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## Service Experience & Expectations of Saudi Arabia Domestic Tourists in the Lodging Sector

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**Service Experience & Expectations of Saudi Arabia**  
**Domestic Tourists in the Lodging Sector**

**By**

**Yasser Ahmad Qarashia**

A Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of  
Master of Science in Hospitality and Tourism Management

Department of Hospitality and Tourism Management  
College of Engineering Technology

Rochester Institute of Technology

Rochester, NY

August 12, 2018

## Committee Approval

The M.S. Degree Thesis of Yasser Ahmad Qarashia has been examined and approved by the thesis committee as satisfactory for the thesis requirement for the Master of Science degree.

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## **Abstract**

The Saudi government's 2030 vision has recognized the vital role of religious tourism in the diversification of the kingdom's economy in addition to reliance on gas and oil revenue.

Currently, religious tourism contributes at least 3% to the Saudi's GDP. The government plans to double the revenue from religious tourism by doubling accommodation capacity for both the Hajj and Umrah visitors. The increasing number of international and luxury hotels in Makkah and other major cities reflect a rising of the hotel industry in Saudi Arabia.

Research has documented the important role of service quality in influencing organizational outcomes such as increasing sales profit, promoting customer loyalty, improving customer relations, enhancing customer satisfaction, and performance superiority. It is important for hotels in Saudi Arabia to provide quality service to ensure sustainable success in the competitive global market. The purpose of this study is to evaluate the service quality of Saudian hotels from the aspects of tangibility, reliability, responsiveness, assurance, empathy to determine if there is a service quality gap between the hotels in Saudi Arabia and outside the Middle East. This study adopted a qualitative approach by conducting in-depth interviews among 24 experienced hotel guests. The findings of the study can serve as a reference for hotel companies to improve their service quality and to elevate the image of hotels in Saudi Arabia.

**Keywords:** service quality, service expectations, service experience, customer satisfaction, Saudi Arabia

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## **1.0 Introduction**

With millions of Muslims, arriving every year to visit the Holy Cities; Makkah and Madinah, Saudi Arabia's tourism sector is characterized to a large degree by religious pilgrimage. However, while significant investments have been made to meet growing demand from this segment, the Kingdom's tourism authorities are also working hard in expanding the tourist economy into new areas. According to The Saudi Hotel Industry, "the extraordinarily seasonal markets of Makkah and Madinah, and in recent years Jeddah and Riyadh, have allowed the hotel industry to develop in a very rapid yet efficient manner" (Al-Ghalib, 2009). In particular, the growth in demand for domestic tourism is opening ways for investment in resorts and facilities, while new opportunities are also emerging in heritage tourism and business tourism. In pushing ahead with its strategic vision for the sector, the government is looking to build partnerships with private investors, and has recently introduced a new legislative framework to improve this process and raise current standards of hotel industry across the kingdom.

The purpose of hotels is to cater to its customers' needs. The primary purpose of hotels is to provide travellers with shelter, food, refreshment, and similar services and goods, offering on a commercial basis that are customarily furnished within households but unavailable to people on a journey away from home (Hotels and hotel industry, n.d.). Hospitality industry focuses on the comfort of its customers. Taking care of the customer is the heart of the hospitality business. Doing so means understanding and anticipating what the customer needs and then knowing how to meet and exceed those needs.



The term ‘customer satisfaction’ refers to client’s psychological, physical, and emotional satisfaction. Such satisfaction can be easily achieved when the service providers provide product or service exceeding their client’s expectations (Oliver, 1997). In this regard, the services from the industry can enhance positive moods of clientele, as a result, turning him or her to a loyal customer who would return repeatedly. Nevertheless, the level of satisfaction perceived by customer may vary because of the differences in customers’ personal experiences and needs and wants (Oliver, 1997). Therefore, staff in a hotel should be trained on how to recognize the needs and wants of customers and provide tailored services to ensure their satisfaction.

Hospitality industry is one of the pillars of Saudi Arabia’s economy. The prosperity of this industry reflects “the strength of the Saudi economy” (Studies show that Saudi hospitality market is growing rapidly, n.d.). Unfortunately, the expected services in KSA lodgings are not up to standards due to untrained staff who fail to meet customer’s needs, obscure the goal of meeting customer expectations and result in poor service quality. This study aims at analyzing client’s anticipation and the provided services and investigate the factors that inhibit the success of the hotel industry in Saudi Arabia. The research would enhance the performance in this industry and hence improve the economic status of the kingdom. This would be possible only when the clients receive quality service while staying in hotels of KSA and retain clientele loyalty through deliverance of perceived service. In nutshell, this research aims to improve the customer satisfaction in Saudi Arabia’s lodging industry by investigating the service quality gap between clients’ expectations and what is provided in Saudi Arabia’s lodging industry

## **1.1 Statement of the Problem**

The focus of this research is to study the difference between services expected by internal or external guests who visited hotels of KSA and actual services experienced by these guests. The methods chosen to measure above mentioned differences is the five dimensional RATER model; a smaller version of SERVQUAL (Mulder, 2018). Unlike SERVQUAL which has ten dimensions to measure, this model includes five gaps in total. SERVQUAL considers reliability, responsiveness, competence, access, courtesy, communication, credibility, security, knowing the customer and tangibles (Mulder, 2018). Whereas the RATER Model measures five dimensions which are tangibles, reliability, responsiveness, assurance and empathy (Cronin & Taylor, 2018).

The quality of services in KSA's lodging sector is inhibited by various factors. These factors include poor infrastructure, gender inequality, inadequate room accommodation, seasonal pilgrimage, existing religious culture, low competition of hotel industry in Makkah, and failure of government in prioritizing hotel industry, particularly in the lodging sector. The low service quality in lodging sector is a major drawback, not only to this particular sector but also to the entire economy of KSA. The visitors expect adequate accommodation and service regardless the ranking of the hotels. Unfortunately, except for a few up-scale hotels, the majority of the hotels in KSA do not provide adequate hotel services that meet the expectations of their customers. In this regard, this study intends to investigate the gap between the expectations of customers and the actual services provided by hotels in KSA hotels. The results show that there is a gap between what the customers expected and experienced. Such a gap can lead to customer dissatisfaction, therefore, pulling customers off from being tourists in the region.

Arguably, in business, the upsurge on demand of a product should go along with improvement of standards or rather service quality. Service quality has been defined as focusing on needs and requirements, and how well the service delivered matches customers' expectations (Al-Ababneh, 2017). Limited by the number of up-scale hotels, the majority of the customers are forced to stay in lower ranking hotels, where the services usually do not meet the expectations of the customers. Thus, it is essential for the government and hotel management to invest on hotel industry, considering its high contribution on KSA's GDP. Previously, many scholars have conducted research regarding the impacts of hotel industry on the country's economy. However, not much has been done regarding the impact of service quality on KSA's lodging sector. There is a lack of data regarding customer expectations and service quality in KSA's hotel industry. Therefore, this study aims to bridge such a gap by understanding lodging customers' expectations and investigating the service quality of hotels in KSA by utilizing the SERVQUAL model.

## **1.2 Research Questions**

The current research aims to answer the following three questions:

1. What is the current status of service quality in KSA's hotel industry in terms of five service dimensions (tangibility, reliability, responsiveness, assurance, empathy)?
2. How does the service quality in KSA's hotels compare with other Middle East hotels, as well as with hotels outside the Middle East?
3. What needs to be done to elevate the service quality in KSA?

## **2.0. Literature Review**

This chapter will analyze the related studies by previous scholars. Studies regarding the hotel industry in KSA are scant. So, the discussed concepts in this study will help to create a clear picture of current status of the hotel industry in Saudi Arabia. The reviewed literature also adds weight to the analyzed primary data and hence enables the researcher to develop a verifiable conclusion. Essentially, this chapter will illustrate an overview of the hotel industry and service quality that is delivered in the hotels of KSA. Lastly, this chapter will discuss the quality service measuring scale model; SERVQUAL Model since it is the scale that measures quality service, which is the main topic of this study.

### **2.1. Overview of the Hotel Industry in KSA**

Historically, Saudi Arabia's economy is dominated by petroleum and its associated industries....The discovery of oil changed the entire economic situation of Saudi Arabia" (Ochsenwald, Philby, & Teitelbaum, 2018). However, the focus seems to have shifted towards the hospitality industry. "In recent years, the hotel industry of Saudi Arabia has evolved to become one of the backbones of the local economy" (Al-Ghalib, 2009). The kingdom is geared to meet clienteles' demands "of both domestic and international tourism" (Al-Ghalib, 2009).

The KSA economy has prioritized diversification and reformation of the hotel industry. In this regard, the government has established Tourism and Antiquities Great Commission. This entity is entitled to oversee the development and implementation of the planned strategies that will guide the industry's success for the next twenty years. The development of local tourism in KSA aims at achieving two major goals. Firstly, the government focuses at the protection of the

conservative nature of the kingdom. Secondly, the development aims at capturing the billions of dollars that are generated from tourism and the related spending. (Al-Ghalib,2009). Thus, such a research is important to the government as it reveals what motivates clients to return as well as attracting new clients. In addition to this, the government also focuses on other rules and regulations that may be obscuring visitors from visiting the kingdom.

In fact, finance and national economy collaborates with ministry of commerce in funding, licensing, and inspecting the facilities to ensure quality services in the entire hotel sectors, at reasonable levels. In this regard, the Ministry of Commerce issues hotel licenses only to projects in these areas not adequately served, or typically demonstrate a need for more hotel accommodations (Al-Ghalib, 2009).

According to the 44<sup>th</sup> SAMA Annual report in 2007, KSA hotel industry catered for approximately 346.8 million visitors. The report depicted an increase of 17.3% after comparing it with the number of visitors in the previous year. Out of the reported number, 194.4 million were domestic visitors while 152.4 were international guests. The report also indicated that of the 40.1 million trips, approximately 70.1 were domestic and the remaining 29.9% were from other countries.

However, the demand for budget and mid-market hotels is currently on the rise due to the upsurge on the number of domestic tourists who are mostly from the middle-income category (Arabian Business, 2018). Therefore, the need for the mid-market hotels is a result of increased supply gap and surging demand.

## **2.2. Types of Hotels in KSA**

Approximately 850 establishments in Saudi Arabia can be regarded as hotels. These establishments include 165 unclassified hotels established in the KSA. The remaining are the classified hotels that meet the criteria of government. The owners of unclassified hotels couldn't complete the criteria and qualifications as per requirement of the Saudi Commission for Tourism and National Heritage to get their hotels classified. Classification is important consideration because it is based on the service provided by the hotel to its customer. The criteria (Provisions for Classifying Hotel Services and Fittings) were created by the Saudi Commission for Tourism and Antiquities (SCTA). Appendix 3 shows the details of the criteria.

The Ministry of Hajj in Saudi Arabia has been making efforts to register the unregistered establishments in order to meet the requirements of pilgrims of Hajj and Umrah (Aljazira Capital, 2015). The large number of tourists visiting Hajj and Umrah require accommodations and quality hotel services, thus, reinforcing the significance of this study.

The main purpose of this study is to investigate the difference between expected and received services of hotel guests in KSA. According to the research conducted by Colliers International in 15 major cities of the Kingdom, the occupancy rate in the major cities ranged between 61% and 80%. While in the secondary cities, the occupancy rate was between 51% and 68% (AHIC, 2015).

## **2.3. The Service Quality in KSA Hotels**

In every service industry, the purpose of services should focus on fulfilling customers' requirements and needs. The measurement of service quality should also explore the

effectiveness of service delivery and to check whether the clients' expectations are met. In this regard, the management should analyze what constitutes the required quality. The perception of the quality of the services provided is the outcome of the comparison between received and expected quality. Arguably, the mode of delivery of services is among the major challenges that hotel industries face. Thus, the quality of service contributes significantly to the achievement of competitive advantage and reaching to the level of global markets. Quality has been recognized as a strategic tool for achieving efficiency and better performance for an organization. However, the quality aspect is dynamic since it depends on services, products, people, and environment to meet expectations. Equally, quality embraces the degree or nature of impacts of an organization to the environment, the stakeholders, and society.

There are four characteristics that differentiate a service from a good or a product. They include intangibility, inseparability, heterogeneity, and perishability.

### **Intangibility**

Services are intangible. They cannot be seen, felt, tasted, smelt or heard before being purchased. The intangible character of services explains the ideas of benefits, activities, and satisfactions that are offered when selling a good or product. These are activities that are performed by the provider, which are not seen, heard, tasted, felt, or smelt until they appeal the clients' senses. In hotel industry, the intangible aspect of a service can turn a client to a returning customer or make the client regret of seeking the services. Therefore, it is essential to ensure that the services are of excellent quality to maintain and increase the flow of the customers.

**Inseparable**

The inseparable character depicts the simultaneous situation on delivery and consumption of a service. The simultaneous experience of the two aspects has an impact on how the client judge the quality of a service as well as the performance of a company (Moeller, 2010).

Successful marketing strategies require not only technically competent staff members but also workers who can offer great input on inter personal skills. Such staff can effectively provide the products and services at the same time (Moeller, 2010). In hotel industry, a staff who is task-oriented or has technical competence as well as personal skills, serves the customers according to clients' expectations.

**Heterogeneity**

The delivery of services has high variabilities because services are offered by human staffs, who vary in character and personality (Benoit, 2010). Unlike products, which can have a standard value, services are never tangible to ensure standardization. Therefore, although a staff can be trained on how to offer a quality service, the staff's commitment to his/her job may have an impact on the service delivery.

**Perishability**

Services cannot be stored. Services are produced when required for consumption. As a result, they are described as perishable aspects. Their production and consumption occurs simultaneously. For instance, in hotel industry, the value of a smart room is felt only when a client experiences it.

Service quality refers to what a customer receives and is ready to pay for other than what the supplier is supplying (Caruana, 2002). In earlier researches, according to Philip Kotler and



Gary Armstrong (2013), service quality is defined as the ability of a service firm to hang on to its customers. That is, in their opinion customer retention is the best measure of service quality. Service quality is referred to an extent through which a service meets the expectations or the needs of the customer. However, some researchers conceptualized the quality of service as customer's general impression as excellence or weakness of services offered. As a result, service quality has often been conceptualized as the alleged difference that exists between the actual and the expected service performance.

Service quality is crucial in hotels since it is directly associated with profitability, customer loyalty and customer satisfaction (Bowen & Chen, 2001). It is important for the scholars to carry out studies that are likely to identify appropriate element structure that are likely to be used to efficiently evaluate the performance of hotels relative to service quality. Additionally, new studies may as well offer a stable structure and a more parsimonious for understanding and assessing the manner in which customers tend to evaluate the quality of hotel service. New studies are likely to help hotel workers in their efforts to enhance the perceived value as well as the hotel developers to come up with new products for the hotels that are likely to attract the clients.

To determine the elements of quality service, a number of studies have been carried out by different researchers. From their findings, they have specified that quality service involves three dimensions. These dimensions include staff, physical facilities and materials. Scholars have affirmed that the factors of service quality include environment, functional quality and technical quality. Other scholars have emphasized that service quality is made up of five dimensions. These dimensions include empathy, assurance, responsiveness, reliability and tangibility. From

the discussions it is evident that it is difficult to define the concept of service quality in a single or particular definition. Kalidas. M.G in his book “Financial services marketing: A study on...quality dimensions” has discussed Service Quality as a concept that "seems to refer several different areas, namely, quality of the output, quality of the process, quality of the delivery system and quality as a general philosophy of the organization." (Kalidas, 2007, p85).

Although a lot of disagreement has been witnessed among researchers on how service quality in a hotel setting ought to be measured, several instruments have been established so as to measure service quality. Some of the instruments include INSQPLUS, INTSERVQUAL, SERVPERF and SERVQUAL (Grönroos, 2001). Different scales of measurement such as the DINESERV, the HOLSERV and the LODGSERV have also been established for the purpose of service quality evaluation in the industry of tourism. HOLSERV is utilized in the industry of accommodation while the DINESERV scale is used in the sector of restaurant service. On the other hand, both the INTSERVQUAL and the INTQUAL instruments are used in the process of measuring the employees’ perceptions on service quality. CASERV is used for the casino customers. Following the specifications of the services in the industry of hotels, an explicit concept known as the SERVQUAL scale was created. The SERVQUAL scale was introduced to measure the quality of service and it was developed in the context of marketing and supported by the institute of marketing science (Parasuraman, Zeithaml, & Malhotra, 2005). Using the original SERVQUAL instrument, service quality was defined through the use of ten dimensions. These dimensions include courtesy, security, competence, communication, credibility, responsiveness, tangibility, reliability and understanding the customers. However, the ten dimensions were later reduced to five dimensions since some of the dimensions were overlapping.

