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Repeat Guests' Perception about New Facilities and Increased Price at Padma Hotel Bandung

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ABSTRACT

In 2009 after one and a half year closed for reconstruction, Malya Hotel Bandung renewed, reopened, rebranded with new name Padma Hotel Bandung. The changes are not only about the name but also the logo, the concept, the grade, and the facilities inside and outside room. This results in higher price to customers. At the opening, Padma Hotel Bandung has focused their marketing promotion on Malya repeat guest. The management concerns about the guests' perception about the additional price because they will be the main visitors to the hotel. Survey was conducted and the findings reveal that the guests' perception about the overall inside and outside room is really good. They agreed that Padma Hotel Bandung has provided better facilities compared to Malya Hotel. Some facilities have been identified to influence customers' perception about the overall perception about new facilities. Related to the increased price, the answer quite varies. The repeat guests stated their doubt about the fairness of the price. Even though, they wanted to come back due to emotional benefits customers can get from the new Padma Hotel.

Key words: repeat customer, rebranding, customer perception, repurchase intention, service marketing

Introduction

Padma hotel Bandung was previously known as Malya Hotel. The owner reconstructed and renovated Malya for one and a half year and rebranded the hotel as Padma Hotel Bandung. The owner preferred to use this name in order to create a single exclusive chain. They own the famous Padma Hotel Bali at Legian before and managed to transfer the image to the new Padma hotel in Bandung.

Padma Hotel Bali is known as a prestigious hotel chain in Indonesia. The owner believes that the changes will give positive effect to the new hotel's performance and realizes the importance of attracting old customers (those who are loyal to Malya hotel). The old customers will increase the

room occupancy in short time and reduce the hotel's marketing costs (Reichheld, 1996). Meanwhile, the hotel management is trying to find new customers to increase the room occupancy rate. Padma Hotel Bandung management contacted Malya's loyal travel agents and several business clients. The management expected that those partners can bring the old guests back to the new hotel.

The action was quite successful. More than 50% of Padma Hotel Bandung's guest is Malya's old guests. At the moment Padma Hotel Bandung was successful in achieving the adequate occupancy level. However, the management started to concern about the increased price. Padma is different from Malya in terms of price and level. Padma Hotel Bandung can be categorized as one of

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expensive hotel in Bandung. The deluxe room rate has risen from Rp 1.100.000 (at Malya Hotel's time) to Rp 1.600.000. The hotel management was curious about the old guests' reactions regarding to increasing rate. If they failed to retain repeat guests, the occupancy level may be reduced significantly and affects the financial condition of Padma Hotel Bandung.

The management decided to conduct market research in order to know the guests' perceptions about the new price fairness as consequences of additional changes in the hotel in terms of service and facilities. The research is also aimed to identify important improvement if any.

Table 1 The Changes Between Malya and Padma Hotel Bandung

No	The Changes	Malya Hotel Bandung	Padma Hotel Bandung
1	Star grades	4	5
2	Amount of Room	50 rooms	124 rooms
3	Type of room	2 types of rooms	5 types of rooms i.e. premiere, hillside and premier suite
4	TV		LCD
5	Safety box		Fit for Laptop
6	Bathroom design		All bathroom design had been renewed
7	Amount of meeting room	5 rooms	9 rooms
8	Pool	1 main pool	1 main pool, 1 Jacuzzi, 1 Children pool
9	Restaurant		Additional restaurant space using new open kitchen concept
10	Wedding Chapel	-	The Champaca Wedding Chapel
11	Internet	-	Free Internet 24 hours
12	Spa	Mandara Spa	Padma Spa by Gaya
13	Fitness Center		Upgrading the fitness centre facilities, new equipment, provide personal instructor
14	Parking Building	-	New parking building consists of 4 floors
15	Out bond		Wider the area and added new games

Theoretical Foundation

Brand is embedded in products or services and increases the value of the products. Brand has important role in decision making process. Anytime and anywhere, consumers consider brand when deciding to buy product or service. It is the brand equity that influences consumers' decision. Brand Equity has been described by Aaker (1991, 2004) as, "A set of assets (and liabilities) linked to a brand's name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and/or that firm's customers". Brand equity is the entire assets related with the brand itself such as name, symbol, and logo which give the value to product or service not only for customer but also for company. Brand equity means differentiation and value according to Aaker

(1991) and Keller (2008). Customers buy branded product in order to get intangible value such as social status.

