

## Appendix A

No.....

## Questionnaires with Tourists

**Marketing Strategies to Develop Value Added Products and Services for Hotels  
in Bhutan**

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Dear Tourists,

This questionnaire is for the purpose of research study and part of the academic curriculum of Master of Business Administration in Hospitality and Tourism management (International Program), Faculty of service Industries, Prince of Songkla University, Phuket campus, Thailand. This research aims to study the Marketing Strategies to Develop Value Added Products and Services for Hotels in Bhutan. The data collected will be kept confidential and used for research purpose only. Please kindly fill in this Questionnaire.

Thank you for you kind cooperation

Dawa Dem

Researcher

**Part 1 Personnel Demographic Characteristics**

Please tick  in the box  which responds to your answer.

1. Gender:  a. Male  b. Female

**2. Age:**

a. 16 - 25 yrs  b. 26 - 35 yrs  c. 36 - 45 yrs

d. 46 - 55 yrs

e. 56 - 65 yrs

f. over 65 yrs

**3. Nationality:**

- a. USA
- b. Canada
- c. Australia

**4. Nationality:**

- g. U.K
- h. Switzerland
- i. Spain

**5. Nationality:**

- j. Austria
- k. Italy
- l. others (Please specify \_\_\_\_\_)
- m. Netherland
- n. Indian

**6. Nationality:**

**7. Education:**

- a. Secondary education or lower
- b. Bachelor

**8. Education:**

- c. Master (Please specify \_\_\_\_\_)
- d. other (Please specify \_\_\_\_\_)

**6. Occupation:**

**9. Occupation:**

- a. Professional (lawyer, doctor, teacher, engineer, etc.)

- b. Self employee

**10. Occupation:**

- c. Governmental employee
- d. Business owner

e. Business employees

f. Unemployed/Retired

g. Others (please specify)

## 7. House hold income USD

a. 10,000 USD or less than

b. 10,001 - 25,000 USD

c. 25,001-40,000USD

d. 40,001-55,000USD

e. 55,001-70,000USD

f. Over 70,000 USD

## Part 2: Tourism behaviour

### 1. Who do you travel with this visit to Bhutan?

a. Alone

b. Friends

c. Family/relative

d. Group (tour package)

### 2. Purpose of visit

a. Holiday/pleasure

b. Business

c. Other (please specify)

d. Other

e. Meeting/seminar  
specify).....

f. Other (please

3. Is this your first time in this hotel?

a. Yes

b. No

4. Which type of hotel you stay?

a. Grade A (5 star)

b. grade B (4-3 star)

c. Grade C (below 3 star)

d. others (Please specify.....)

**Part 3 Service satisfaction level for hotel in Bhutan**

1. What would you expect before you come to hotels in Bhutan, please mark ✓ in the box appropriate?

Products and services	Very good	good	Fair	poor	Very poor
1. Environment of hotel					
2. Souvenir shop					
3. Salon					
4. Fitness club					
5. Room quality with amenity packages					
6. Room service timely and efficient					
7. Wake up call facilities					
8. Sanitation facilities					
9. Cleanliness					
10. Traditional stone bath					
11. Menu variety/food quality					
12. Buffet					
13. Employee responsiveness					
14. Employee attitude					
15. Internet access					

Please rate performances of the hotel for the items provided to you by the hotel and please check  in the box appropriate.

Products and services	Very good	Good	Fair	Poor	Very poor
1. Environment of hotel					
2. Souvenir shop					
3. Salon					
4. Fitness club					
5. Room quality with amenity packages					
6. Room service timely and efficient					
7. Wake up call facilities					
8. Sanitation facilities					
9. Cleanliness					
10. Traditional stone bath					
11. Menu variety/food quality					
12. Buffet					
13. Employee responsiveness					
14. Employee attitude					
15. Internet access					