According to researchers, the five dimensions of SERVQUAL are associated with particular attributes that are linked to customer's expectations. Although the SERVQUAL scale has been applied as an instrument in different studies across different industries, it has received criticism from different scholars. According to the scholars who criticize this model, this scale cannot be used to measure service quality in different industries due to the differences that exist in the characteristics of different industries. However, a number of scholars have affirmed that this model can be applied in the hospitality industry.

As a result, the SERVQUAL model has become a popular instrument for measuring the quality of services in the hotel and tourism industry (Ketinger & Lee, 1994). According to specialists, the SERVQUAL model provides an appropriate conceptual framework for the research as well as for measuring the quality of services in the service sector. The model is based on the evaluation of customer's feedback towards service quality. The described concepts of this model are based on the gap that exists between the perception of the customer and their expectations. Therefore, service quality symbolizes a multidimensional construct and each dimension on this model is associated with different features.

#### **2.4. Service Quality and Customer Satisfaction in the Hotel Industry**

This chapter provides a comprehensive outline of service quality and customer satisfaction. SERVQUAL is a very popular model in measuring service quality and customer satisfaction.

Both, service quality and customer satisfaction are necessary for the survival of hotel industry. Term 'customer satisfaction' is a psychological concept. Satisfaction is achieved when

the performance of the product or service exceeds the expectations of the customer (Oliver, 1997). The definition of customer satisfaction provided by Oliver is from the perspective or point of view of expectation disconfirmation. Before purchasing any product and/or service, the customer has some expectations about its performance. Expectation becomes positive confirmation if the experience of the customer after using the product or service is equal to or better than his or her expectation. If the value and performance of the product or service is below the expectation, it results in negative confirmation by the customer. The level of satisfaction is different for every customer because of difference in personal experiences, needs and wants of different customers (Oliver, 1997).

‘Quality’ is sometimes mistakenly replaced by durability or luxury; however, it is defined as “general excellence of standard or level” or “a level of superiority that is usually high”. David Garvin (1988) has identified different approaches to explain different dimensions of ‘quality’. According to one of the approaches used by Garvin, the transcendent approach, “quality is synonymous with innate excellence, absolute and universally recognizable: you will know when you see it”. According to this point of view, this term can be used for products and services which are meeting the standards. In light of this approach, quality can be taken as a global value which can be taken as measure of value judgment at universal scale (Garvin, 1988).

Parasuraman, Zeithaml, Berry (2002) conducted research in which they studied four different kinds of services, i.e. product repair and maintenance, securities brokerage, credit cards, and retail banking. Regardless of the fact that all of these services can be classified differently, it was identified that customers evaluated service quality on the same general criterion. Another approach presented by Garvin (1988) is the user-based approach. There is yet another approach

to define quality presented by Garvin (1988) which regards quality to be the efficient management of business processes. This approach has been found most effective because it provides flexibility overall as well as specific operations of the company, and increases effectiveness as well as competitiveness of the company (Garvin, 1988).

## **2.5. Measuring Service Quality and Customer Satisfaction**

Service quality and customer satisfaction play a significant role in services industry. One of the inexpensive modes of promotion identified by several researches is customer satisfaction (e.g. Knutson, Stevens, Wullaert, Patton, & Yokoyama, 1990; Naumann, 1995). Organizations spend billions of dollars to improve service quality. In the case of services organizations, it is usually said that “doing things wrong” accounts for an increase of about 30-40% of the operating cost. In the services sector, the cost of gaining a new customer is 6-7 times higher than the cost of retaining a customer; however, a 5% retention rate may cause a 25-95% increase of revenue of the services organizations (Reichheld & Schefter, 2000). These statistics indicate the importance of service quality and customer satisfaction in the services sector. Evaluating customer satisfaction allows the companies to view the quality of products and services of company from customers’ point of view, on one hand; and its impact on word of mouth recommendations and purchase repetition on the other hand (Berkman & Gilson, 1986; Pizam & Ellis, 1999).

Measuring customer satisfaction also helps organizations in analyzing the standard of service quality before and after the application of changes. It also allows organizations to locate gaps in service quality. Therefore, measurement of service quality as well as customer

satisfaction is beneficial for company qualitatively as well as quantitatively. Companies have a better chance to gain market share, customer loyalty, cost reduction, high returns on investments and a guaranteed competitive advantage (Knutson, Stevens, Wullaert, Patton, & Yokoyama, 1990; Naumann, 1995; Render, Haksever, Russell, & Murdick, 2000). Management of hotels has developed a hotel rating system which they carefully analyze on regular basis. There are several forums in the form of websites which is in-charge of this rating system, and thousands of hotels compete to get into top ten positions through providing the best services to their customers. Tourists and other business travellers who have concerns about the service quality of hotels keep visiting such websites. They prefer to stay in the hotels which have been rated high. Hotels have become able to attract more customers on the basis of such ratings and these website sources have become their competitive advantage. Such hotel rating systems have resulted in high service quality in hotels, and they also have positive impact on the performance of the hotels.

## **2.6. Impacts of Service Delivery in the Hotel Industry**

There is a competition to enhance the quality of services in order to gain competitive advantage among the rivals. The demand for higher service quality in the hospitality and tourism industry in Saudi Arabia is rising (Parayani, Masoudi, & Cudney, 2010). It is very difficult to identify and cater to all the dimensions of what is needed and expected by the customers because of existence of a lot of diversity among customers based on their personalities, interests, preferences, experiences and age. Researchers have been faced with major challenges in achieving their goals because customers' needs and wants are continuously changing.

Service quality of any service providing organization is measured qualitatively. Service organizations associated with hotel industry is continuously trying to achieve customer satisfaction. As Tores *et al.* have mentioned, most of the service organizations are not able to achieve the focus to provide maximum quality services to its customer in order to attract them. Van Hoof (2002) has suggested that the terms of quality and service are abstract, thus difficult to be achieved. However, service organizations have emphasized achieving different dimensions of service quality. According to Lorenzoni & Lewis (2004), achieving different goals of service quality can help service organizations to create an advantage over its competitions.

This is an age of competitive environment. In order to sustain organization's image in this era of competition is to provide "the best possible service quality which result in improved customer satisfaction, customer retention, and profitability (Buttle, 1996). Measuring service quality and managing the same is a challenging issue from academic as well as business point of view. It is well established that measurement of service quality is an important procedure for improving the service quality (Jayawardhena et al., 2004)

Contemporary concepts of service quality management have their roots in multidimensional model. SERVQUAL: an instrument devised by North American School of Thought (Parasuraman et al., 1985) "The SERVQUAL model has been the major generic model used to measure and manage service quality across different service settings and various cultural backgrounds" (Buttle, 1996) SERVQUAL model is based on perception of the customers and it identifies the gap between the expectation of service quality and quality of service which is perceived by the customers through actual service delivered by service provider

(Ekinici, 2002). In order to achieve customer satisfaction, it is suggested that this gap should be minimized.

## **2.7. Impact of Quality Services**

There is a great impact on the services of hotels when we are considering local conditions such as religion, culture, norms and values of the country. Religion plays an important role to set rules in different industries. In this chapter we will study how religion, economy, politics and local condition impact the sector. In Saudi Arabia, order in society is in complete conformance with the principles of Islamic law. This law has direct and indirect impact on travelling and lodging in the country. Islam influences the operations of the lodging industry, and the policy-making and development of this sector in the Kingdom of Saudi Arabia (KSA).

## **2.8. KSA (Middle East) Tourist Preferences and Service Experiences**

The government's sudden efforts on its domestic tourism sector is because it has realized that Saudi Arabia is one of the largest exporters of outgoing tourists, who go for holidays to other destinations because the country does not provide destinations and services that the sophisticated tourist needs (SCTA, 2009). Purpose of this discussion is to identify that local customer of hotels is also increasing which ultimately push the service provider to increase the standards.



## **2.9. The Scale Models**

### **2.9.1 SERVQUAL MODEL**

This is the most popular and widely used models of service quality. The SERVQUAL model refers to multi-dimensional instrument of research that is designed to capture perception as well as expectations of a consumer together with the five dimensions that are associated with service quality (Stefano, Casarotto Filho, Barichello & Sohn, 2015). According to this model, service quality is associated with the concepts of expectations and perceptions (Nikolaidis, Chrysikou & Alexandris, 2016). This is because customers evaluate the quality of service through comparing their expectations with the manner through which the service provider performs. Therefore, the quality of services can be described as difference between expectations of a customer on certain services and their opinion on actual performance of service. The process of delivering quality services involves conforming to the expectations of the customers on basis that are consistent. The perceptions of customers on service quality emerge from a contrast of their prior-service experience. This implies that services can only be considered to be excellent in a situation whereby the perception exceeds customers' expectations and to be good if the expectations from customers are equal to their perceptions. On the other hand, services can only be considered to be deficient or poor in a situation whereby the expectations exceed the perception. This scale operationalizes the quality of services through calculating differences that exist between perceptions and expectations.

### **2.9.2 The Five Dimensions of SERVQUAL Model**

The five dimensions of SERVQUAL are described as below.

**1. Tangibility** – this dimension involves the appearance of personnel, equipment and physical facility. It consists of the pleasantness of hotel's communication material, personnel, equipment and physical facilities.

**2. Reliability** – this is the ability to carry out the promised service accurately and dependably. This implies that the services that are offered by a given hotel should be flawless, accurate and offered within the promised time.

**3. Responsiveness** – it is the willingness of the hotel employees to assist customers as well as to offer prompt services. This implies that hotel employees ought to be willing to assist their customers, to answer to their queries and to give the all the relevant information on the service that they should expect.

**4. Assurance** – this is the courtesy and the knowledge of the workers as well as their capacity to gain confidence and trust. It implies that the manner in which the employees behave has the ability to make the customers trust the hotel and make them feel secure. Additionally, employees should possess the ability to respond to the customer's questions politely.

**5. Empathy** – this dimension involves offering personalized attention to the clients. It implies that all the hotel employees should have the ability to understand the customer's issues, to act towards their benefits and to treat each customer individually.

### **2.9.3. Conceptualization of the SERVQUAL Model**

SERVQUAL model is the main approach to quantitatively assess the quality of service (Kouthouris & Alexandris, 2005). In this SERVQUAL analysis study, instead of the original 22 questions, 21 questions will be applied to examine the performance in the five dimensions

through the use of a five point Likert scale to evaluate both the perceptions and the expectation of the customers (Babakus & Boller, 1992).

#### **2.9.4. Use of SERVQUAL Model**

This model is based on the assessment of service quality by the clients. Clients rate service quality on the basis of comparison between expected service quality and actual perceived service quality. The Gap model is the foundation of service quality scale, and is presented in Fig.1 as 'Model of Service Quality Gaps'. This model is one of the extensions of the model presented by Parasuraman and his colleagues (1985). Within the concept of service quality, seven major gaps can be located.

**Gap 1:** It is the gap between the expectations of the customer and the perception of the management. If there are several layers of management in an organization, this gap will be hefty. Other reasons for this gap include lack of upward communication or a wrong orientation of market research.

**Gap 2:** It is the gap between the perception of the management and specifications of services. If the management board or employees of organizations are involved in inadequate commitment to service quality, this gap may result. This gap may also be a result of inappropriate or lack of goals, lack of standardization of tasks or perception of infeasibility of services.

**Gap 3:** It is the gap which exists between the specifications of services and the delivery of service. This gap is result of misperception or lack of knowledge of employees about their duties. However, there can be other causes of this gap including, for example, lack of knowledge in

employees about how to perform their duties, inappropriate supervisory control system and lack of teamwork in employees.

**Gap 4:** It is the gap between the delivery of the services and external communications. This gap is result of over-promising by top management to the employees who are internal customers, as well as to the external customers of the employees. Another major reason which may cause this gap is low level of horizontal communication among employees

**Gap 5:** It is the gap between the expectations of the customers and their perception about the actual services delivered to them. This is the second most significant gap and it is taken as true measure of service quality. This gap addresses the expectations and the perceptions of the external customers. This is the gap upon which SERVQUAL model has its implications. The expectations of different customers about service delivery are very diverse.

**Gap 6:** It is the gap between the expectations of the customers and perception of the employees of the organization. It is the third most significant gap because it is also closely associated with the external customers.

**Gap 7:** It is the gap between the perception of the employees and the perception of the board managers. It is caused by the lack of effective communication channels among employees and the top level managers.

According to the concept of service quality, a high level of service quality can be achieved if these gaps are smaller, or negligible. Even in the case of emergence of one of the gaps, the customers will be dissatisfied because their expectations are not met (Luk & Layton, 2002). Parasuraman and his colleagues were able to develop SERVQUAL on the basis of this model in 1985 (Appendix 2).

### **2.9.5. Strengths and Weaknesses of SERVQUAL Model**

#### **a) Strengths**

According to the recent service literature, there are many major instruments that are available for evaluating the quality of service. The SERVQUAL scale has become one of the key generic scales that is used in measuring and managing quality of service across various settings of service and different cultural environments and it is valued by both the practitioners and academics (Newman, 2001) Some of the strengths that are associated with this scale include;

- (i) The scale can be used regularly to track the perceptions of the customers towards service quality of a given company as compared to its competitors.
- (ii) The SERVQUAL scale offers an opportunity for an organization to evaluate the performance of its service quality on the basis of overall dimensions.
- (iii) This model can be applied in different settings and it gives a basic framework which can be modified to match given attributes of a given company. This scale is applicable in various empirical contexts as well as different cultural backgrounds and nations.
- (iv) The scale's gap analysis approach is considered to be a straightforward and a logical concept since the questionnaire that it uses is pre-described and it can be adapted to match the requirement.
- (v) This scale is a tried and tested instrument than can be employed reasonably as a benchmark. It benefits from the fact that it is a statistically applicable instrument due to extensive field refinement and testing.

For a company to appreciate all the benefits that are associated with the SERVQUAL scale, surveys ought to be carried out each year due to the following reasons;

- a) To allow annual comparison.
- b) To decide on how the improvement of services has affected expectations and perceptions of the service for a given period of time.
- c) To determine how effective the service development is as well as the effectiveness of the improvement plans in the targeted dimensions.

According to research, using the SERVQUAL scale to measure expectation and perception of the customers towards service may lead to a better financial performance, profit gains, enhance corporate image, employee benefits, increased chances for cross-selling, positive word of mouth, customer loyalty and customer retention (Carrillat, Jaramillo & Mulki, 2007).

#### **b) Weaknesses**

Apart from its wide application, some operational and theoretical criticisms have been pointed out. This study discusses the theoretical weakness of this model under the aspect of validity, gap, process orientation, and dimensionality. On the other hand, the operational weakness is considered under the use of two dimension, scale point, polarity, expectation, composition, and moment of truth.

**Validity** – the validity of this scale as a standard instrument for measuring the quality of service across various sectors has been raised. According to those who criticize this scale, a simple revision of the scale's items is not significant for measuring the quality of service from different settings of service.

**Gaps model** – according to the scholars who criticize this model, there is a slight evidence of the access of the customers to service quality concerning the expectation and perception gaps. These

scholars claim that they have found out that the main contributor to the gap score is the perception score due to the generalized tendency of response to rate the expectations high.

**Process orientation** – is a process oriented scale, SERVQUAL focuses on the process of delivering service and not on results of service. This scale encounters even as a combination of both outcome and process as a better predictor of the consumer preference than either outcome or process alone (Dyke, Prybutok & Kappelman, 1999).

**Dimensionality** – the five dimensions of SERVQUAL scale are not complete. This implies that items do not load on the aspects that an individual would expect and the degree of the inter correlation between the five dimensions is high. As a result, those who criticize this scale claim that the proposers of this model ought to have worked with the ten dimensions rather than revising and adapting the five dimensions.