Aaker (1991) proposed four brand equity dimensions: *brand awareness, brand association, perceived quality, and brand loyalty*. Those four brand asset can generate value to a firm and firm's customers. This research was focused on perceived quality and brand loyalty dimension. Referring to problem statement, this research evaluated increased rate effect in customer's repurchase intention. Price and betterment facilities are related to perceived quality dimension and the repurchase intention is related to customer brand loyalty (Ladhari, 2009; Alexandris *et al.*, 2002; Gundersen *et al.*, 1996; Jones and Ioannau, 1993).

Muzellec and Lambkin (2005) explained that rebranding can be defined into a variety of

ways. First, it can be described along a ranging from evolutionary to revolutionary depending on the change of two dimensions: market positioning and marketing aesthetics. Second, rebranding can occur at any levels of the brand hierarchy result interactions among the different levels. Third, there are four wide categories of changes become a trigger of rebranding: a change in ownership structure, in corporate strategy, in competitive conditions, or in the external environment. Fourth, the primary goal of rebranding is to reflect a change in the organization and/or to promote a new image. When one company launched new name, the repeat name had to be vanished in order to create the strong signals of the brand to create brand awareness. Since name awareness is a key component of brand equity (Aaker, 1991; Aaker, 2004; Keller, 2008), this action is likely to damage the brand equity. The rebranding can destroy brand equity especially in brand awareness dimension. However the purpose itself is to wipe out the repeat brand and create the new brand and generate the new awareness. Based on Muzellec and Lambkin (2005), the first part in rebranding is changes in marketing aesthetics. Basically the marketing aesthetics explanation is almost the same with Aaker's brand equity dimension brand awareness. Brand awareness is generated after providing favorable marketing aesthetics: name, logo, and symbol. The rebranding program changes the marketing aesthetics which means changes in brand awareness of the customer. The second part of the rebranding definition is the change of positioning of the brand whether the rebranding process itself changes the positioning or not (Muzellec and Lambkin, 2005). Related to Padma Hotel Bandung the rebranding of Padma Hotel Bandung is include

the changes of positioning of the hotel because there is not only in the term of name, logo and symbol or all the combination of it but also the additional facilities and value that give to the customer. Rebranding absolutely confers effects to the brand equity. Padma Hotel Bandung added some new facilities inside and outside room. The new inside room facilities are LCD TV, safety box, free internet service, new design bathroom/ Outside room facilities are instance parking building, fitness center, and new design of restaurant, children pools and Jacuzzi. The new facilities and concept is related to the perceived quality dimension by Aaker. It will affect customer perception about the product or service and the company itself, which can be negative or positive. In addition the additional facilities will improve the perceived quality dimension in terms of performance, style and design, and also features to meet customer expectations that can create customer satisfaction.

Customer satisfaction is the important outcomes that every company wants to achieve in order to gain the profit (Ladhari, 2009; Kandampully and Suhartanto, 2005; Lockyer, 2005; Zeithaml *et al.*, 1996). The obvious need for satisfying the firm's customer is to expand the business, to gain a higher market share, and to acquire repeat and referral business, all of which lead to improved profitability. The continuing of satisfaction can lead to the loyalty of the customer. The customer loyalty towards a brand is important to others corporation or industry include the hospitality industry because if the customer become loyal they will buy the product or service incessantly. Loyalty toward a brand or can be called brand loyalty is the last dimension of Aaker brand equity.

Table 2 Rebranding Effects on Brand Equity

Rebranding Program	Effects on Brand Equity
Changed of Name, logo, colour, symbol of Padma Hotel Bandung	Brand awareness of the customer was hampered
Additional inside and outside room facilities	Improve the perceived quality dimension in terms of performance, style, design and features
New positioning, concept, and image of Padma Hotel Bandung	Changes in brand association dimension, create new brand association in customer mind
All the changes to satisfy the customer by fulfill their expectation	Increase the loyalty of customer to brand Padma Hotel Bandung

The continuing satisfaction can lead to the loyalty of the customer. The customer loyalty towards a brand is important to others corporation or industry include the hospitality industry because if the customer become loyal they will buy the product or service incessantly. Loyalty toward a brand or can be called brand loyalty is the last dimension of Aaker brand equity.