## Marketing mix

## Level of importance

Factors/elements	Important	Neutral	Less important
<b>Product and service</b>			
a. Different room types			
b. Continental breakfast			
c. Indian breakfast			
d. Bhutanese breakfast			
e. Buffet breakfast			
f. Wake up call			
g. Internet access			
h. support services e.g. car, hospital			
<b>Price</b>			
i. Value for money			
<b>Place</b>			
j. Town			
k. Near airport			
l. Historic place			
m. Natural place			
<b>Promotion</b>			
n. Web site			
o. brochures			
p. International publication			
q. Television			
<b>People</b>			
r. Employee courteousness			
s. Employee attitude			
<b>Process</b>			
t. Check in and check out time			
u. Food & beverage service			
v. Recreation activities			
w. Sports activities			
<b>Physical environment</b>			
y. Cleanliness/sanitation			
x. Safety and security			

5. What are improvements that need to be done?

.....  
.....  
.....  
.....

6. Any suggestion or recommendations:

.....  
.....  
.....  
.....

Thank you for your kind responses

Yours truly

[Signature]

Question

.....

1. Who are your target markets?

.....

2. What are the advantages and disadvantages of offering different products?

.....

3. What product you will give more importance to generate more revenue in future?

.....

4. What are problems when you sell online? How much percentage online sales

.....

5. Have you any plan to add new products and services

.....

6. Do you need your staff for training to run the web

.....



No.....

## Appendix B

**Interview Questionnaires with Managers or Owners of the Hotels  
Marketing Strategies to Develop Value Added Products and Services for Hotels  
in Bhutan**

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Dear Managers or Owners,

This questionnaire is for the purpose of research study and part of the academic curriculum of Master of Business Administration in Hospitality and Tourism management (International Program), Faculty of service Industries, Prince of Songkla University, Phuket campus, Thailand. This research aims to study the Marketing Strategies to Develop Value Added Products and Services for Hotels in Bhutan. The data collected will be kept confidential and used for research purpose only. Please kindly fill in this Questionnaire.