### **Operational**

**Expectations** – according to those who criticize this scale, the word expectation is polysemic and most of the consumers tend to use standards more than expectations in the process of evaluating service quality.

**Composition** – from the five items of SERVQUAL scale, four of them do not have the ability to capture the inconsistency or the meaning of a given context in every dimension of service quality even though the authors of this scale acknowledge that that context that are specific to a given item can be applied to supplement this scale (Bryslant & Curry, 2001). However, the replacing items ought to be similar to the existing SERVQUAL item.

**Moment of truth** – the assessment of the customers on service quality may differ from one moment of truth to the other. This is because services are delivered over numerous moments of

truth or encounter between customer and service staff. Evidence has also indicated that customers tend to evaluate the quality of service through reference to these numerous encounters.

**Polarity** – the modified polarization of items in this scale leads to respondent error. Among the 22 items that are used on the SERVQUAL scale questionnaire, 13 of them are positively worded while nine of them are negatively worded. The negative ones are the complete set of empathy and responsiveness statements. Those who criticize this scale on these bases claim that item wording leads to problems on data quality. As a result, they question the validity of this instrument.

**Scale point** – according to the critics of this model, the flaws of the Likert scale influences the SERVQUAL scale directly. They also claim that the SERVQUAL scale lacks the verbal labelling for points two to six. As a result, respondents tend to overuse the extreme ends of this scale.

**Two administrations** – the use of two administrations on this instrument leads to confusion and repetitiveness. Respondents tend to be confused by the two administrations of both the P and the E-editions of the SERVQUAL scale leading to imperil data quality. Apart from the timing of the two administrations, requesting the respondents to finish a pair of questionnaire at a single sitting becomes confusing.

A pool of 97 instruments was generated from these eleven dimensions of service quality in SERVQUAL. Approximately ten dimensions were generated from each item. After reviewing the instrument, it was reduced to about 22 items. There are two statements regarding each item on the instrument. One of the statements measures the customer's expectation of the organization in the particular service area while the other one measured the general perception of the



organization in the mind of the customer for which service quality was being measured. A seven-point rating scale was proposed for the original instrument from “strongly agree” (7) to “strongly disagree” (1). Suitable to the development of the scale, 50% of the statements were worded positively while the other 50% were worded negatively (Churchill, 1979).

Miller (1977) defined ‘expectations’ as ‘the needs and wants’ of the customers. It is the level of services which they want their service provider to offer the services in current service experience or in case of some future event. The customer perceptions about the service which is provided to them by the service providers can be measured directly during the provision of services or after the service has been consumed by the customer. It is the evaluation of the services on the basis of their experience which they gained from providing the services. According to Parasunaman and his colleagues, service quality is the measure of difference between customer expectation and customer perception.

In order to maximize the service experience, it is necessary to increase gap of positive scores and negative score. Negative values in the instrument are the representation of dissatisfaction of the customer. These values are calculated on the basis of the feedback provided by the customers on this scale (Le, 2010). Each item has its corresponding weight with respect to its importance in the scale. It is because each dimension has a different impact on the service quality. In order to calculate overall score of service quality, the aggregate of all scores is calculated. The scores can vary for different hotels in the same country or for all the hotels within same country. It also depends upon the culture and policies of the particular hotel or country. Sometimes, a hotel management scale is used by the management of the hotels to decide

upon the relative scale that should be provided to each item in the scale (Parasuraman, Zeithaml, & Berry, 1985).

Apparently, the SERVQUAL model has been designed to measure service quality in 5 dimensions only; however, the fact is that it can be extended to include several other dimensions of service quality. It has been used in several different lodging sectors, and it has been used for the sake of several different measurements. With some modifications in the original instrument, it can be used to measure the quality of internal services in addition to the external services for which it is very popular. It is used to assess the performance of the employees of one department of the company by other departments of the company. This model is also very effective in designing the service provision and allocating the resources to each of the different dimensions of the service (Le, 2010).

#### **2.9.6. The Dependent Variables of SERVQUAL**

Some of the dependent variables of SERVQUAL include customer satisfaction, the service delivery process and service quality (Ladhari, 2009).

##### **1. Service quality**

As a strategic organizational weapon, quality refers to the nature of an object or a person. In hotel industry, the need for service quality emerged due to the development of the service organization as well as the upgrade of the service necessities. Service quality is defined as an approach to managing the business to ensure full customer satisfaction which can help in increasing effectiveness and competitiveness. In service, quality is important since it leads to the

growth and development of the business enterprises that operate in the service sector leading to customer satisfaction.

Since service quality is taken to be the difference that exists between the services that the customers expect and the services that they perceive, higher expectations than the performance leads to a perception that the perceived quality is lower than satisfactory leading to customer's dissatisfaction.

## **2. Service delivery process**

The hotels that strive to realize a higher intensity of customer satisfaction introduce a process of service delivery to verify whether the services that customers expect are delivered as per their descriptions (Devi Juwaheer, 2004). This is because the design and the implementation of the processes of service delivery play a major role in the entire competitiveness of the modern hotels through providing clear evidence that the capability of the process as well as its execution are the key drivers of performance since they affect service quality and customer satisfaction.

## **3. Customer Satisfaction**

Since 1980s, satisfaction has turned out to be an accepted topic in marketing and a debate during business recession and expansion (Arambewela & Hall, 2006). In most cases, discussions on satisfaction of the customers involve the expectations of the customers on service delivery and the real delivery of the customer experience. In an attempt to evaluate whether customer satisfaction leads to quality service and vice versa, latest studies have differentiated the perceptions of service quality as a product of satisfaction.

### 3.0 Methodology

#### 3.1. Method

The researcher adopted a qualitative approach to interview a convenience sample of 24 hotel guests regarding their experiences staying in KSA's hotels. The data were collected by using a semi-structure interview (DeFranzo, 2011). Participatns were asked to answer open-ended interview questions, which allowed them to freely express their expereicnes and expectations regarding the service provided by the hotels they stayed. Since there is a lack of research regarding the service quality in KSA's hotels, this study serves as an exploratory research in this field. Each of the invterviews was recorded and transcribed for further anlaysis.

#### 3.2. Interview Questions

The interview questions consisted of both open- and closed- ended questions. The open-ended questions for this study were designed based on the dimensions of SERVQUAL (tangibility, reliability, responsiveness, assurance, and empathy). SERVQUAL was chosen because it is considered as the most appropriate and commonly used scale in many empirical studies across the different service industries. Questions pertaining to five dimensions of SERQUAL were asked to explore the quality of service provided by KSA's hotels.

Examples of the interview questions include:

***Tangibility:*** 1. In your opinion, do you feel that the equipment and furnishings were modern looking at the hotels you stayed in Saudi Arabia and/or the Middle East?

***Reliability:*** How fast and reliable did you find the hotel's services at the hotel you stayed in Saudi Arabia?

***Responsiveness:*** How well did the hotel staff offer service and or take action upon any of your complaints during your stay in Saudia Arabia/ Middle East?

***Assurance:*** Concerning the reception staffs' courteous treatment towards you and their manner of welcoming you upon your arrival, how did the behavior of the hotel staff instill confidence in you?

***Empathy:*** How well did the hotel staff pay attention and listen to your needs while staying at hotels in Saudia Arabia?

After providing their hotel experiences in the five dimensions, interviewees were asked to make a service quality comparison between the hotels in and outside Saudia Arabia.

Closed-ended questions were asked to explore interviewees' overall level of satisfaction with their hotel stay in KSA based on a 5-point Likert ordinal scale (from satisfied, somehow satisfied, neither satisfied or nor dissatisfied, somehow dissatisfied, to very dissatisfied).

The interviewees were also asked to answer demographic questions regarding gender, age, and the number of times they stayed in hotels in Saudi Arabia or outside of the country. Appendix 1 shows the details of the interview questions.

### **3.3. Interviews**

Face-to-face interviews were conducted among 24 hotel guests in KSA. All interviewees were randomly selected by the researcher at a hotel lobby with the help of the hotel general manager. Each interview lasted between 20 and 30 minutes.

Interviews were conducted by following the research protocol. The interviewees were informed the purpose of the study at the beginning of the interview. Tape recording was performed with the consent of the interviewees.

## 4.0 Findings

### 4.1 Interviewee Profiles

#### Gender

Of the 24 respondents, approximately 80% of them were male and 20% female.

**Table 1: Respondent Gender**

Gender	Total No	Percentage
Male	19	79.16
Female	5	20.84

#### Age

The table below shows the age distribution of respondents. It indicates that the most of the respondents (41.66%) are from the 25-35 age group, followed by 36-45 age group (33.34%).

**Table 2: Respondents' Age Groups**

Age(Range)	Number	Percentage
25-35	10	41.66
36-45	08	33.34
46-55	06	25

Of the interviewees, sixty-six percent were from Saudi Arabia, while 34% percent were foreigners who stayed in a KSA hotel. In addition, approximately 67% of the interviewees had ever stayed in an up-scale lodging properties when travelling in the Kingdom of Saudi Arabia,

while 50% of the interviewees had ever stayed in an up-scale hotel when travelling outside the Saudi Arabia. Most of the participants (67%) indicated that their primary purpose of staying in a hotel was business-related, while 33% stayed for other purposes. On average, each of the interviewee spent about 50 nights per year when travelling within the country, and 80 nights per year when travelling outside the country, indicating that the interviewees were experienced hotel guests either in Saudi Arabia or outside the Saudi Arabia.

## **4.2 Interview Results**

### **4.2.1 Tangibles**

In order to explore hotel guests' perceptions of tangible aspect of the service quality, participants were asked the following questions:

Question related to tangibles

1. In your opinion, do you feel that the equipment and furnishings are modern looking at the hotels you stayed in Saudi Arabia (SA) or the Middle East (ME)?
2. How does the décor appearance and atmosphere of KSA hotels compare with other hotels you have visited outside the Middle East?

The main reason behind these questions is to identify how the hotel guests rate the tangible appearance of the hotel, rooms, restaurants or other facilities. Are appearance and quality of the furniture and décor important factors to satisfy hotel customers? Do Saudi hotels have better quality in terms of tangible aspect of the hotels than hotels in or outside the Middle East? The results show that out of the 24 respondents, about 38% posited that hotels in Saudi Arabia and Middle East had good quality of furnishings, reflecting hotel companies' intention to



satisfy their guests from the tangible aspect of service. However, they also suggested that much more should be done with the tangible aspect in order to meet international standards. One of the interviewees commented:

*“In general, yes. Equipment and Furnishing are modern, particularly in hotels that carry good reputation among people or famous hotels such as Marriott, Hilton, and Inter-Continental Hotel Group, etc. Actually, in my opinion, hotels here need more services and modern stuffs “furnishing and equipment” to attract more tourists.”*(Interviewee #21)

Most of the hotels in Saudi Arabia are designed based on Western themes. Local people who have not been exposed to these themes before found them different. Some interviewees indicated that the Western themes and design were attractive but they did not represent the native culture. One reported:

*“Honestly, I haven’t been out of Saudi Arabia, but nowadays, there is the internet. We live today in globalization era where we can see a lot of places easily so that I would say that I will give the décor appearance and atmosphere over here 3.5 out of 10.”*(Interviewee #8).

Six respondents (25%) asserted that hotels in Saudi Arabia and Middle East had modern sophisticated facilities that were equal in specifications compared to others outside. As one respondent explained,

*“I am travelling to different countries from many years and I don’t see much difference in furniture and décor here and in other countries”*

(Interviewee #16)

Two interviewees stated that the tangible aspects of the hotels in Saudi Arabia could not compare with those outside the country. They suspected that this could explain the low number of foreign tourists in this region.

#### **4.2.2 Reliability of Hotel Services**

The following questions were asked to understand the reliability and consistency of the service experienced in KSA’s hotels.

##### **Questions related to Reliability of services**

1. How fast and reliable did you find the hotel’s services at the hotel you stayed in Saudi Arabia/the Middle East?
2. Did the hotel staff show interest in solving any of your problems with any of their services? How do you compare that to other hotels you have visited outside the Middle East?

When it comes to the question of reliability of service, 10 out of 24 (almost 44%) interviewees said that the quality of service was good. Words such as “cooperative” “helpful” “willing to solve problems” “countable” “trustful” were used by interviewees to describe the hotel staff. Examples of the comments include:

*“Staffs in this hotel respond to queries from visitors immediately”* (Interviewee #10)

*“Employees in this hotel are very concerned with the satisfaction of the visitors.”(Interviewee # 2)*

*“Often hotel staff is cooperative and shows interest and provides service to hotel guests.”(Interviewee #11)*

On the contrary, 25% of the respondents gave negative comments regarding the reliability of the service in the hotels they stayed. One stated:

*“I dislike services in SA’s hotel as they take more time to provide the services and it’s not competitive and below expectations!”(Interviewee #4).*

#### **4.2.3. Staff Responsiveness**

##### **Questions related to Responsiveness**

These questions were asked to gather information regarding the responsiveness of the hotel staff in terms of their responses to guest complaints as well as their willingness to assist of and respond to requests from customers.

1. How well did the hotel staff offer service and/or take action upon any of your complaint during your stay at in SA/ME?
2. Were the hotel staff ever too busy or unwilling to assist of and respond to your requests?
3. How do you compare this to other hotels you have visited outside the Middle East in terms of services offered, the interaction between staffs and visitors and the willingness of the employees to assist visitors through responding to their queries?

With regard to responsiveness, interviewees provided different views regarding how complaints were resolved. Approximately 19% of respondents indicated that hotels in Saudi Arabia and Middle East hotels did not respond well when problems occurred. One interviewee commented:

*“There is a very little response or it is too late. Customer service in Saudi hotels leaves a lot to be desired since services offered in these hotels are poor comparing to those offered by hotels in the Middle East. They try to satisfy the customer as fast as they can, but if they are busy, they assign other staff to fulfill their tasks. After that, they follow-up to make sure that everything is under control and customers are happy. The poor response at the Saudi hotels could due to staff shortage in the hotel.”*(Interviewee #09).

The other interviewee also shared the similar comment:

*“Services offered in these hotels are poor as compared to those offered by hotels in Middle East.”*(Questiner#14)

Some interviewees expressed different opinions. One noted:

*“All in all, they are good in offering the assistance to the customer. In addition, I see some hotels in SA are better than the hotels outside the Middle East, but mostly they are the same.”*(Interviewee #14).

For those organizations without an effective response system, their staff often fails to respond to customers’ queries, leading to customer dissatisfaction. In fact, complaints from the clients can help organizations improve their services or products and uplift their standard. Any organization that fails to take the client complaints seriously is likely to lose most of its

customers due to dissatisfaction. Overall, nine interviewees (about 38%) noted that responsiveness was a critical component of quality service for hotel industry.

#### **4.2.4. Assurance**

The following questions were asked to reveal interviewees's impression regarding the professionalism of hotel employees and how knowledgeable the employees were to inform guests regarding the services.

##### **Questions related to Assurance**

1. How did you find the hotel staffs' awareness regarding the hotel's products and services at the hotels you stayed in SA/ME?
2. Concerning the reception staffs' courteous treatment towards you and their manner of welcoming you upon your entry, how did the behavior of the hotel staff instill confidence in you?
3. How would you compare this to your former experiences at hotels you have visited outside the Middle East?

