voren dat klanten graag mee zouden denken bij toekomstige plannen van Accres, om de sportervaring te verbeteren. Als Accres de huidige klanten tevreden wil stellen en hun

gastvrijheidsbeleving wil vergroten kan ze ervoor kiezen om de huidige klant in te zetten als adviseur. Accres kan de klanten benaderen per e-mail of telefoon en vragen of de klant mee wil denken in het brainstormproces, zoals aangegeven zal dit leiden tot een gevoel van erkenning bij de klant, wat automatisch resulteert in een verhoging van de gastvrijheidsbeleving. Accres kan alsnog besluiten om niet in te gaan op de adviezen van de klant, toch zal de huidige klant zich gehoord en erkend voelen. Accres kan met deze methode ook begrip tonen voor de voorkeuren van de klant. Dit zijn drie belangrijke elementen die de gastvrijheidsbeleving bevorderen bij de huidige klant. Dit verbeterpunt is onderdeel van de 'humanic clue'. Dit verbeterpunt kan geïmplementeerd worden wanneer er veranderingen op komst zijn. Accres kan de klanten benaderen per e-mail of telefoon en vragen of de klant mee wil denken in het brainstormproces, zoals voorheen aangegeven zal dit leiden tot een gevoel van erkenning bij de klant, wat automatisch resulteert in een verhoging van de gastvrijheidsbeleving.

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