Methodology

This paper used primary and secondary data. Primary data was acquired by distributing questionnaire to the respondents, who were the guests of Malya Hotel Bandung and stayed in Padma Hotel Bandung. The secondary data

was acquired from literature, official website of Padma Hotel Bandung, print media (*Kompas*, *Weddingku* magazine, *Pikiran Rakyat*, and *Jakarta Post*) and other Padma Hotel Bandung’s marketing activities/events. The total population of Malya Hotel Bandung’s repeat customers is 2,979 guests. Ten percent of total population was individual guests. Based on interviews with the hotel’s front officer, it was known that 55% of repeat costumers were individual guests. The amount of repeat guest was 164 people. Slovin formula were used to determine sample size. Using this formula, sample size is 116 guests with five percent error margin. The authors managed to get 120 respondents who returned usable questionnaires.

Table 3. Profile of Malya Hotel’s repeat customers

Group	Number of Guests
Individual Corp	337
MICE (Meeting, Incentive, Convention, Exhibition)	2348
Travel Agent	294
Total	2979

$$\frac{N}{(Nxe^2) + 1} = \frac{164}{(164x0.0025) + 1} = 116 \text{ guests}$$

There are three types of question in the questionnaire: multiple choice, open ended question and five point likert-scaled question (from strongly disagree to strongly agree). The likert scale questionnaire will be divided into three major parts to measure the customer perception about betterment facilities in Padma Hotel Bandung. Data is analyzed by using SPSS 13.0 software. The authors did validity and reliability tests, frequency analysis, multiple regresssion analysis and cross tabulation. The purpose of the validity and reliability test is to assure the questionnaire has arranged correctly to measure all variable and create valid result. According to Purbayu Budi Santosa (2005:248), validity is measured by overall correlation between the questioners with the score of every single question. The frequency analysis is aimed to know the respondents’

trend in answer each statement. Several multiple regression analyses were used to analyze the relationship or correlation between a dependent variable (Y) with one or more independent variables (X1,X2, and X3) in the linear equation. In this paper, the dependent variable can be the overall judgments of Padma Hotel Bandung about facilities, the price worth and the worth of price compare to inside or outside additional room facilities. The independent variables are the additional facilities given. Cross tabulation is used to analyze if there any differences between the data demographic i.e. gender, city of origin, length of stay of respondents with the tendency of answer from questionnaire.

Data Analysis

Validity test is shown in Table 4.

Table 4. Validity statistics

No	Statement	Corrected Item Total Correlation	Conclu sion
1	<i>LCD TV pada kamar membuat anda menjadi lebih nyaman dalam menikmati program-program TV dibandingkan Malya Hotel dulu</i>	0.5845	Valid
2	<i>Safety Box dengan ukuran yang lebih besar membuat anda merasa lebih leluasa dan aman dalam menyimpan barang-barang berharga anda</i>	0.7484	Valid
3	<i>Fasilitas kamar mandi yang baru membuat anda lebih nyaman dalam beraktivitas di kamar mandi dibandingkan dengan Malya Hotel dulu</i>	0.7082	Valid
4	<i>Internet service 24 jam secara gratis memudahkan anda dalam melakukan koneksi internet dibandingkan dengan Malya Hotel dulu</i>	0.4317	Valid
5	<i>Secara keseluruhan fasilitas di dalam kamar yang diberikan Padma Hotel Bandung sudah lebih baik daripada fasilitas dalam kamar Malya Hotel dulu</i>	0.5351	Valid
6	<i>Pembangunan gedung parkir mempermudah anda dalam memarkir mobil</i>	0.2827	Not Valid
7	<i>Suasana di Restoran Padma Hotel Bandung memberikan lebih baik dibandingkan suasana restoran Malya Hotel dulu</i>	0.6442	Valid
8	<i>Penambahan kolam anak-anak dan Jacuzzi membuat anda merasa lebih nyaman saat bermain di area kolam renang dibandingkan Malya Hotel dulu</i>	0.6478	Valid
9	<i>Fasilitas fitness yang disediakan oleh Padma Hotel Bandung membuat anda nyaman dalam melakukan fitness dibandingkan fasilitas fitness Malya Hotel dulu</i>	0.5895	Valid
10	<i>Secara keseluruhan fasilitas luar kamar yang diberikan Padma Hotel Bandung sudah lebih baik dibandingkan dengan fasilitas luar kamar Malya Hotel dulu</i>	0.4832	Valid
11	<i>Anda lebih menyukai Padma Hotel Bandung dibandingkan dengan Malya Hotel</i>	0.3777	Valid
12	<i>Secara keseluruhan Padma Hotel Bandung memiliki fasilitas yang lebih baik jika dibandingkan dengan Malya Hotel dulu</i>	0.5966	Valid
13	<i>Rate kamar yang diberikan oleh Padma Hotel Bandung sesuai dengan fasilitas di dalam kamar yang disediakan</i>	0.7195	Valid
14	<i>Rate kamar yang diberikan oleh Padma Hotel Bandung sesuai dengan fasilitas di luar kamar yang disediakan</i>	0.7081	Valid
15	<i>Saya akan kembali menginap di Padma Hotel Bandung untuk kunjungan ke Bandung berikutnya</i>	0.7542	Valid