Thank you for you kind cooperation

Dawa Dem

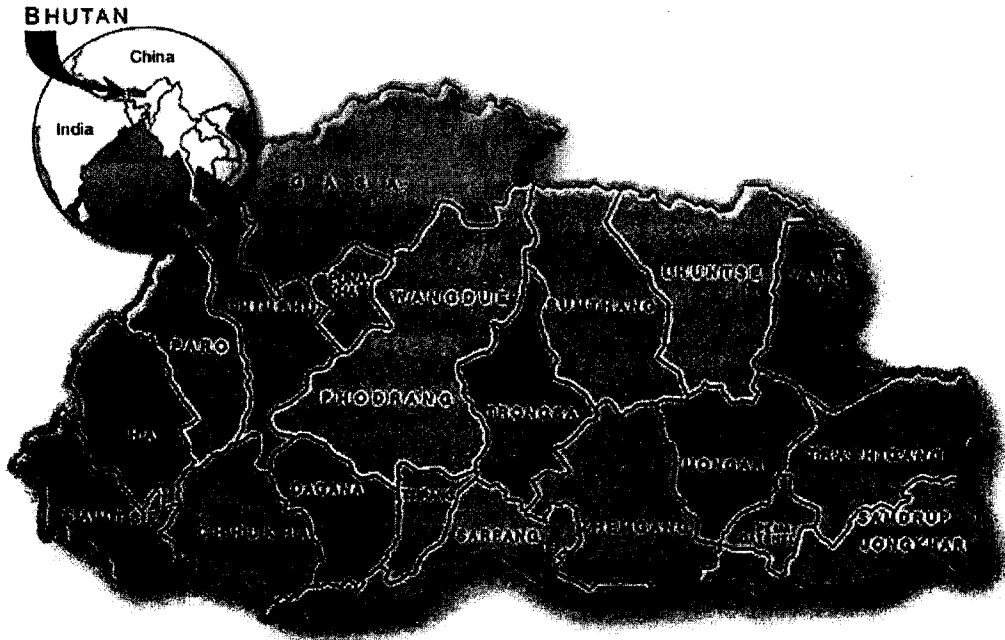
Researcher

**Questions**

1. What are the Current situations of marketing strategies of hotels in Bhutan?
2. Who are your target markets?
3. What value added products and services you offer?
4. What are the advantages and disadvantages of offering different product?
5. Which product is in the most demanded by the tourist?
6. What product you will give more importance to generate more revenue in future?
7. What are your plans for development in future?
8. What are problems when you sell online? How much percentage online sales
9. How do you promote your hotel?
10. Have you any plan to add new products and services
11. Qualification of staff you want to have or hire
12. Do you send your staff for training Or you do not.
13. If you send them for the training, in which area you send them.

## Appendix C

### Map of Bhutan Showing Location of District Surveyed for this Research Study



Note: The districts that surveyed are as follows

- Paro
- Thimphu
- Wangdiphodrang
- Punakha
- Chhukha (Phuntsholing)

## Appendix D

### General Information of Bhutan

Bhutan is a landlocked country, located between India and China. The culture of Bhutan is among the oldest, most carefully guarded and well-preserved cultures in the world. People of Bhutan have always been careful about conserving their centuries-old culture. Even in today's time, Bhutan has been able to retain its old world charm. This is one of the reasons Bhutan is loved by the tourists who want to pass their holidays.

#### Language and Religion

Dzongkha is the official language of Bhutan, but many regions in Bhutan still retain their native dialects due to their isolation. As people are receiving education, especially those in urban areas, more are getting more familiar with the English language, which is also the medium of instruction in Bhutan.

The Tantric form of Mahayana Buddhism is the official religion of Bhutan. It is an important factor in the development of Bhutanese society. Bhutan villages are strewn with temples and religious structures, which are present along the roads and trails. One can also see many prayer flags on the hills and high passes. Almost all the homes in Bhutan have a special area where a small shrine is placed.

#### Costume

The national dress of Bhutan originated from the time of the first Shabdrung. The men in Bhutan wear a "gho," a long knee-length robe that is tied around the waist by a belt and the women wear a "kira," which is an ankle-length dress worn with a short jacket. To preserve the ancient customs from being influenced by the West, the Bhutanese government has made it compulsory for all Bhutanese to wear only their national dress in public.

### National Sport

Bhutan's national sport is Archery, which is played here with unique Bhutanese rules and equipment. The equipment, like the traditional bows and arrows, are made out of bamboo and the teams of archers shoot at targets only 30 centimeters in diameter from a distance of 120 meters. Each team has a noisy crowd of supporters who, as well as encouraging their own side, try to shout off the opposition.

### Diet

Rice and chillies are the major features of Bhutanese diet. The chillies are considered as a vegetable and not just a spice. Bhutanese dishes are mostly fiery and meats like pork, radish (daikon)- that is dried beef mixed with vegetables -and yak meat, when it's in season, are widely eaten . A dish called "ema datse," which is chillies and cheese, is one of the favorite dishes in Bhutan.

Vegetables eaten in Bhutan are potatoes, fern, spinach, cabbage, cauliflower, and onions which are often cooked with a small bit of fresh cheese. Buckwheat is the main staple diet in central Bhutan, since it is situated at an altitude that is too high to grow rice. The Bumthang region of central Bhutan is known for its buckwheat pancakes and noodles. Beverages popular in Bhutan are butter tea (suja) and ara, a spirit distilled from rice, wheat, or corn.

### Architecture

The Bhutanese architecture is characterized by structural designs and exterior paintwork (shapes, colors, and patterns), representing national identity and traditional meanings. Dzongs (fortresses), Gompas (monasteries), Chortens (shrines/stupas), Lakhangs (temples) and houses are some of the impressive and important structures in Bhutan.

Most of the monasteries and temples throughout Bhutan are built on steep hillsides and in other remote places. This ensures that the monks get a solitude and serenity.