The aspect of assurance seems to be easier for interviewees to understand and they shared many of their comments. Eight interviewees (about 35%) reported that hotel staff in Saudi Arabia was equipped with service and product knowledge. Concerning the reception staff's courteous treatment towards visitors, 15 participants (about 65%) reported that they found the knowledge level of staff was satisfactory; 13% reported that that they felt welcoming when they

enter the hotel and they were offered assistance. Twenty percent of the interviewees reported that they trusted front desk staff and did not notice any difference between hotels in Saudi Arabia and those outside the region in terms of assurance. Below are examples of comments:

*“They are hospitable to the customers with a nice way and offering their assistance and catering to the customer needs, and comparing with the other hotels outside the Middle East, they are almost the same.”(Interviewee #18).*

*“They welcome the guests and offer their assistance nicely. They are also aware of customers’ needs and are willing to accommodate their needs.”(Interviewee #01).*

*“I always trust them and can't blame them for any spontaneous mistakes. Additionally, they usually don't mention any negatives only positives. I never notice any different experience between hotels here in KSA and other hotels outside the Middle East.”(Interviewee #13).*

Approximately twenty-two percent of interviewees reported that hotel staff was not interested in satisfying their guests. Some of the staff were neglectful or ignored guests’ complaints. Additionally, one of the respondents indicated that, according to her experience, one of the hotel housekeepers was not responsive when she asked for additional bathroom amenities. One interviewee commented:

*“The behaviour of the front desk staff is very important. They are the faces of the hotel. They are the first and last impression of the hotel, but unfortunately, the services here in Saudi Arabia are not very good. Egyptian*

*staff here is not responsive. They harm the country's image badly by their ineffective repellent performances.”(Interviewee #14)*

#### **4.2.5. Empathy**

The following questions were asked to see if Saudi hotel staff show attentiveness and empathy to their guests when providing services.

##### **Questions related to Empathy**

1. How well did the hotel staff pay attention and listen to your needs while staying at hotels in Saudi Arabia/Middle East?
2. How would you compare the hotel staffs' ability to understand your personal and specific needs with that of other hotels you have visited outside the Middle East?

The results show that 9 participants (38%) reported that hotel staff was good at satisfying the needs of customers. However, the majority of them indicated that hotel staff could have done more in terms of attentiveness and showing empathy. One interviewee complained:

*“Not very much, many times I asked for urgent needs, but unfortunately they were either late or careless.” (Interviewee #24)*

Comparing with hotels outside the Middle East in terms of staff attentiveness and empathy, 25% respondents indicated that most of the Saudi staff was professional and knew how to meet the needs of customers. In addition, they found many hotel employees were proactive and attempted to resolve issues in a timely manner. One reported:

*“Employees in KSA’s hotels listen to their customers with lovely smiles on their faces. I’m quite confident that most of them are service experts and know how to satisfy customers.”(Interivewee #09).*

Furthermore, the interviewees were asked to rank their overall satisfaction level regarding the service quality in KSA’s hotels based on a 5-point Likert scale (satisfied, somehow satisfied, neither satisfied or nor dissatisfied, somehow dissatisfied, to very dissatisfied). Sixty-seven percent of the participants were satisfied with the service quality. Thirty-three percent of the interviewed ranked the service quality as very dissatisfied.



## **5.0 Discussion and Conclusion**

### **5.1. Discussion**

The purpose of this study is to explore hotel guests' hotel service quality experiences from the aspects of five service dimensions (tangibility, reliability, responsiveness, assurance, empathy). This study also aims to discover if there is a service quality gap between KSA's hotels and other Middle East hotels, as well as with hotels outside the Middle East. In terms of the five dimensions, the findings were mixed. Both positive and negative comments were reported by interviewees. This could be due to the different levels of service expectations possessed by interviewees and the different staff and service encounters the interviewees experienced. Overall, the interviewees suggest that hotel companies need to develop a better response system to respond to incidents and problems that require an immediate attention. In other words, it is important that hotels develop a response program and train employees how to deal with different situations such as customer complaints, medical emergency, fire, power outbreak, national disaster. In terms of tangibility, some interviewees suggested that the Saudi hotels should consider incorporating their own unique culture into the design of the hotels to reflect the richness of the Saudi culture. To encourage hotel employees to commit to providing best customer service, the hotel can provide incentives to award and recognize employees of the month. Most importantly, hotels need to establish service quality standards and make them known to employees. It is also important that hotels will evaluate the service quality on a regular base and avoid service failures.

With regard to the comparison with the Middle East hotels or the hotels outside the Middle East, the conclusions are inconsistent. Some believed that the service quality in KSA's hotels were as good as other hotels outside the KSA, while some believed that KSA's hotels were lagging behind in terms of the five service dimensions. It is very possible that inconsistent comments were made depending on what hotels they used as a comparison. For example, some may compare KSA's hotels with the luxury hotels in Dubai and concluded that the KSA's hotels were not as good as hotels outside the KSA. This was obvious among interviewees who travel abroad frequently.

## **5.2. Conclusion**

With the focus of the development of tourism in Saudi Arabia, the government needs to elevate the quality of service to attract more tourists. Millions of Saudis have been travelling to different tourist destinations around the world and they began to question why hotel services in Saudi hotels were inferior in comparison to those that they received abroad. Most of these active Saudis have been to the Emirates, where they experienced excellent hotel services. Service literature has well documented the important role of service quality in influencing organizational outcomes such as increasing sales profit, promoting customer loyalty, improving customer relations, enhancing customer satisfaction, and performance superiority. It is important for hotels in Saudi Arabia to provide quality service to ensure sustainable success in the competitive global market. Customers seem to be motivated to travel by two variables: the personality of the customers and the attributes of the product. The first variable may include differences such as habits, cognitive attributes, and the motives influencing the customers' choices of products or

services. The attributes of a tourism product should include the component of service quality to ensure customer satisfaction.

Based on the customer service experiences in the Saudi Arabia hotel industry, the government should consider developing service quality standards for hotels to follow. The government should monitor the quality of the services provided by hotels, establish a reward system to award, and recognize hotels that exceed the quality standards. It is also important for the government of Saudi Arabia to encourage researchers to conduct research in the field of hotel industry to collect more data from which to build a service quality benchmark for the hotel industry in Saudi Arabia.

### **5.3 Limitations of the Study and Future Studies**

Due to time constraints, the data were collected from a convenience sample, which limits the generalization of the findings. Future studies can increase the sample size and collect data from a wider representative population. As an exploratory study, this study adopted a qualitative approach to gather insight from experienced hotel guests. Future studies can expand upon the findings from this study and develop a survey to collect quantitative data from which to build a service quality benchmark for the hotel industry in Saudi Arabia.

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## **Appendices**

### **Appendix 1: Interview Questions**

#### **Service-Quality Dimensions**

(In this section, please answer according to your opinion)

##### ***Qs. for Tangibles***

1. In your opinion, do you feel that the equipment and furnishings were modern looking at the hotels you stayed in Saudi Arabia and/or the Middle East?
2. How does the décor appearance and atmosphere compare with other hotels you have visited outside the Middle East?

##### ***Qs. for Reliability***

1. How fast and reliable did you find the hotel's services at the hotel you stayed in Saudi Arabia/the Middle East?
2. Did the hotel staff show interest in solving any of your problems with any of their services?
3. How do you compare that to other hotels you have visited outside the Middle East?

##### ***Qs. for Responsiveness***

1. How well did the hotel staff offer service and/or take action upon any of your complaints during your stay at in SA/ME?
2. Were the hotel staff ever too busy or unwilling to assist of and respond to your requests?
3. How do you compare this to other hotels you have visited outside the Middle East?

***Qs. for Assurance***

1. How did you find the hotel staffs' awareness regarding the hotel's products and services at the hotels you stayed in SA/ME?
2. Concerning the reception staffs' courteous treatment towards you and their manner of welcoming you upon your entry, how did the behavior of the hotel staff instill confidence in you?
3. How would you compare this to your former experiences in hotels you have visited outside the Middle East?

***Qs. for Empathy***

1. How well did the hotel staff pay attention and listen to your needs while staying at hotels in SA/ME?
2. How would you compare the hotel staffs' ability to understand your personal and specific needs with that of other hotels you have visited outside the Middle East?

Overall Satisfaction Level: Please rank your overall satisfaction with the service quality in KSA's Hotels:

1=1= Very Satisfied

2=2=Somehow Satisfied

3=3=Neutrall (Neither Satisfied nor Dissatisfied)

4=4=Somehow Dissatisfied

5 5=Very Dissatisfied

## **SECTION B**

### **GENERAL INFO**

(Tick where appropriate)

1. What is your primary type of lodging properties/hotels you stay at when traveling in KSA/the Middle East:
  - Upscale
  - Mid-scale
  - Budget
2. What is your primary type of lodging properties/hotels you stay at when traveling outside KSA/the Middle East:
  - Upscale
  - Mid-scale
  - Budget
3. What is your primary purpose for hotel stay in KSA/the Middle East?
  - Leisure
  - Business
  - Other
4. What is your primary purpose for hotel stay outside KSA/the Middle East?

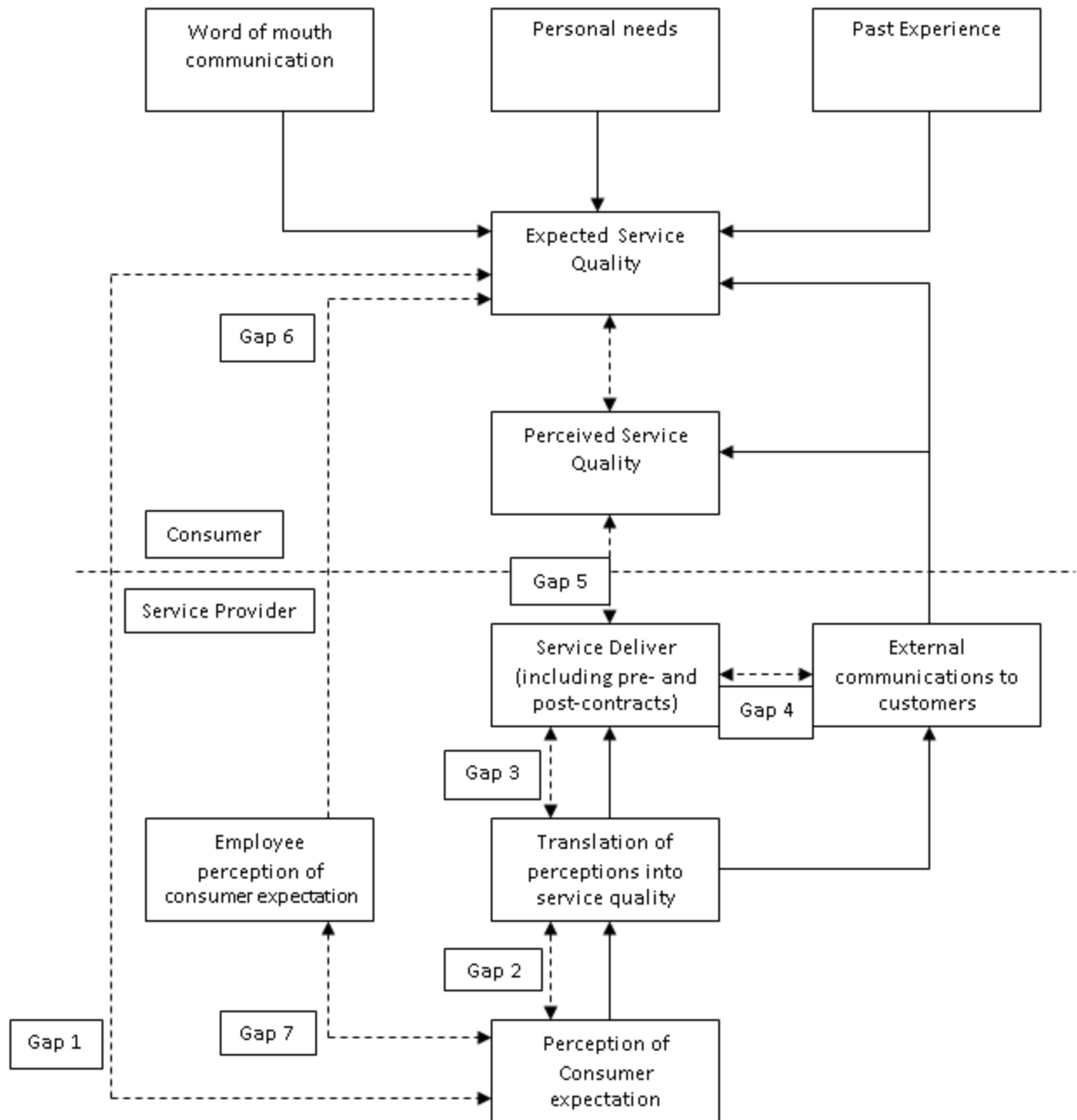
- Leisure

- Business

- Other

5. Approximately, how many nights do you stay in hotels in KSA every year?
6. Approximately, how many nights do you stay in hotels outside the Middle East every year?
7. Gender  
Male [ ]  
Female [ ]
8. What year were you born?
9. How long have you been living in KSA?
10. Please identify your status of residency. Local [ ]  
Resident [ ]
11. Please identify your position in the company.
12. Please include your email or cell phone number for follow up interview if needed.

## Appendix 2: Model of Service Quality Gaps



**Figure 1: Model of Service Quality Gaps**

(Parasunaman et al., 1985; Curry, 1999; Luk and Layton, 2002)

## Appendix 3

### Section A

#### List of Provisions for Classifying Hotel Services and Fittings

#### Makkah Al-Mukarramah – Al-Madinah Al-Munawwarrah

Serial	Main Elements )Service Name and Fittings (	Item Number	Items That Include Several Provisions (or) One Provision Only Is Assessed for Score and the Remaining Provisions Are Left without Assessment						
			Regulatory Req	Description of Provisions	5 Stars **** *	4 Stars ****	3 Stars ***	2 Stars **	Licensed
1	Location and building’s exterior	1		The hotel located nearby the Holy Mosque at less than 500m					
		2		Nearby commercial complex at less than 500 m					
		3		Located on street of width more than 40m					
				Or located on street of width between 20m-40m					
			License	Or located on street of width less than 20m, provided an approval from the MoMRA is obtained					

		4	License	Hotel signboard in Arabic and English in an eminent place (lighted, coordinated design, match the name in the commercial registration certificate only for renewal(						
		5		Fix hotel classification board in eminent location at entrance - Renewal Case Only						
		6		Use (granite, marble and glass) to cover building elevations		class	class			
		7	License	Elevation fault free (paint peeling, cracking, exposed wires, water leak stains)						
		8		Provide lighting that allow vision distributed all over the building and building perimeter						
		9		Use power saving lamps (LED or Fluorescent lamps)						
		10		Landscaping around the building while maintaining environment conditions and making available green areas		class	class			
		11	License	Cleanliness of buildings and all site areas						
		12		Apply thermal insulation and double or reflective glass						
		13		Using motion sensor based lighting to control part of external walkways lighting between buildings						
Total										
2	Car Parking	14		Guest car parking (30% of rooms minimum)		class				
				Guest car parking (20% of rooms minimum)			class			
				Guest car parking (10% - 20% of total rooms )				Class		
			License	Or suitable guest car parking (the MoMRA's approval is required)						
		15		Provide (2) parking for tourist busses or more, provide taxi car parking						
				Provide (1) parking for tourist busses or more, provide taxi car parking						



16		Car parking width 2.5m minimum for each parking lot						
17	License	Paving ,asphalting, shading and numbering the parking						
18		Separate entrance gate from exit gate for parking						
19		Or nearby parking for special needs of width 3m minimum and provide additional space for easy ascending which include clear mark for designation						
20		Sufficient ventilation of all parking						
21		Sufficient lighting all proper vision in all parking						
22		Use power saving lamps (LED or Fluorescent lamps)						
23		Using motion sensor lighting for part of parking lighting						
24		Provide car parking entry / exist signage						
25	License	Provide control cameras in accordance with MOI standards						
26	License	Provide fire fighting sprinklers and hoses						
27	License	Provide fire alarm and detection devices						
28	License	Provide emergency lighting and usable fire extinguishers						
29	License	Emergency exits (for confined parking) and providing interpretation signage						
30		Hotel entrances from higher and lower parking shall be defects free						
31		Floors, canopies, signage and lightings shall be defects free						
32	License	General cleaning of parking including all its related elements						