From the table, there is only one invalid statement, i.e. statement 6 (Corrected Item-Total Correlation value should be higher than 0.361 as standard value in this paper).The invalid statement was deleted for the further

research. The reliability test is shown in Table 5. The test indicates good reliability of the questionnaire (Cronbach Alpha > 0.6). Therefore, it indicated that all the questions were considered reliable for further research.

Table 5. Reliability Statistics

Cronbach's Alpha	N of Items
.832	14

The frequency analysis shows that respondents are mainly from Jakarta (Indonesia capital city). They consists of 53% male and 47% female. About 74% reported that they frequently stayed 2 nights at Malya

Hotel in the past. Only 9% who said that they stayed 3 nights or longer. Table 6 summarizes the mean score of respondents' perception about inside and outside room facilities.

Table 6. Respondents' perception

No	Statement	Mean
1	<i>LCD TV pada kamar membuat anda menjadi lebih nyaman dalam menikmati program-program TV dibandingkan Malya Hotel dulu</i>	3.96
2	<i>Safety Box dengan ukuran yang lebih besar membuat anda merasa lebih leluasa dan aman dalam menyimpan barang-barang berharga anda</i>	3.93
3	<i>Fasilitas kamar mandi yang baru membuat anda lebih nyaman dalam beraktivitas di kamar mandi dibandingkan dengan Malya Hotel dulu</i>	4.22
4	<i>Internet service 24 jam secara gratis memudahkan anda dalam melakukan koneksi internet dibandingkan dengan Malya Hotel dulu</i>	4.09
5	<i>Secara keseluruhan fasilitas di dalam kamar yang diberikan Padma Hotel Bandung sudah lebih baik daripada fasilitas dalam kamar Malya Hotel dulu</i>	4.16
6	<i>Suasana di Restoran Padma Hotel Bandung memberikan lebih baik dibandingkan suasana restoran Malya Hotel dulu</i>	4.51
7	<i>Penambahan kolam anak-anak dan Jacuzzi membuat anda merasa lebih nyaman saat bermain di area kolam renang dibandingkan Malya Hotel dulu</i>	4.07
8	<i>Fasilitas fitness yang disediakan oleh Padma Hotel Bandung membuat anda nyaman dalam melakukan fitness dibandingkan fasilitas fitness Malya Hotel dulu</i>	3.95
9	<i>Secara keseluruhan fasilitas luar kamar yang diberikan Padma Hotel Bandung sudah lebih baik dibandingkan dengan fasilitas luar kamar Malya Hotel dulu</i>	4.18
10	<i>Anda lebih menyukai Padma Hotel Bandung dibandingkan dengan Malya Hotel</i>	3.98
11	<i>Secara keseluruhan Padma Hotel Bandung memiliki fasilitas yang lebih baik jika dibandingkan dengan Malya Hotel dulu</i>	4.12
12	<i>Rate kamar yang diberikan oleh Padma Hotel Bandung sesuai dengan fasilitas di dalam kamar yang disediakan</i>	3.42
13	<i>Rate kamar yang diberikan oleh Padma Hotel Bandung sesuai dengan fasilitas di luar kamar yang disediakan</i>	3.42
14	<i>Saya akan kembali menginap di Padma Hotel Bandung untuk kunjungan ke Bandung berikutnya</i>	4.01