All the monasteries in Bhutan have some common features though they also have their own design. Monasteries here have a central chapel with statues and separate sleeping quarters for the monks. There are prayer wheels around the outside and a round gold-colored ornament on the roof. Temples are not very different from monasteries in design and look, the only difference between them is that they do not house a monk body.

The traditional Bhutanese houses are made out of mud, bamboo, and wood. The doors and windows of Bhutanese houses are decorated with animal, religious, or floral designs. The houses here are usually of three stories, in the ground floor cattle and other animals of the house reside, the second floor is for storage, and the third floor is the living quarters which often have a shrine. Hay, dry vegetables and meat are stored in the open-air area between the third floor and the roof. And the most important feature of Bhutanese houses is a prayer flag placed in the center of the roof.

### **Entry into Bhutan & Visa**

Bhutan is accessible by air and by road. The land route is through the border town of Phuentsholing, Bhutan's southern gateway and commercial hub. The town is a three-hour drive from the airport at Bagdogra in the Indian state of West Bengal. Druk Air, the national flagship airline, is the only such service operating in the country

### **Currency**

The national currency of Bhutan is the Ngultrum (Nu.) valued at par with the Indian Rupee, which is also used in the country. As of midyear 2001, the Ngultrum's exchange value hung at about Nu. 48 to the US Dollar.

Visa and American Express credit cards are accepted in few places but have a limited use. Travellers cheques as well as US and Hong Kong Dollars, Pound Sterling, French and Swiss Francs, German Mark, and Japanese Yen can be exchanged at local banks and at most hotels.

### **Accommodation**

While hotels in Bhutan cannot equal international standards, all tourist hotels are comfortable, clean, and reasonably well run. Recently, few international chains opened in Bhutan such as the Amankora and Uma resorts.

### **Food**

Spicy chillies and cheese blended with a wide variety of vegetables are found on many bhutanese menus.

### **Altitude and climate**

Although only the size of Switzerland, Bhutan's topography and climate are those of dramatic contrasts. The land rises from the southern sub-tropics at an altitude of about 1,000 feet above sea level to snow-capped peaks of over 20,000 feet in the north. The central temperate belt, which encompasses most of the major settlements and tourist haunts, ranges from about 4,500 to 14,000 feet.

## Appendix E

## List of Hotels

Table 1 Grade A and B Hotels in Thimphu District

SL.	Hotel	Location	Category	Rooms	Beds	Manager	Front Office	House Keeping	Waiters	Cooks	Others	National	Non-National	Skilled	Un-skilled
1	Hotel River View	Thimphu	A	51	89	2	4	8	9	7	15	41	4	5	40
2	Druk Hotel	Thimphu	A	53	83	5	7	7	10	6	17	47	5	7	45
3	Motithang Hotel	Thimphu	A	15	31	2	2	2	3	4	6	19	0	4	15
4	Hotel Pedling	Thimphu	A	38	73	2	3	5	5	4		28	2	13	17
5	Hotel Jomolhari	Thimphu	A	26	52	3	4	4	6	4	10	28	3	5	26
6	Jambayang Resort	Thimphu	B	14	24	1	3	3	12	8	3	30	0	12	18
7	Hotel Wangchuk	Thimphu	B	20	40	1	2	3	4	4	5	18	1	5	14
8	Druk Sherig G/House	Thimphu	B	12	24	1	1	2	3	2	2	10	1	3	8
9	Yeedzin G/House	Thimphu	B	20	30	1	4	2	4	2	4	16	1	1	16
10	Hotel Galing Kha	Thimphu	B	10	16	1	2	1	4	3	0	11	0	1	10
11	Hotel Dragon Roots	Thimphu	B	30	48	2	4	3	7	3	5	20	4	10	14
12	Hotel Nor-trung	Thimphu	B	10	18	1	1	0	3	2	1	7	1	2	6
13	Wangchuk Resort	Thimphu	B	16	32	1	0	4	5	6	6	22	0	18	4
14	Phuntsho Peiri Hotel	Thimphu	B	46	86	1	4	6	5	3	6	24	1	6	19
15	Chuniding Resort	Thimphu	B	10	20	1	1	3	2	2	0	9	0	4	5
16	Amankora Resort	Thimphu	A	16	32	12	6	19	12	11	45	96	9	90	15
	<b>Total</b>	<b>16</b>		<b>387</b>	<b>698</b>	<b>37</b>	<b>48</b>	<b>72</b>	<b>94</b>	<b>71</b>	<b>136</b>	<b>426</b>	<b>32</b>	<b>186</b>	<b>272</b>