		33		Provide containers for waste collection of sufficient number at parking						
Total										
3	Hotel External Entrance	34	License	Provide a separate main entrance for the hotel						
		35		Entrance external area of main entrance will have unique design shading		class				
		36		Provide sufficient areas in front of main entrance for passenger loading / off loading		class	class	class		
		37		Provide luxuries counter with dedicated employee for guest cars parking services including related cards		class				
		38		Provide luxurious decoration nearby the main entrance externally) fountains, sculptures(						
		39	License	Provide low ramps with railing for entrance and exit of people with special needs (comprehensive access guide(						
		40	License	Provide functional control cameras for all building entrances						
		41		Provide unique lighting and creative touch						
				Or provide good lightings						
		42		Use power saving lamps (LED or Fluorescent lamps)						
43		Use double doors (transit between the two doors) or swing door at entity main entrance								
Total										
4	Front Office	44	License	Reception in eminent areas overlooking the main entrance						
		45	License	Post operation license, classification certificate and authority approved price list in eminent place to guests in reception (in case of renewal only)						

46	License	Municipality or civil defense valid license is available						
47		Provide sign showing the name and mobile number of the person in charge who can be accessed all the time (duty manager)		class	class	class	class	
48		Provide (designated officer either separate office or in reception indicated with signage) to provide information services, and provide services to guests (concierge). Higher score in case of Saudi national		class				
49		Provide Arabic / English front office and reception signage		class	class	class	class	
50		Reception table luxurious and of unique design						
51		Comfortable waiting seats and service tables available for reception area occupying 10% of reception area		class				
52		Credit card and ATM payment system is available		class	class	class		
53		Currency exchange services and exchange prices lists are available		class				
54		Designated Operations Control Center is available manned by employee (s) to respond to calls						
55		Interface of Operations Control Center for recording, saving and displaying caller ID for incoming and outgoing calls and print call reports						
56		ATM at or nearby the hotel is available provided that it shall be at walk distance (100m maximum)						
57		KSA and World's states time clock is available						
58		Safety deposit boxes room separated from reception is available for privacy which is provided with CCTV						
59		Natural flowers are available on the tables and desks of reception areas						
60		Designated room for guests luggage is available fitted with organized shelves		class	class			

61		Using luggage ID cards and luggage storage log							
62		Public telephones (2 minimum) are available in places separated from reception areas (allowing user privacy)		class					
63		Pens and notebooks are available beside public telephone							
64		Table and chairs are available for public telephone							
65		Guest profile registration automatic software is available							
66	License	Interface hotel with MOI guests information registration system (SHMOS)							
67		Provide unique lighting and creative touch							
		Or provide good lighting							
68		Cooling / heating AC system (central)		class					
		Or heating / cooling AC system (split)							
69		Effective air freshening devices are available							
70		Designate section of front office for people with special needs, height 90 cm maximum							
71		All employees in uniform							
72		Arabic / English name tag is provided							
73	License	Complete first aid kit in accordance with red crescent requirements is available							
74		Telephone number of medical center for contact in case of emergency is available							
75	License	Enforce security procedures (camera control system)							

		76		Use power saving lamps (LED or Fluorescent lamps)						
		77	License	Ceilings, floors, walls, furniture and equipment in reception and its elements are defect free						
		78	License	General cleanliness (ceilings, floors, walls, furniture and equipment) in reception and its elements						
Total										
5	Lobby	79		Lobby area more than 50 m2 for each 100 rooms						
				Or Lobby area between 40- 50 m2 for each 100 rooms		class				
				Or Lobby area between 30- 40 m2 for each 100 rooms			class	class		
			License	Or Lobby area not less than 20 m2 for each 100 rooms						
		80		Lobby floors of luxurious material (such as high quality marble, luxurious rugs)		class	class			
				Or lobby floors of suitable material				class	class	
		81		High quality furniture is available (seating, tables and accessories)						
		82		Unique aesthetical sculpture and frames are available (higher score for national heritage)						
		83		Natural plants appropriately and consistently distributed are available						
		84		Wi-Fi services are available in lobby free of charge						
		85		Electrical sockets are available beside the seats						
		86		Direction signage and pictorial symbols are available in lobby to indicate hotel facilities		class	class	class	class	
		87		Male/ Female toilets are available in lobby						

5	Lobby	88		Heating / Cooling AC System (Central)	class					
				Or heating and cooling AC system (split)						
		89		Provide unique lighting and creative touch including chandeliers						
				Or provide good lighting						
		90		Effective air freshening devices are available						
		91		Use power saving lamps (LED or Fluorescent lamps)						
		92	License	Provide fire fighting sprinklers and hoses						
		93	License	Provide fire alarm and detection devices						
		94	License	Provide standby lighting and usable fire extinguishers						
		95	License	Emergency exit (confined parking) and designation signage						
		96	License	Ceilings, floors, walls, furniture and equipment in lobby and all its elements are defect free						
		97	License	General cleanliness of ceilings, floors, walls, furniture and equipment in lobby and all its elements						
Total										
6	Public Toilets	98		Toilets that serve public facilities (lobby, prayer room, halls, restaurant, and business center) either grouped in blocks or separated are divided into (males and females). The total toilets in all facilities will be 3 toilets minimum and (2) hand showers each 100 rooms for males and similar for females including one toilet minimum designated for special needs in each section. The female section shall include babies care part.	class	class				

			Or Toilets that serve public facilities (lobby, prayer room, halls, and restaurant) either grouped in blocks or separated is divided into (males and females). The total of toilets in all facilities will be 2 toilets minimum and (1) hand shower each 100 rooms for males and similar for females including one toilet minimum designated for people with special needs in each section. The female section shall include babies care part				class		
		License	Or Toilets that serve public facilities (lobby, prayer room, halls, and restaurant) either grouped in blocks or separated is divided into (males and females) and include at least one toilet (fitted for special needs each 100 rooms or less for males and similar for females						
		99	License	Odors are not noticed (effective ventilation system)					
		100		A hand shower is provided next to the toilet		class	class	class	class
		101		Foot operated waste basket is available					
		102		Toilet tissue and hand tissue rolls are available		class	class	class	
		103		Toilet flush valve, soap containers and faucets are automatic					
		104		Suitable lightings are available and distributed appropriately		class	class	class	class
		105		Water leak and rust are not present in toilet water fixtures or connections		class	class	class	class
		106		Water use rationalization fittings are installed in each faucet and hand shower					
		107		European type toilet flush valve capacity 3L maximum for each flush					
		108		Use power saving lamps (LED or Fluorescent lamps)					
		109		Motion sensor lighting is used for toilet lighting control					

		110		Poster include water rationalization sentences is placed							
Total											
7	Elevators and Stairs	111	License	2 elevators minimum are available for buildings that consist of three story (two floors beside ground) and not exceeding 100 room and additional (1) elevator for each 50 rooms  Or at least one elevator is available for buildings that consist of three story (two floors beside ground) and not exceeding 100 room and additional (1) elevator for each 50 rooms		class	class	class			
		112		The space of each elevator is more than or equal 3m2  Or the space of each elevator is 2m2		class					
		113		The stairs width not less than (1.5 m.) for buildings consisting of two stories (ground and first floors)							
		114		Mirror is available on elevator or stairs side							
		115		Elevator or stairs' interior includes luxurious installations and decorations							
		116		Elevator can be operated with room key card feature							
		117		Provided with required fittings for special needs as follows: elevator switch board internally and externally includes Braille Lettering 90 cm height from ground surface. Elevator door width 90 cm minimum. Provide railing along the perimeter of elevator car internally to allow handicap grapes the railing. Provide audiovisual lighted panel inside and outside the elevator car to present the stop.							
		118	License	Odors are not noticed (effective ventilation system)							
		119		Suitable lighting is available in the elevator and escalator							
		120		Use power saving lamps (LED or Fluorescent lamps)							



7	Elevators and Stairs	121	License	All elevators are provided with intercom to reception (for emergency cases)						
		122		Control camera is available in elevators						
		123	License	Warning signage for not using the elevator in case of fire is available. The signage shall be hanged beside the elevator door externally in all floors in Arabic and English						
		124	License	Emergency staircase with easy open and close doors is available and provided with suitable lighting and emergency lighting, railing, and anti-slip floor. They shall not be used for storing equipment, tools or furniture.						
		125	License	Elevator and escalator (ceiling, floors, walls, and lights) are defects free						
		126	License	General cleanliness of elevators and escalators (ceilings, floors, walls, lighting) including its related elements						
		127		Two (2) designated and separate elevators are provided for support services (hotels more than two story)						
			License	Or one designated and separate elevators is provided for support services						
Total										
8	Corridors	128		Corridors width 1.30 m minimum						
			License	Or Corridors width 1.50 m minimum						
		129		Luxurious and high density carpets available for corridor floor						
				Or floor of corridors is made of suitable quality carpet or floors of suitable material						
		130		Designated room in each floor for janitor trolley and tools						
		131	license	Featured signage that indicate (floor number, directions and room numbers) in front of elevator and in corridors						

[illegible]

		148	License	Emergency exits as per the conditions of the Civil Defense.						
		149	License	The (ceilings, floors, walls, furniture and equipment) in Corridors and all related elements are free from defects						
		150	License	The general cleanliness condition (ceiling, floors, walls and equipment) in corridors and related elements						
Total										
9	Rooms	151		Room space is more than 30 m2 inclusive toilet and corridor						
				Or room space is 24 - 30 m2 including toilet and corridor						
				Or room space is not less than 24 m2 including toilet and corridor	class					
				Or room space is not less than 20 m2 including toilet and corridor		class				
				Or room space is not less than 18 m2 including toilet and corridor			class			
			License	Or room space is not less than 14 m2 including toilet and corridor						
		152		Provide regular suite of 3% of rooms (minimum 2 suites) with a space 56 m2 minimum provided that it includes (bedroom including toilet, sitting area )	class					
				Or provide a regular suite of 2% of rooms (minimum 2 suites) with a space 36 m2 minimum provided that it includes (bedroom including toilet, sitting area)						
		153		Provide one bigger size suite of space 96 m2 minimum which includes (double bedrooms each including toilet, sitting areas includes toilet, separate dining table and office)						
		154		Provide one special suite of space 160 m2 minimum which includes (double bedrooms each including toilet, sitting area includes toilet, , separate dining table, kitchen and office)						
		155		Designate 50% minimum of total rooms as non-smoking						

9	Rooms	156		Separate entrance is provided for each room or suite									
		157		The room or suite entrance is of high quality and soundproof walls for all rooms									
		158	License	spy hole is provided in all room entrance doors									
		159		Card electronic lock system is available for all rooms									
		160	License	Manual lock is available internally for privacy									
		161		Additional lock is available internally		class	class						
		162		Lighted signage or light beside door is available externally and it is internally controlled indicating (do not disturb - clean the room)									
				Or excellent card requesting the service (e.g. do not disturb, clean the room) suspended on door handle internally									
		163		Room design with distinctive features and creative touch (decorations, gypsum or wood trims, wall paper ...)									
				Or room's design of suitable pattern									
		164		High quality and luxurious rugs cover the room floor are available. If covered with marble, ceramic, or wood, provide luxurious rugs nearby the bed									
		165		Distinctive aesthetical frames are available on walls									
		166		Separate balcony separated from room with noise and heat insulation glass barrier allow natural lighting									
				Or heat and noise insulation glass window allow natural lighting of room									
		167		Blackout curtain is available									

168		Featured design and high quality curtains are available							
169		Minimum size of single bed 190x90 cm and double bed 200x200 cm							
		Or minimum size of single bed 90x190 cm and double bed 180x200 cm	class	class					
	License	Or minimum size of single bed 80x190 cm and double bed 180x200 cm							
170		Luxurious bed mattress is available, thickness 30 cm minimum							
		Or luxurious bed mattress is available, thickness 20 cm minimum	class	class					
171		Complete set of bed sheets of high quality is available which include bed mattress cover, 2 top and lower sheets, single bed duvet the fabric of which is white or light color							
	License	Or suitable quality bed sheets is available which includes bed mattress cover, single bed duvet, one pillowcase and blanket and the fabric of which is white or light color							
172		Two (2) luxurious pillows are available for each person							
	License	Two (2) suitable pillows are available for each person							
173		Additional pillow and blanket are available in the closet	class						
174		List of pillows is available (minimum 3 types) upon request	class						
175		Two (2) bedside tables for double bed are available	class						
176		One (1) bedside table for each bed (double bedroom)							
177		Alarm clock (separate or compact TV built-in alarm clock)							
178		High-tech telephone (2 units) that present hotel services (on the set) in Arabic and English							

		Or telephone set in the room							
179		Two (2) (coach /chairs) with two armrests and a table							
		Or one coach / chair and a table							
180		High quality closet fitted with internal lighting containing clothes shelves and 5 identical hangers for each person of which 5 with clamps	class	class					
	License	Or closet which includes shelves and clothes hangers							
181		Safe box in all rooms in a size allowing to save a 15-inch cell phone							
		Or safe box in all rooms							
182		Electrical socket inside the safe box is available							
183		Welcome card and simple gift (fruits, chocolate, etc) for guest welcome is available							
184		Two (2) drinking cups and (2) juice cups of high quality							
		Or two (2) water drinking cups							
185		Laundry services (regular / short time) around the clock is available							
		Or laundry services (regular / short time) around 12 hours							
		Or laundry services							
186		Laundry price list (regular - short time) is available							
187		Controlled fabric pack for laundry for each person is available							
		Or suitable pack for laundry for each person							
188		Iron and ironing board is available							

9	Rooms	189		Fabric shoe for each person						
		190		Shore basket for requesting polish						
		191		Shoe polisher for each individual						
		192		a shoehorn						
		193		Full body length mirror						
		194		High quality shelf for luggage (fixed / mobile) separate from closet						
		195		Dressing table of unique design and high quality fitted with drawers, mirror and chair						
		196		Sewing accessories (needles, threads, buttons etc)						
		197		High quality and unique separate desk fitted with drawers and a comfortable mobile chair with two arm rests						
		198		Excellent stationary (mail envelopes, paper, pens etc)						
		199		A survey is filled out by the guest to assess his satisfaction of services rendered by the hotel						
		200		Complete guide on services rendered by hotel including prices in Arabic and English printed in high quality and free from defects						
		201		List of drinks and food in room services including prices in Arabic and English separate from room guide printed in high quality and free from defects						
		202		State-of-the-art TV flat screen 40" minimum including remote control and a channel displaying the hotel services						
				Or state-of-the-art TV flat screen 32" minimum including remote control and channel displaying the hotel services		class	class			

[illegible]



		214		Sugar and choices of tea and coffee are available (supplied daily and free of charge)										
		215		Bottled drinking water (free of charge - daily - bottle for each person)										
		216		Soft tissue for hands and face (3 boxes)										
				Or (2) boxes of tissue for hands and face										
				Or (1) box of tissue for hands and face										
		217	license	Qibla (prayer direction) poster in eminent place										
		218		Free of charge newspaper for each room each morning										
		219		Lighting control switches for lights in the room and toilet available beside bed										
		220		Ash tray (if smoking is permitted)										
		221		Bed sides luxurious and featured lighting										
			license	Or suitable lighting on bed sides										
		222		High quality mobile lighting beside bed for reading										
		223		High quality ground, featured and luxurious lamp										
			license	Or suitable ground lamp										
		224		Designated lighting for room's entrance										
		225		High quality featured and luxurious lighting is available above the dressing table										
			license	Or dressing table lighting										
		226		High quality featured and luxurious lighting for desk										

			license	Or lighting on a table for the desk						
		227		Cooling / heating AC system (central)		class				
			license	Or heating / cooling AC system (split)			class	class	class	
		228		Door closer is provided						
		229		Selection of room paint colors of cool and light colors						
		230		Signage inside rooms for power and water rationalization for all rooms						
		231		Use power saving lamps (LED or Fluorescent lamps)						
		232		Power efficiency label on all electrical appliances in room (AC and refrigerator)						
		233	license	The room door, internally, include exit plan in case of emergency						
		234	license	Smoke detectors in each room						
		235	license	Water sprinkler in case of fire						
		236	license	Defect free waste basket						
		237	license	Ceilings, floors, walls, furniture and appliances including the related items of room are free from defects						
		238	license	General cleanliness of the room (ceiling, floors, walls, furniture and appliances and all its related items						
Total										
##	Room Toilets	239		Or toilet space $\geq 5m^2$						
				Or toilet space $\geq 4m^2$		class				
				Or toilet space not less than 3.5 m2			class			

	license	Or toilet space not less than 3 m2							
240		High quality door ensures complete privacy							
241		Covering walls and floors of toilets with high quality marble							
		Or covering walls and floors of toilet with ceramic							
242	license	Continuous supply of hot and cold water							
243		Telephone in toilets		class	class				
244		(20%) of toilets include a bathtub 1.4m long minimum fitted with glass partition beside separate shower with a space of not less than (90cm. x 90cm.) fitted with a suitable partition							
		Or bathtub 1.4m length minimum fitted with glass partition							
	license	Or shower 90x90 cm minimum fitted with a partition or a suitable curtain							
245		Suitable toilet grab bars available in the shower area		class	class	class			
246	license	Shower and toilet floor is non-slip		class	class	class			
247		Shower towel stainless steel shelf		class	class	class			
248	license	Two (2) clothes hangers		class	class	class			
249	license	High quality toilet seat with a lid		class	class	class			
250		European type toilet flush valve capacity 3L maximum for each flush		class	class	class			
251		Hand shower beside the toilet or bidet		class	class	class			
252		Two (2) high quality tissue rolls are available		class	class	class			
253		hand wash basin		class	class	class			