As the result from frequency analysis, respondents tend to agree that the new facilities (inside and outside) are better than Malya hotel. Padma Hotel Bandung seems to be successful in entering the repeat guests' mind that the Padma Hotel Bandung

management wants to provide better facilities compared to Malya Hotel and give the repeat guests extra comfort while staying at Padma Hotel Bandung. This explanation is supported by the result of respondents' preferences, which more than three quarter of respondents

prefers Padma Hotel Bandung than Malya Hotel Bandung.

When it comes to price statement, half of the respondents doubt that the given price whether is reasonable compare to additional inside or outside room facilities. Surprising result comes when the statement of repurchase intentions. Even they doubted about the fairness of room rate almost all of the respondents were willing to go back to Padma Hotel Bandung to enjoy the service and natural beauty of Padma. Padma Hotel Bandung has something special that makes the respondents willing to come back. It could be because of the special views and the fresh air that Padma Hotel Bandung offers to its customers.

From the correlation results between the inside room and outside room facilities addition with the rate fairness about both facilities addition, it can be seen the

correlation is positive but only with a low amount. It means that the respondents stated that the price is less worth if compared to facilities addition. It happened to both inside and outside room facilities. However, the inside room facilities correlation is higher than the outside room facilities correlation.

The room rate of Padma Hotel Bandung is still too high for them. It also can be concluded there is no strong correlation that room rate generate the customer perception of overall facilities. It means that the respondents divide the facilities from the room rate. The explanation about this is because when the respondents start to buy a service from Padma Hotel Bandung they do not usually compare it to inside and outside room facilities. There is personal judgment or emotion that also affects the perception about price.

Table 7. Correlation analysis between inside room facilities and fairness about room rate with additional inside room facilities

		Inside Room Facilities	Rate Inside Room
Inside Room Facilities	Pearson Correlation	1	.379
	Sig. (2-tailed)		.000
	N	120	120
Fairness Rate Inside Room	Pearson Correlation	.379	1
	Sig. (2-tailed)	.000	
	N	120	120

Table 8. Correlation analysis between outside room facilities and fairness about room rate with additional outside room facilities

		Rate Outside Room	Outside Room Facilities
Fairness Rate Outside Room	Pearson Correlation	1	.008
	Sig. (2-tailed)		.962
	N	120	120
Outside Room Facilities	Pearson Correlation	.008	1
	Sig. (2-tailed)	.962	
	N	120	120

There are only two additional facilities in the inside room that has significant influence to overall perception of inside room facilities. The possible explanation for this is the LCD TV and bathroom is the facilities that familiar to be use by everyone. The respondent awareness of these two new facilities is greater than the others, so that is why both facilities give the significance. The repeat guests' awareness about safety box is low because the guest did not often use it.

There are only two outside facilities that are significant. The first is pool and the second is fitness. Fitness has positive correlation to overall perception of outside room facilities that it gives additional effect to increase the perception of Padma Hotel Bandung give the better facilities than Malya Hotel. In the contrary pool give a negative effect to overall perception. The plausible explanation for that there is huge differences construction of the pool. At Malya Hotel before, construction of swimming pools directly land border with the green of the valley. It is different now. The

new construction has added new pool deck. This has an impact on the aesthetic of the hotel itself. Also, since the respondent does not bring a child anymore it could be the reason why the result is negative. The fitness facilities are really attractive and different because it is combine the new technology in line with nature concept.

In the repurchase intention, two factors have significant influence. They are the fairness of room rate compared to inside and outside room facilities. Room rate is still a main consideration of the guest to decide to repurchase a service or not. The price effect is reduced by emotional satisfaction. Padma Hotel Bandung offers an unusual experience for a customer while staying at the hotel. Padma Hotel Bandung does not only sell rooms and facilities to the guests, but also the beautiful green forest and fresh air of the valley. That is why they still want to come back to Padma Hotel Bandung even they doubt about the price.