Table 2 Grade A and B Hotels in Paro District

Sl.	Hotel name	location	grade	Rooms	Beds	Manager	Front office	House keepings	Waiters	cooks	Others	National	Non-national	Skilled	Unskilled
1	Namsey Hotel	Paro	B	38	76	0	0	4	6	3	4	17	0	5	12
2	Kichu Resort	Paro	A	38	74	1	3	3	5	3	6	20	1	3	18
3	Hotel Olathang	Paro	A	59	114	5	4	6	7	8	9	39	0	3	36
4	Mandala Resort	Paro	B	12	24	1	1	2	2	2	1	8	1	3	6
5	Tiger Nest Resort	Paro	B	15	30	1	2	2	2	2	1	9	1	1	9
6	Hotel Gangtey Palace	Paro	B	19	38	1	3	3	3	2	5	16	1	2	15
7	Hotel Pegyel	Paro	B	17	30	1	1	1	1	2	2	7	1	1	7
8	Samdencholing Eco Resort	Paro	C	17	33	1	2	2	2	2	2	11	0	4	7
9	Dechen Hill Resort	Paro	B	17	34	2	1	3	3	2	2	9	4	0	13
10	Pelri Cottages	Paro	B	25	50	1	2	5	2	4	1	12	3	3	12
11	Hotel Jor - Yang	Paro	B	21	40	0	1	3	3	2	0	8	1	0	9
12	Rinchen Ling Hotel	Paro	B	18	36	1	1	4	2	2	3	11	2	6	7
13	Hotel Holiday Home	Paro	B	13	20	1	1	1	3	3	1	10	0	2	8
14	Hotel zhiwaling	Paro	A	45	85	11	8	16	15	6	16	68	4	46	26
15	Amankora Resort	Paro	A	24	48	8	7	18	14	21	63	124	7	121	10
16	Uhma Resort	Paro	A	29	38	15	18	25	23	23	46	127	23	130	20
<b>Total</b>				<b>407</b>	<b>770</b>	<b>50</b>	<b>55</b>	<b>98</b>	<b>93</b>	<b>87</b>	<b>162</b>	<b>496</b>	<b>49</b>	<b>330</b>	<b>215</b>



Table 3 Grade A and B Hotels in Punakha and Wangdiphodrang District

Sl.	Hotel name	location	grade	Rooms	Beds	Manager	Front office	House keepings	Waiters	cooks	Others	National	Non-national	Skilled	Unskilled
1	Hotel Zangto Pelri	Punakha	A	45	85	2	3	6	5	6	10	31	1	10	22
2	Meri Puensum Resort	Punakha	B	22	39	1	1	3	3	2	3	13	0	4	9
3	Damchen Resort	Punakha	B	5	9	0	1	1	1	2	1	6	0	2	4
4	Hotel Y.T	Punakha	B	16	29	1	0	4	3	2	3	13	0	3	10
5	Amankora Resort	Punakha	A	8	16	4	4	10	8	6	25	55	2	50	7
	<b>Total</b>	<b>5</b>		<b>96</b>	<b>178</b>	<b>8</b>	<b>9</b>	<b>24</b>	<b>20</b>	<b>18</b>	<b>42</b>	<b>118</b>	<b>3</b>	<b>69</b>	<b>52</b>