		254	license	Mirror with light		class	class	class		
		255		Body care products high quality rack		class	class	class		
		256		Shaver socket beside the mirror		class	class	class		
		257		High quality digital scale		class	class	class		
		258		Mirror (magnification) with lights		class	class	class		
		259		Hair dryer		class	class	class		
		260		Thick and fine cotton (shower) towel for each person size 140x70 minimum		class	class	class		
		261		Thick and fine cotton (hand) towel for each individual size 40x70 minimum		class	class	class		
		262		Thick and fine cotton (face) towel for each individual size 30x30 minimum		class	class	class		
		263		Thick towel for toilet floor size 50x70 minimum		class	class	class		
		264		Fine cotton bathrobe for each person		class	class	class		
		265		Fine hand and face tissue		class	class	class		
		266		All personal care and cleaning products carrying the hotel logo and name		class	class	class		
		267	license	High quality packed soap for each person		class	class	class		
		268		High quality shower gel for each person		class	class	class		
		269		High quality shampoo for each person		class	class	class		
		270		High quality hair conditioner for each person		class	class	class		
		271		High quality body lotion for each person		class	class	class		
		272		Head shower cover		class	class	class		

		273		Tooth brush and tooth paste for each person		class	class	class		
		274		Shaving tool for each person		class	class	class		
		275		Ear cotton buds		class	class	class		
		276		Comb each person		class	class	class		
		277		Two (2) Glass Cups		class	class	class		
		278		Retractable clothes rope with a base fixed to the toilet wall		class	class	class		
		279	license	Odors are not noticed (Effective ventilation system)						
		280	license	Toilet general lighting						
		281		Use power saving lamps (LED, Fluorescent or compact lamps)		class	class	class		
		282		Install water rationalization tools in the toilet flush valve, toilet and shower, hand wash basin and shower		class	class	class		
		283	license	Flap lid waste basket		class	class	class		
		284	license	Bathroom ceilings, floors, walls, flush toilets and fittings are free from defects						
		285	license	Water leak and rust are not present in bathroom water fixtures or connections						
		286	license	General cleanliness (ceilings, floors, walls, basin, flush toilet and fixtures) including all related items						
Total										
#	Rooms for People with Physical Disability	287	license	Designate 1% of rooms for the handicapped (at least 1 room of total rooms) as per comprehensive access guide						
		288	license	On ground floor or nearby ground floor (grade based on proximity to/from ground floor)						

		289	license	Room space (standard room) 30 m2 minimum including toilet and corridor						
		290	license	Room toilet of space 5m2 minimum						
		291	license	Room door handles at 90-120 cm from ground level						
		292	license	Room door minimum width 1m						
		293	license	Additional lock and spy hole at 90-120 cm from the ground						
		294	license	All floors are made of ceramic or marble; the carpet is not used						
		295	license	Lighting switches and sockets at 90-120 cm height						
		296	license	Bed height 45-55 cm						
		297	license	Mirror height 90 cm maximum from ground level						
		298	license	Emergency push button in telephone set						
		299	license	Clothes hanger height 140 cm maximum						
		300	license	Toilet door is sliding (open outward) of width 1m minimum and a handle at 90-120 cm height with no door sills between toilet and room						
		301	license	Designate 120x150 cm in the toilet for toilet seat the base of which is at 43-49 cm height fitted with hand shower and space of 1m minimum in front of the toilet seat						
		302	license	Toilet accessories and sockets will be 90-120 cm height						
		303	license	hand wash basin of width 50 cm and height 72-74 cm including 50 cm length single lever faucet						
		304	license	Grab bars are provided for assisting toilet user (vertical and horizontal) beside the (toilet seat, hand wash basin and shower area)						

		305	license	non-slip floors						
		306	license	Shower area at toilet ground level and shower head at 120-150 cm height						
		307	license	All personal accessories and tools are available in bathrooms						
		308	license	Suitable ventilation and lighting are available in room and bathrooms						
Total										
##	Rooms for People with Hearing and Visual Disability	309	license	Designate 1% of rooms for people with hearing and visual disabilities (at least 1 room of total rooms)						
		310	license	Room bell, alarm sounded and telephone tone alert persons in room and toilet (audiovisual)						
		311	license	Vibrator is available connected to room bell or alarm sounded placed under pillow if guest suffers hearing disability						
		312	license	Device with display screen that presents hotel guide and its room services using audio and Braille language where device switches are in Arabic, English, Pictorial and Braille language						
		313	license	A guide for the hotel and its related services is available in Arabic, English, and Braille languages						
		314	license	Braille Language introduced to interpretation sentences in rooms						
		315	license	Braille Language introduced to all toilet fixtures and accessories						
		316	license	All personal accessories and tools are available in bathrooms						
		317	license	Suitable ventilation and lighting are available in room and bathrooms						
Total										
##	Café	318		24-Hour Coffee shop is available						

##	Café		Or provide coffee shop operate for 18 hours minimum	class				
		license	Or provide coffee shop operate for 12 hours minimum					
		319	Coffee shop order menu in Arabic and English languages, stating the prices (higher score if in Braille Language)	class	class			
		320	Four (4) types of pastry are available	class				
		321	Four (4) types of sweet are available	class				
		322	Four (4) types of coffee are available	class				
		323	Four (4) types of tea are available	class	class			
		324	Four (4) types of fresh juice are available	class				
		325	Four (4) flavors of ice cream are available					
		326	Food heating appliances are available	class	class			
		327	Refrigerator for foods and drinks is available	class				
		328	Coffee makers are available	class				
		329	Utensils and cups are free from defects, consistent, luxurious and unique	class	class			
		330	All employees in uniform	class	class			
		331	Employees have ID nametag in Arabic and English	class	class			
		332	Designated hand wash basin is available for the employees and it is separate from the utensil sink. The basin faucet should open and close without using hands.	class	class	class		
		333	Water rationalization tool is installed in the faucet at the hand wash basin					
		334	Fabric is not used for cleaning while tissue is used	class	class	class		



		335		Hand sanitizer is available		class	class	class			
		336		Disposable gloves are available		class	class	class			
		337		Foot operated waste bin is available in preparation area							
		338	license	Required safety and firefighting equipment are available							
		339	license	Ceilings, floors, walls, furniture and appliances in coffee shop and its related areas are free from defects							
		340	license	General cleanliness (ceilings, floors, walls, furniture, appliances) in coffee shop and related areas							
Total											
##	Restaurants	341		(3) or more restaurant are available							
				Or (2) restaurants are available		class					
				Or at least one main restaurant is available			class	class			
		342		Main restaurant space is more than 75 m2 for each 100 rooms		class					
				Or main restaurant space is 50-75 m2 for each 100 rooms			class				
				Or main restaurant space is not less than 25 m2 for each 100 rooms				class			
		343		Restaurant entrance is clear and restaurant name signage is present							
		344		Signage at restaurant entrance is placed externally in Arabic and English languages stating working hours				class			
		345		Counter with an employee are present to welcome guests at restaurant (s) entrance			class				
		346		Floor is made of good and cleanable material							

		347	Breakfast banquet 4 hours minimum daily		class	class			
		348	Lunch banquet 3 hours minimum daily						
		349	Dinner banquet 3 hours minimum daily						
		350	Restaurant fitted with high quality luxurious chairs and tables to serve main meals (breakfast, dinner and launch)						
		351	Using consistent high quality serving utensils each signed by manufacturer stamp						
			Or consistent high quality serving utensils are used						
		352	Unique and creative decoration works are implemented						
			Or suitable decorations are implemented						
		353	Colors are selected to allow maximum light reflection						
		354	Mobile and defect free partitions are available for families upon request						
		355	Designate area in the hall for food (banquet) fitted with utensils						
		356	The food display area (buffet) shall include hot and cold areas using attached-lid food warmers						
		357	Food shields are installed to protect cold dishes from sneezing						
		358	Toilets nearby restaurant are available						
		359	Featured lighting is available in restaurant						
		360	Cooling / heating AC system (central)		class	class			
			Or heating and cooling AC system (Split)				Class		
		361	Use power saving lamps (LED, Fluorescent or compact lamps).						

		362		All employees in uniform							
		363		Employees have ID nametag in Arabic and English							
		364		Provide fire fighting sprinklers and hoses							
		365	license	Provide fire alarm and detection devices							
		366	license	Provide standby lighting and usable fire extinguishers							
		367	license	Emergency exits and their related signage are provided							
		368	license	Ceiling, floors, walls, furniture and equipment in restaurant and its related areas is free from defects							
		369	license	General cleanliness (ceiling, floors, walls, furniture, equipment) in restaurants and related areas.							
Total											
##	Public Facilities	370		Prayer area at suitable place is available		class					
				Or nearby mosque at 5 minutes walking							
		371		Ablution designated area is available beside prayer area							
		372		Business center is working for at least 16 hours							
				Or business center is working for 12 hours minimum							
		373		Business center designated employee is available in the center and signage is placed on center's entrance indicating working hours		class					
374		The business center include (4 desks or more) fitted with (computer, printer, fax, photocopy, scanner and internet)									

##	Public Facilities		Or the business center include (3 desks or more) fitted with (computer, printer, fax, photocopy, scanner and internet)							
		375	Main multipurpose hall is available of total space 130 m2 minimum for each 100 rooms							
		376	Additional multipurpose hall is available of total space 70 m2 minimum for each 100 room							
		377	Open areas is available of space 50 m2 minimum with natural trees, plants and flowers and suitable tables and chairs are available							
		378	If the hotel is not directly connected to a mall, provide gift shops (3 minimum) for souvenirs							
			Or If the hotel is not directly connected to mall, provide gift shop for magazines, newspapers and souvenirs etc							
		379	Barber shop is available							
		380	Cooling / heating AC system (central)		class					
			Or heating / cooling AC system (split)			class	class			
		381	license Odors are not noticed (effective ventilation system)							
		382	Effective air freshening devices are available							
		383	Suitable lighting is available at all public facilities							
		384	Selection of paint color provides maximum light reflection all over the public facilities							
		385	Use power saving lamps (LED or Fluorescent lamps).							
		386	Motion sensors are used to control part of the public facilities lighting (prayer room, halls and business center)							
		387	license Provide fire fighting sprinklers and hoses							
		388	license Provide fire alarm and detection devices							

		389	license	Provide standby lighting and usable fire extinguishers					
		390	license	Emergency exits and their related signage are provided					
		391	license	Ceiling, floors, walls, furniture and equipment in public facilities and its related areas is free from defects					
		392	license	General cleanliness (ceiling, floors, walls, furniture, equipment) in public facilities and related areas.					
		393		Sufficient number of waste containers are available					
Total									
##	Entertainment Facilities	394		Sports equipment hall (100 m2 or more) fitted with 10 sport equipment minimum					
				Or sport equipment hall (70- 100 m2) fitted with 6 sport equipment minimum					
				Or sports equipment hall is available					
		395		Floors of health club is non slip type					
		396		Steam room for (6) person minimum or Sauna room for (6) persons minimum					
		397		A set of free weights for workout is available					
		398		Jacuzzi hot / cold for 4 persons minimum					
		399		Massage designated room					
		400		Designated area 20 m2 minimum for fitness separate from equipment hall					

		401	Provide internal / external swimming pool of total space 50 m2 minimum for each (100 room or less),Which include: - Swimming pool designated chairs - Qualified life guard having certificate in first aid - Identify swimming pool depth and provide lifebuoys - Safety instructions for swimming pool users							
		402	Designate children swimming pool							
		403	Locker rooms, each of which includes a clothes hanger a long mirror and internally lockable door							
		404	Cabinets (at least 20% of the total number of rooms) for storing club users' belongings fitted with (3) clothes hangers, one shelf and an electronic lock							
		405	Two bathrooms for each 100 rooms or less							
		406	Shower area is available (4) shower stalls for each 100 rooms or less, provided that they are separate from toilets fitted with designated entrance and all cleaning, body care supplies and towels							
		407	Entertainment games hall is available (e.g. table tennis, billiards, electronic games etc) of space 150 m2 minimum with comfortable chairs, tables and TV screen							
		408	Children playground is available provided with entertainment games of space 50m2 minimum and working for 12 hours minimum fitted with TV screens							
		409	Multi-purpose playground is available of minimum space 364 m2 for entertainment and sports (football, real tennis, basketball and volleyball)							
		410	Cooling / heating AC system (central)							
			Or heating / cooling (split) AC is available							
		411	Suitable lighting is available in all entertainment facilities							

##	Entertainment Facilities	412	license	Odors are not noticed (effective ventilation system)						
		413		Effective air freshening devices are available						
		414		Selection of colors provide maximum light reflection						
		415		Use power saving lamps (LED or Fluorescent lamps)						
		416		Motion detector lighting is used to control part of the entertainment facilities' lighting						
		417		Power efficiency labels are available on AC						
		418		All employees in uniform and wearing Arabic / English name tag						
		419		Health club designated first aid kit is available						
		420		All club facilities are provided with control cameras						
		421		Fire fighting sprinklers and hoses are available						
		422		Provide fire alarm and detection devices						
		423		Provide standby lighting and usable fire extinguishers						
		424		Emergency exits with their related signage						
		425		Ceiling, floors, walls, furniture and equipment in entertainment facilities and all related elements are defect free						
		426		General cleanliness (ceilings floors, walls, furniture, and equipment) in entertainment facilities and all related elements						
		427		Sufficient number of waste containers is available						
Total										
##	Main Kitchen	428		A main kitchen is available		class	class			

		429		Obtaining the kitchen license from the Ministry of Municipality and Rural Affairs						
		430		HACCAP Certificate obtained from a accredited entity provided that it is valid		class	class			
		431		Provide support entrance separate from the main entrance		class	class			
		432		Designate a section for receiving foods and goods from suppliers		class	class			
		433		Designate a separate section for preparing hot dishes		class	class			
		434		Designate a separate meat section		class	class			
		435		Designate a separate pastry and sweet section		class	class			
		436		Designate salad and fruit (cold dishes) section		class	class			
		437		Designate a separate dish washing section		class	class			
		438		Provide water rationalization tools in all water outlets in Kitchen						
		439		Use power saving lamps (LED or Fluorescent lamps).						
		440		Using electrical appliances (AC, refrigerator and freezers) which include power efficiency cards						
		441		Workers in food and drink sections must comply with the health provisions and health certificate is available for each worker		class	class			
		442		All employees in uniform		class	class			
		443		Employees have ID nametag in Arabic and English		class	class			
		444		Designated hand wash basin is available for the employees and it is separate from the utensil sink. The basin faucet should open and close automatically.		class	class			
		445		Fire fighting sprinklers and hoses are available		class	class			