Table 9. Multiple regression between overall perception about inside room facilities and perception on each individual inside room facilities

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.395	.133		2.968	.004
LCDTV	.357	.096	.378	3.725	.000
SafetyBox	-.093	.108	-.098	-.862	.391
Internet	.128	.091	.136	1.399	.165
Bathroom	.236	.080	.248	2.953	.004

Table 10. Multiple regression between overall perception about outside room facilities and perception on each individual outside room facilities

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-.283	.105		-2.697	.011
Restaurant	.211	.136	.239	1.554	.130
Pool	-.370	.181	-.446	-2.046	.049
Fitness	.512	.159	.700	3.224	.003

Table 11. Multiple regression between repurchase intention and overall perception about outside room facilities, inside room facilities and rate fairness

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.320	.191		1.671	.105
Inside Room Facilities	-.091	.140	-.090	-.645	.524
Outside Room Facilities					
Fairness Rate Inside Room	.106	.150	.089	.703	.487
Fairness Rate Outside Room	.300	.172	.309	1.750	.090
	.538	.195	.512	2.765	.010

Cross tabulation analysis has shown that city of origin influence the respondent perceptions about the room rate fairness compare to additional inside room facilities. The possible explanation is respondent who comes from certain area has different experience related to hotel price and facilities. The analysis also shown difference between male and female in tendency to repurchase the service of Padma Hotel Bandung. Female is usually attached to something emotionally. In the contrary male is more logic and easy going. This is what happens at Padma Hotel Bandung when number of female respondents who agree to repurchase the service is more than male respondents.

Conclusion

More than 70% of respondent agree that the new facilities, which are provided by Padma Hotel Bandung are better than Malya Hotel. The old guests perceived better service in Padma Hotel Bandung because of the additional facilities. It is supported by more than three quarter of respondents prefer Padma Hotel Bandung than Malya Hotel Bandung. Padma Hotel Bandung seems to be success creating the new image of Padma Hotel Bandung in repeat guests' mind.

There are only two additional facilities in the inside room that has significant influence to the overall perceptions of inside room facilities, which are LCD TV and bathroom. Two important outside facilities for customers are pool and fitness center. The negative result from the additional pools is caused by infrequent use of the pool by respondents. As the result they did not have any information or knowledge about the additional pools.

When it comes to the price, the respondents' answer is quite opposite. Half of the respondent doubted whether the given price by Padma Hotel Bandung is reasonable compared to additional inside or outside room facilities. Surprisingly, almost all respondents were willing to go back to Padma Hotel Bandung.

Rate of room is a consideration of the guests while deciding to repurchase a service or not. From the multiple regression result, the fairness of inside and outside rate room facilities significantly influenced the repurchased intentions. In fact even the price is high, almost all the respondents agree to repurchase. It is an indication that price is not a single factor in determining intention to stay back at Padma. Padma Hotel Bandung management should not worried about the premium rate they have published, as long as they give a good service and maintenance.

The cross tabulation test shows that female and male has different intentions to repurchase. Female has more intentions to repurchase service of Padma Hotel Bandung than male guests. It can be an important finding to the hotel management in order to attract the female repeat guest by providing special marketing promotion to them.

Respondent from various cities has different perception of inside room facilities compared to the room rate based on the result from cross tabulation test. Padma Hotel Bandung has to see it as the opportunity to attract the new customer from Jakarta who has better perception about the fairness. It has shown that Jakarta remains the largest target market of Padma Hotel Bandung.

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Limitation and Further Research

This paper focused on the repeat guest perception about the facilities of the hotel compared to the previous hotel. However, the Padma Hotel Bandung is not only occupied by repeat guests. There are a lot of new guests that have to be asked regarding their perceptions toward hotel facilities. The perception needs to be compared with competitors as well and covers servicescape inside and outside room as it is an important factor that affect customers' emotion. The research can be enlarged by involving corporate guests who may have different consideration in selection of hotel for their purposes.

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