		446		Provide fire alarm and detection devices		class	class			
		447		Provide standby lighting and usable fire extinguishers						
		448		Emergency exits with their related signage		class	class			
		449		Ceiling, floors, walls, furniture and equipment in the kitchen and all related elements are defect free		class	class			
		450		General cleanliness (ceilings floors, walls, furniture, and equipment) in the kitchen and all related elements		class	class			
		451		Sufficient number of waste containers is available		class	class			
Total										
##	Maintenance	452		Designated maintenance section is available including light repairs around 24 hours (full score in case of Saudization)		class				
			license	Or Light repairs specialist is available (full score in case of Saudization)						
		453		Records are available to follow up preventive maintenance (elevators, kitchen equipment, AC, lighting etc) including implementation plans						
		454	license	Fire alarm system is available which is controlled and activated through reception and will include designated room						
		455		Control room is available manned for 24 hours and all control cameras interfaced with recorders in accordance with MOI requirements (employee must be qualified Saudi national)		class	class	class		
		456	license	Standby electrical generator is available for internal and external corridors and kitchen refrigerators						
		457		Solar power is used for water heating						
		458		Gray water recycle systems are available for reuse in toilets flush valve and irrigation of gardens						

Total										
##	Administration and Personnel	459		The department complies with sending Saudi employees to attend training courses and an annual plan is in place		class	class	class		
		460		Designate toilets and lockers for employees		class	class	class		
		461		Designate workers and employee dining areas		class	class	class		
		462		Designate specific section for female employees including toilet in accordance with ministry of labor requirements						
		463		Security employees are available and recruited in accordance with the MOI regulations						
		464	license	Smoking is not allowed for employees during working hours						
		465		Qualify employees before joining the work through qualification training sessions or courses		class	class	class		
		466		The priority is recruiting the Saudis		class	class	class		
		467		The workers in the kitchen and restaurants shall attend a health and safety program (at least 40% training hours).		class				
		468		One employee minimum is available around the clock, having Saudi red crescent first air certificate		class				
		469		(50%) of Employees shall obtain health, safety and security training certificate						
		470		Implement quality management and client satisfaction program in accordance with specific objective to cure any defects						
		471		The hotel is run by a manager and the priority for Saudis						
		472		Provide hotel participation log in social responsibility program						
Total										

## Section B

### List of Provisions for Classifying Furnished Units Services and Fittings

Serial	Main Elements	Item Number	Items with several requirements (or) with only one requirement to be assessed for score while leaving the remaining requirements without assessment			Five Starts [5]	Four Starts [4]	Three Starts [3]	Two Starts [2]	Licensed
	Facility Name		Regulatory Requirements	Description of Requirements						
1	Location and building's exterior	1		Unit are located 500 meters from public parks or is located at city center						
		2		Units are located 500 meters from a commercial complex						
		3		Located on a main street		class				
			License	Or located on street less than 20m wide						
		4	License	Hotel signboard in Arabic and English in a clear place (lighted, coordinated design, matching the name in the commercial registry (only for renewal))						
		5		place hotel classification in a clear place at entrance (renewal case only)		class	class	class		
		6		Use (granite, marble and glass) to cover facades of the building		class				
		7	License	fault free facades (paint peeling, cracking, exposed wires, water leak stains)						
		8		Provide lighting that allows visibility distributed all over the buildings and surrounding areas						
		9		Use power saving lamps (LED, Fluorescent lamps)						
		10		Landscaping around the building while maintaining environmental aspect and provision of green areas						

		11	License	Cleanliness of buildings, fences, and surrounding sites adjacent to units						
		12		Apply thermal insulation and double or reflective glass						
		13		Using motion sensor based lighting to control part of external walkways lighting between buildings						
Total										
2	Parking	14		Guest car parking (minimum of 75%)		class				
				Or guest car parking (minimum of 50%)			class			
				Or guest car parking (minimum of 30% )				class		
			License	Or suitable guest car parking						
		15		Shading of 50% or more of parking						
		16		Separate entrance gate from exit gate for parking						
		17	License	Paving, asphaltting, dividing parkings with paints then numbering them						
		18		Minimum width of each parking 2.5m						
		19		Provide more than one clearly marked parking space near entrance for special needs persons with a minimum width of 3m, provide additional space to ease movement						
				Or provide one clearly marked parking space near entrance for special needs people with a minimum width of 3m, provide additional space to ease movement						
		20		Sufficient ventilation of all parking						
		21								
				Sufficient lighting allowing visibility in all parkings						
		22		Use power saving lamps (LED, Fluorescent or compact lamps)						
		23		Using motion sensor lighting for part of parking lighting						

		24		Provide car parking entry / exist signage						
		25	License	Provide monitoring cameras in accordance with MOI standards						
		26	License	Provide water sprinklers and hoses						
		27	License	Provide fire alarm and detection devices						
		28	License	Provide standby lighting and usable fire extinguishers						
		29	License	Emergency exit (closed parking) and proper signage						
		30		Hotel entrances from higher and lower parking shall be in good condition and defect free						
		31		Floors, canopies, signs and lightings shall be defects free						
		32	License	General cleaning of parking including all its related elements						
		33		Provide container for waste collection of sufficient number at parkings						
Total										
3	Hotel External Entrance	34	License	Provide main separate entrance of hotel						
		35		The entrance from the outside shall be shaded using unique designs		class				
		36		Provide sufficient areas in front of main entrance for passenger pick up/drop off		class	class	class		
		37		separate service entrance		class				
		38		Provide luxurious decor near the main entrance from the outside (fountains, sculptures)						
		39	License	Provide low ramps with railing for entrance and exit for special needs people (comprehensive access guide)						
		40	License	Provide functional monitoring cameras for all building entrances as per MOI provisions						

		41		Provide unique lighting with a creative design						
				Or provide good lightings						
		42		Use power saving lamps (LED, Fluorescent or compact lamps)						
		43		Use double doors (transit between the two doors) or revolving door at main entrance of the facility						
Total										
4	Front office	44	License	Reception in prominent area and overlooks the main entrance						
		45		place operation license, classification certificate and SCTA approved price list in clear sight at reception (renewal only)						
		46	License	Municipality and civil defense valid license						
		47		Provide Arabic / English front office and reception signage						
		48		Reception desk of a unique design and luxurious materials		class				
		49		Comfortable waiting seats and service tables available at reception area in a space of 10% of the whole reception area		class	class	class	class	
		50		Credit card and SPAN payment system is available						
		51		Currency exchange services and exchange prices lists are available		class				
		52		Link central line system for recording, saving, and caller ID for incoming and outgoing calls and print call reports						
		53		provide clocks indicating local time of KSA and some World's cities		class				
		54		provide safety deposit boxes in a separate room apart from the reception with full privacy and provided with monitoring cameras						
		55		provide a separate room for guests luggage fitted with rack shelves						
		56		Use luggage ID cards and luggage storage log						
		57	License	Provide automated registration software for registering Guest data						
		58	License	Link hotel registry to MOI guests information registration system (SHMOS)						

59		Provide unique lighting with a creative touch							
		Or provide good lighting		class	class				
60		Cooling / heating AC system (central)							
		Or heating / cooling AC system (split)		class					
61		Provide good air freshening and disinfecting devices							
62		provide a section of front offices designated for special needs people with a maximum height of 90 cm							
63		All employees in uniform							
64		ID badge in Arabic / English shall be worn by all employees							
65	License	Provide complete first aid kit in accordance with red crescent requirements							
66		Provide a contact number of a medical center that can be called in case of emergency							
67	License	Enforce security procedures (monitoring camera system) as per MOI provisions		class					
68		Use power saving lamps (LED, Fluorescent or compact lamps)							
69	License	Ceilings, floors, walls, furniture and equipment in reception must be in good condition and defect free							
70	License	General cleanliness (ceilings, floors, walls, furniture and equipment) in reception and its components							

<b>Total</b>											
<b>5</b>	<b>Lobby</b>	<b>71</b>		Lobby area shall be a minimum of 100m2							
				<b>Or</b> Lobby area shall be a minimum of 60m2		class					
				<b>Or</b> Lobby area shall be a minimum of 40m2			class	class			
			License	<b>Or</b> Lobby area shall be a minimum of 20m2							
		<b>72</b>		Lobby floors of luxurious material (such as high quality marble, luxurious carpet and rugs)		class	class				
				<b>Or</b> lobby floors of suitable material				class	class		
		<b>73</b>		provide high quality furniture (seating, tables and accessories)							
		<b>74</b>		provide distinctive and artistic sculptures and paintings (higher score for national heritage)							
		<b>75</b>		provide natural plants in unique pots distributed evenly and in consistent manner							
		<b>76</b>		Provide Free Wi-Fi service in the lobby area							
		<b>77</b>		Provide electrical sockets beside the seats							
		<b>78</b>		Provide directional signage and pictorial symbols in the lobby indicating the hotel's facilities		class	class	class	class		
		<b>79</b>		Provide Male/ Female restrooms in lobby							
			License	OR provide public restrooms in the lobby							
		<b>80</b>		Heating / Cooling AC System (Central)		class					
				<b>Or</b> heating and cooling AC system (split)							
			License	<b>Or</b> heating and cooling AC system							
		<b>81</b>		Provide unique lighting with a creative touch including chandeliers							
				<b>Or</b> provide good lighting							
		<b>82</b>		Provide good air freshening and disinfectant devices							



		83		Use power saving lamps (LED, Fluorescent or compact lamps)						
		84	License	Provide water sprinklers and hoses						
		85	License	Provide fire alarm and detection devices						
		86	License	Provide backup lighting and usable fire extinguishers						
		87	License	Emergency exit and guidance signage						
		88	License	Ceilings, floors, walls, furniture and equipment in lobby and all its elements are in good condition and defect free						
		89	License	General cleanliness of ceilings, floors, walls, furniture and equipment in lobby and all its components						
Total										
6	Public Toilets	90		Restrooms in public facilities (lobby, prayer rooms, halls, and restaurant) whether grouped or separated must be divided into separate sections (Ladies and Gents), in addition to at least one toilet designated for special needs people in each section.		class	class			
				Or Toilets of public facilities (lobby, prayer rooms)				class		
				Or at least one toilet for special needs persons						
		91	License	there must be an efficient ventilation system (No bad odors)						
		92		provide a hand hose beside each toilet		class	class	class	class	
		93		Availability of foot operated waste bins						
		94		Availability of toilet paper rolls		class	class	class		
		95		Availability of paper towels		class	class	class		
		96		Provide automatic flush systems, soap containers and lavatory taps						
		97		Suitable lightings distributed in a consistent manner		class	class	class	class	
		98		No water leakage and rust in toilet water fixtures or connections		class	class	class	class	

		99		Use efficient water saving fittings installed in each tap at basin and lavatory water hose						
		100		The toilet tank capacity must use maximum 3 L of water in each discharge						
		101		Use power saving lamps (LED, Fluorescent or compact lamps)						
		102		Motion sensor lighting is used for toilet lighting control						
		103		Educational poster on water conservation						
Total										
7	Elevator and escalator	104		Availability of at least 2 elevators for buildings that consist of four levels or more (including the ground floor). If the facility has more than 50 un it's an additional elevator must be provided for each additional 50 units.		class	class	class	class	
				OR availability of at least 1 elevator for buildings that consist of three levels (including the ground floor). If the facility has more than 50 un it's an additional elevator must be provided for each additional 50 units.						
				OR availability of a staircase for buildings consisting of 2 floors (ground and first floor)						
		105		The area of each elevator shall be more than or equal to 3m2		class				
				OR stair minimum width of 1.5 m for buildings of two levels (Ground floor and first floor) and without an elevator						
			License	Or the area of each elevator shall be no less than 2 m2						
		106		Provide a mirror inside the elevator or stairs in buildings of two storeys or less						
		107		Elevator or stairs interior include luxurious installations and decors						
108		Elevator can be operated with the room key card								

		109		Elevators and stairs must be provided with required fittings for special needs people as follows: elevator switch board internally and externally includes Braille Lettering at a height of 90 cm. Minimum width of elevator door is 90 cm. Provide railing along the walls of the elevator internally. Provide audio-visual lighted panel inside and outside the elevator indicating the floor the elevator stops.						
		110		Efficient ventilation system (no foul odors)						
		111		Suitable lighting is available in the elevator and stairs						
		112		Use power saving lamps (LED, Fluorescent or compact lamps)						
		113		All elevators are provided with intercom to reception (emergencies)						
		114	License	Monitoring camera is available in elevators						
		115		Do not use elevator in case of fire warning signage is available. The signage shall be placed beside the elevator door externally on all floors in Arabic and English						
		116	License	Availability of emergency staircase with easy access doors opening outward with suitable lighting and emergency lighting, railing, and non slip floorings. Staircase shall not used to store equipment, tools or furniture as per Civil Defense provisions.						
		117	License	Elevator and stairs (ceiling, floors, walls, and lights) are in good condition and defect free						
		118	License	General cleanliness of elevators and stairs (ceilings, floors, walls, lighting) including its related components						
		119	License	Availability of a separate elevator for support services		class	class	class		
Total										
8	Corridors	120	License	Minimum width of corridors is 1.80 m						
				Corridors width shall not be less than 1.50 m						
		121		Provide luxurious and high density carpets for corridors floors						
				Or provide suitable quality and material carpet for the floors of corridors						

		122		Provide a room on each floor designated for room service and janitor trolley						
		123	License	provide guidance signage indicating (floor number, directions and room numbers) in front of elevator and in corridors						
		124		Shoe polisher on each floor near elevator						
		125		distinctive and artistic decorations and paintings including natural plants in corridors		class				
		126		Comfortable seats beside elevator on each floor						
		127		Heating / Cooling AC System (Central)		class				
				Or heating / cooling AC system (split)			class	class		
		128	License	Effective ventilation system is available (no foul orders)						
		129		Availability of suitable lighting		class	class			
		130		Effective air freshening and disinfectant devices are available						
		131		Use power saving lamps (LED, Fluorescent or compact lamps)						
		132		Power efficiency label on AC equipment is available						
		133		Use of light paint on corridor walls allowing maximum light reflection						
		134		Motion sensors lighting means is used to control corridors internal lighting						
		135	License	Monitoring system is available for internal corridors and external corridors connecting buildings						
		136		waste baskets are available in front of each elevator on each floor						
		137	License	Provide water sprinklers and hoses						
		138	License	Provide fire alarm and detection devices						
		139	License	Provide backup lighting and usable fire extinguishers						
		140	License	Emergency exits according to the requirements of Civil Defense						

		141	License	The (ceilings, floors, walls, furniture and equipment) in Corridors and all related components are in good condition and free from defects						
		142	License	The general cleanliness condition (ceiling, floors, walls and equipment) in corridors and related components						
Total										
9	Rooms	143	License	Unit space is more than or equal to 70m2 including bedroom, setting room, kitchen, toilet and corridor						
				Or unit space is no less than 50 m2 including bedroom, setting room, kitchen, toilet and corridor		class	class			
				Or unit space is no less than 40m2 including bedroom, setting room, kitchen, toilet and corridor						
				Or unit space is not less than 32m2 including bedroom, setting room, kitchen, toilet and corridor						
		144		minimum area of master bedroom without a bathroom (20m2) for two persons		class				
				OR minimum area of master bedroom without a bathroom (18m2) for two persons						
				OR minimum area of master bedroom without a bathroom (16m2) for two persons						
			License	OR minimum area of master bedroom without a bathroom (12m2) for two persons						
		145		Designate minimum 70% of total as non-smoking rooms						
		146	License	Separate entrance is provided for each room or suit						
		147		provide a high quality and soundproof door for each room						
		148	License	Availability of peephole on all unit entrance doors						
		149		Card e-lock system is available for all rooms						
		150		Manual lock is available internally for privacy						

151		Additional lock is available internally								
152		Availability of e-screen beside the door on the outside, internally controlled, indicating (do not disturb - make up the room)								
153		Or suitable unit design		class	class					
154		Availability of high quality and luxurious carpet covering unit floor. If using marble, ceramic, or wood, provide luxurious rugs beside the bed and in the sitting room								
155		Availability of paintings on walls								
155		Availability of a balcony separate from the room by heatproof and soundproof glass allowing natural lighting								
		Or provide heatproof and soundproof glass window allowing natural lighting								
156		provide blackout curtains								
157		provide a good design and high quality curtains								
158		Minimum size of single bed is 90x190 cm and double bed is 200x200 cm								
		Or minimum size of single bed is 90x190 cm and double bed is 180x200 cm								
		Or minimum size of single bed is 80x190 cm and double bed is 180x200 cm								
159		Provide a luxurious bed mattress with a minimum thickness of 25cm								
		Or luxurious bed mattress with a minimum thickness of 15cm minimum								
160		Provide a complete set of bed sheets of high quality including: bed mattress cover, 2 fitted and flat sheets, and one bed comforter of white or light color								
		Or provide suitable quality bed sheets including: bed mattress cover, one bed comforter, pillow case, and a blanket of white or light color								
161	License	Two (2) luxurious pillows are available for each person								
		Or 1 suitable pillow is available for each person		class	class					
162		Additional pillow and blanket is available in closet		class						

163		Two (2) bedside tables for double bed are available		class					
164		One (1) bedside tables for each bed (double bed room)							
165		Alarm clock or (TV built in alarm clock)							
166		Two high tech telephones indicating the facility service numbers in the master bedroom /sitting room (on the device) in both Arabic and English							
		Or telephone set in the bed/sitting room							
167		Two armchairs/ coaches with a table							
		Or one coach or chair with a table							
168		Provide a high quality closet fitted with internal lighting including shelves for clothes and 5 similar hangers for each individual 5 of which fitted with clamps		class	class				
		Or provide a closet with shelves and clothes hangers							
169		Safety box in all units (master bedroom) with enough room to accommodate a 15in cell phone							
		Or safety box at reception office (added to reception items)							
170		electrical socket inside the safety box							
171		welcome card and simple gift (fruits, chocolate, etc) for welcoming guest							
172		Two (2) drinking glasses and (2) juice glasses of high quality							
		Or two (2) drinking glasses							
173		Laundry services (regular / express) around the clock is available							
		Provide laundry service outside the building plus price list							
174		Availability of a closable laundry bag for each person							
175		Availability of an Iron and ironing board in good condition							
176		Availability of slippers for each individual							
177		Full length mirror							

		178		High quality shelf for luggage (fixed / mobile) in the bed room and separate from closet						
		179		A dresser of unique design and high quality fitted with drawers, a mirror and a chair						
		180		Sewing kit (needles, threads, buttons etc)						
		181		Excellent stationary (mail envelopes, paper, pens etc)						
		182		A guest satisfaction questionnaire about hotel services						
		183		A high quality complete guide of hotel services including prices printed in Arabic and English and free of defects						
		184		A high quality room service menu of food and beverages in room including prices separate from room guide, printed in Arabic and English and free from defects						
		185	License	flat screen TV with a minimum size of 40" including a remote control						
				flat screen TV with a minimum size of 32" including a remote control and a channel displaying the hotel services	class	class				
				flat screen TV with a minimum size of 24" including a remote control			class	class		
		186	License	Minimum 30 channels are available on TV with at least 5 of which Saudi channels (according to the rules and regulation notified by related authorities)	class					
				Or Saudi channels including specific Arabic or Foreign channels (according to the rules and regulation notified by related authorities)		class				
		187		A list of available TV and radio channels in Arabic and English						
		188		Two unused electrical sockets beside the bed and desk						
		189		High quality internet connectivity (Wi-Fi) including cables	class	class				
				Or internet services			class			
		190		High quality prayer mat						
		191		Availability of King Fahad Print Press Holy Quran (upon request)						
		192		Daily complimentary bottled drinking water ( bottle/person)						



		193		Soft tissue for hands and face (3 units)							
				Or tissue for hands and face (2 units)							
				Or tissue for hands and face (1 unit)							
		194	License	Qibla direction label in clear sight							
		195		Free local newspaper for each room every morning							
		196		Lighting control switches in the master next to the bed and in the toilet							
		197		Ash tray (if smoking is permitted)							
		198		Bedside luxurious lighting							
				Or suitable bedside lighting							
		199		High quality adjustable lamp beside the bed for reading							
		200		High quality floor lamp							
				Or suitable floor lamp							
		201		good lighting at unit entrance							
		202		High quality luxurious lighting on the dresser							
				Or lighting on the dresser							
		203		High quality luxurious lighting on the desk							
				Or lighting on the desk							
		204		Cooling / heating AC system (central)		class					
				Or heating / cooling AC system (split)			class	class			
		205		A door closer							
		206		Availability of in-room educational leaflets indicating power and water conservation guidelines in all units							
		207		Use power saving lamps (LED, Fluorescent or compact lamps)							
		208		Power efficiency label on all electrical appliances in room (AC and refrigerator)							
		209	License	The room door, internally, includes exit plan in case of emergency							

		210	License	Smoke detectors in each room						
		211		Water sprinkler on ceiling of master bedroom						
		212		Unique defect free waste basket						
		213	License	Ceilings, floors, walls furniture and equipment including its related components of room are in good condition and free from defects						
		214	License	General cleanliness of the room (ceiling, floors, walls, furniture and equipment) and all its related components						
		215		Kitchen fitted with cupboards and shelves independent of other rooms						
		216		Electric stove with no less than two burners and an oven						
		217		A refrigerator and freezer with a capacity of no less than 8ft2 furnished with a selection of sweets, nuts, and biscuits						
		218		A four person table set (knives, forks, small/big spoons, cups, and drinking glasses)						
		219		kitchen utensils (water boiler, frying pan, plates, spoons, can opener, toaster, microwave, dishwasher)						
		220		stainless steel sink supplied with hot/cold water and water conservation fixture						
		221	License	heat/smoke detectors, fire blanket and fire extinguisher						
		222		electronic water boiler						
		223		sugar packs, and an assortment of coffee and tea (daily complimentary service)						
Total										
10	Unit toilets	224	License	Toilet space more than or equal (4m2)						
				Or Toilet space more than or equal 3m2		class	class			
				Or toilet space at least 2m2						
		225		High quality door ensure complete privacy						
		226		Covering walls and floors of toilets with high quality marble						

		Or covering walls and floors of toilet with ceramic							
227		Continuous supply of hot and cold water							
228		Telephone in toilets		class	class				
229		High quality shower fitted with a glass/plastic wall with a minimum length of 90cmx90cm							
		Or bathtub							
230		Suitable handle for shower area							
231		A non-slip floor in shower and toilet							
232		A stainless steel shelf for shower towel							
233		Two (2) clothes hooks							
234		High quality toilet seat with lid							
235		A toilet tank with maximum capacity of 3L for each discharge							
236		Water hose beside the toilet or bidet							
237		Two (2) high quality toilet paper rolls							
238		hand basin							
239		Mirror with light							
240		Body care and toiletries on high quality rack							
241		Socket for electric razor beside mirror							
242		High quality digital scale							
243		Mirror (magnification) with lights							
244		Hair dryer							
245		Thick and fine cotton towel (shower) for each individual minimum size 140x70							
246		Thick and fine cotton towel (hands) for each individual minimum size 70x40							
247		Thick and fine cotton towel (face) for each individual minimum size 30x30							

		248		Thick floor towel minimum size 50x70						
		249		Fine cotton robe for each person						
		250		Soft hand and face tissues						
		251		Unit logo and name is printed on all personal care and toiletries	class					
		252		High quality packed soap for each person	class					
		253		High quality shower jell for each person	class					
		254		High quality shampoo for each person	class					
		255		High quality hair-conditioner for each person						
		256		High quality body lotion for each person	class					
		257		Shower cap						
		258		Tooth brush and tooth paste for each person	class					
		259		Shaving tools for each person						
		260		Cotton swabs						
		261		Comb for each person						
		262		Retractable clothesline with a base fixed to the wall						
		263		Efficient ventilation system (No bad odor)						
		264	License	General lighting						
		265		Use power saving lamps (LED, Fluorescent or compact lamps)						
		266		Install water saving tools in toilet tank, toilet hand hose, basin and shower						
		267		Flap cover waste basket						
		268		Toilet ceilings, floors, walls, toilets and fittings are free from defects						
		269	License	No water leakage and rust in toilet water fixtures or connections						
		270	License	General cleanliness (ceilings, floors, walls, lavatory, toilet and fixture) including all related items						

Total										
11	Mobility disabled rooms	271	License	Designate at least one room for people with motor impairments as per comprehensive access guide						
		272	License	Room door handles at a high of 90-120 cm						
		273	License	Minimum width of the room's door is 1 m						
		274	License	Additional lock and peep hole at a high of 90-120 cm						
		275	License	All floors are fitted with ceramic or marble and with no use of carpet						
		276	License	Lighting switches and sockets at a height of 90-120 cm						
		277	License	Bed height is 45-55 cm						
		278	License	Dresser mirror at a maximum height of 90 cm off the ground						
		279	License	Emergency button in telephone set						
		280	License	Cloth hooks at a maximum height of 140 cm						
		281	License	Bathroom has a sliding door or one that opens outward and has a minimum width of 1m, a handle at a height of 90-120 cm and no protruding floor beam between the toilet and the room						
		282	License	Designate 120x150 cm of the bathroom for the toilet seat at a high of 43-49 cm fitted with hand hose and minimum space of 1m in front of the toilet seat						
		283	License	All toilet handles, accessories and sockets at a height of 90-120 cm						
		284	License	hand basin with a width of 50 cm and at a height of 72-74 cm including 50 cm long faucet						
		285	License	Handles for assisting toilet user (vertical and horizontal) beside each (toilet seat, hand wash basin and shower area)						
		286	License	Non-slip Floors						
		287	License	Shower area at the toilet ground level and shower head at a height of 120-150 cm						
		288	License	All personal accessories and toiletries are available in toilets						

		289	License	Suitable ventilation and lighting are available in odor free room and toilets						
Total										
12	Hearing and vision disabled rooms	290	License	Door bell, alarm, and telephone to alert persons in room and toilet (audio and visual)						
		291	License	Availability of vibrator connected to doorbell or alarm placed under pillow if guest suffers hearing disability						
		292	License	Provide a device with display screen indicating hotel guide and its services using audio and Sign language, such device switches shall be marked in Arabic, English, Illustration and Braille						
		293	License	Hotel guide and related services is available in Arabic, English and Braille						
		294	License	Braille added to all instructions labels in the unit						
		295	License	Braille added to all toilet fixtures, toiletries and accessories						
		296	License	Availability of all personal accessories and toiletries in toilets						
		297	License	Suitable ventilation and lighting are available odor free in room and toilets						
Total										
13	Cafe	298	License	café that opens 16 hrs						
				Or a café						
		299		provide a menu for the café written in Arabic and English indicating the prices (higher score if it is written in Braille)		class	class			
		300		Provide (3) types of pastries		class				
		301		Provide (3) types of desserts		class				
		302		Provide (3) types of coffee		class				
		303		Provide (3) types of tea		class	class			
		304		Provide (3) types of fresh juice		class				

		305		Provide (3) flavors of ice cream								
		306		Food heaters are available		class	class					
		307		Availability of refrigerator for foods and drinks		class						
		308		Coffee makers are available		class						
		309		Utensils and cups are in good condition and free from defects, matching, luxurious and fancy		class	class					
		310		All employees in uniform		class	class					
		311		ID badges shall be worn clearly by employees in both Arabic and English		class	class					
		312		Health certificates for all employees working in the cafeteria / café								
		313		Availability of a hand wash basin designated for employees away from sinks operated automatically without using hands		class	class	class				
		314		Taps fitted with water conservation devices								
		315		Fabric towels shall not used for cleaning, paper towels shall be used instead		class	class	class				
		316		Availability of hand sanitizer		class	class	class				
		317		Availability of disposable gloves		class	class	class				
		318		Foot operated waste basket is available in preparation area								
		319	License	Required safety and firefighting equipment is available								
		320	License	Ceiling, floors, walls, furniture and equipment in the Café and its related components are in good condition and free from defects								
		321	License	General cleanliness (ceiling, floors, walls, furniture, equipment) in Café and related areas								
		Total										
		15	Public facilities	322		Prayer area at suitable place is available		class				
						Or a mosque nearby at least 5 minute walking distance						

		323		Cooling / heating AC system (central)		class				
				Or heating / cooling AC system (split)						
				Or heating / cooling AC system (split)			class	class		
		324	License	Efficient ventilation system (no bad odor)						
		325		Efficient air freshening/disinfectant devices are available						
		326		Suitable lighting is available at all public facilities						
				OR availability of good lighting						
		327		Use power saving lamps (LED, Fluorescent or compact lamps).						
		328		Motion sensors are applied to control part of public facilities lighting (prayer, halls and business center)						
		329		Provide water sprinklers and hoses						
		330	License	Provide fire alarm and detection devices						
		331	License	Provide backup lighting and usable fire extinguishers						
		332	License	Emergency exits and signage						
		333	License	Ceiling, floors, walls, furniture and equipment at public utilities and all related elements is free from defects						
		334	License	General cleanliness (ceiling, floors, walls, furniture and equipment) at public facilities and its related items						
		335		Sufficient number of waste containers						
Total										
16	Entertainment Facilities	336		Gym with a minimum area of 40m2 fitted with at least 6 items of sport equipment						
		337		Designated area of at least 20m2 for fitness exercises separate from equipment hall		class				
		338		Provide indoor or outdoor swimming pool(s) of a minimum area of 50 m2			class	class		
		339		Swimming pool chairs						



340		Qualified life guard certificated in first aid	class					
341		Mark swimming pool depth and provide life savers						
342		Safety instructions for swimming pool users						
343		Designate a swimming pool for children or a suitable depth for children in the main pool						
344		Availability of a locker room including hooks, full-length mirror and door that lock from the inside						
345		Availability of lockers with 3 hooks, shelf, and electronic lock	class	class				
346		Two toilets	class					
347		Provide 4 shower areas separate from toilets with a separate door and fitted with all toiletries, body care supplies and towels	class	class	class			
348		Cooling / heating AC system (central) in all leisure areas						
		Or heating / cooling (split) AC is available in all leisure areas	class	class	class			
349		Suitable lighting is available in all leisure facilities	class					
350		Efficient ventilation system (No foul odors)	class					
351		Efficient air freshening/disinfectant devices						
352		Use power saving lamps (LED, Fluorescent or compact lamps)						
353		Motion detector lighting is used for lighting entertainment facilities						
354		Power efficiency labels are available on AC						
355		All employees in uniform and wearing Arabic / English ID badges						
356		Availability of first aid kit as per Red Crescent standards						
357		Health club facilities fitted with monitoring cameras						
358		Availability of water sprinklers and hoses						
359		Availability of fire alarm and detection devices						
360		Availability of backup lighting and usable fire extinguishers						

		361		Emergency exit and signage						
		362		Ceiling, floors, walls, furniture and equipment in entertainment areas and all related components are defect free		class	class	class		
		363		General cleanliness (ceilings floors, walls, furniture, and equipment) in entertainment facilities and its related components		class	class	class		
		364		Sufficient number of waste containers are available		class	class	class		
Total										
Total										
18	Maintenance	365	License	Availability of a maintenance department with quick repairs over 10 hours (full score in case of Saudization)		class				
		Or provide a technician for quick repairs (full score in case of Saudization)								
		366		Availability of records or software to follow up maintenance (elevators, kitchen equipment, AC, lighting etc) including action plans						
		367	License	Fire alarm system is available which is controlled and activated through reception or a private room						
		368		Control room is available with a security officer working for 24 hours,						
				All cameras are connected to recorders in accordance with MOI requirements (Official must be a qualified Saudi citizen)		class	class	class		
		369	License	Availability of a backup electrical generator for indoor and outdoor corridors and kitchen refrigerators						
		370		Grey water recycle systems are available for reuse in toilet tanks and irrigation of gardens						
Total										
19	Administration and personnel	371		Availability of board indicating the name and number of the official to be contacted over a 24hr period (manager on-call)		class	class	class		

		372		Employee restrooms						
		373		Provide a dining area for employees						
		374		Availability of security deployed as per MOI regulations						
		375	License	Smoking is not allowed for employees during work hours						
		376		Priority for employing Saudis						
		377		Develop an annual training plan for employees and workers that ensure that all employees and workers get minimum development training once per year (review plan)		class	class			
		378		Kitchen and restaurant employees should training in food safety and health programs		class	class			
		379		Availability of at least one employee around the clock, certified in first aid by the Saudi Red Crescent		class				
		380		At least one employee certified in safety and security (see certificate)		class				
		381		Management of units should be overseen by a responsible manager (preferably a Saudi)						
		382		Implement quality management and client satisfaction program as per specific objectives to treat any faults (see customer satisfaction cards)						
Total										