Sl.	Hotel name	location	grade	Rooms	Beds	manager	Front office	House keeping	waiters	cooks	others	National	Non-national	Skilled	Unskilled
1	Kichu Resort	Wangdi	A	22	43	1	0	2	2	2	7	14	0	1	13
2	Hotel Y.T	Wangdi	B	22	37	1	1	1	3	2	2	10	0	1	9
3	Dragon Nest Resort	Wangdi	B	19	36	2	1	2	3	2	5	15	0	1	14
4	Dechen Cottages	Wangdi	B	19	38	1	1	2	1	2	0	7	0	1	6
5	Hotel Dewachen	Wangdi	C	16	32	1	1	0	1	1	0	4	0	1	3
6	Thegchen Phodrang G/ House	Wangdi	C	8	16	1	1	1	1	0	0	4	0	1	3
	<b>Total</b>	<b>6</b>		<b>106</b>	<b>202</b>	<b>7</b>	<b>5</b>	<b>8</b>	<b>11</b>	<b>9</b>	<b>14</b>	<b>54</b>	<b>0</b>	<b>6</b>	<b>48</b>

Table 4 Grade A and B hotels in Phuntsholing

Hotel	Location	grade	rooms	bed	manager	Front office	waiters	cooks	others	national	Non-national	Skilled	Unskilled
Hotel Druk	Phuentsho-ling	A	29	58	2	2	7	2	14	0	31	3	28
Hotel Namgay	Phuentsho-ling	B	16	24	1	2	5	2	8	0	21	1	20
Central Hotel	Phuentsho-ling	B	23	40	1	2	6	4	11	1	26	1	26
Hotel Peljoring	Phuentsho-ling	C	13	24	1	3	6	2	8	0	22	1	21
Total	4		81	146	5	9	24	10	41	1	100	6	95
Grand Total	70 Hotels		1188	2230	65	89	196	147	194	661	163	169	655

Table 5 Grade C hotels in Thimphu, Paro, Punakha and Phuntsholing

Sl.	Hotel	Location	Category	Rooms	Beds	Manager	Front office	House keeping	Waiters	COOKS	Others	National	Non-National	Skilled	Un-skilled
1	Hotel Tandin	Thimphu		18	25	1	1	2	4	3	4	14	1	2	13
2	Hotel Grand	Thimphu		10	22	1	0	1	3	1	0	6	0	2	4
3	Hotel 89	Thimphu		18	36	1	1	2	5	3	3	14	1	1	14
4	Hotel Singye	Thimphu		18	38	1	2	2	4	4	6	17	2	2	17
5	Hotel Yoezer	Thimphu		22	44	1	0	2	2	3	1	8	1	1	8
6	Hotel Gasel	Thimphu		16	27	1	2	1	2	3	0	9	0	2	7
7	Rabsel G/House	Thimphu		8	12	1	1	1	1	1	2	7	0	1	6
8	Hotel NT	Thimphu		6	12	1	2	1	2	2	3	10	1	1	10
9	Hotel Norling	Thimphu		18	28	2	1	2	1	2	2	8	2	1	9
10	Zey zang Hotel	Thimphu		12	24	1	1	2	1	2	2	8	1	1	8
11	TSCD	Thimphu		20	36	0	1	1	2	1	0	5	0	0	5
12	Hotel Perjorting	Paro		4	8	1	1	1	2	2	2	8	1	3	6
13	Zamling Hotel	Paro		5	9	1	1	0	1	1	0	4	0	0	4
14	Kunga Hotel	Punakha		7	14	1	0	0	0	1	1	3	0	0	3
15	Welcome Hotel	Punakha		6	9	1	0	0	1	1	1	4	0	1	3
23	Kuenga Hotel	P/ling		16	34	2	3	5	4	5	7	0	26	0	26
24	Hotel Sinchula	P/ling		14	25	1	3	3	6	4	4	1	20	1	20
25	Bhutan Hotel	P/ling		23	45	0	3	3	9	3	3	0	21	0	21
26	Om Hotel	P/ling		28	50	0	2	3	4	4	3	1	15	0	16
	Total			280	511	18	25	32	54	46	44	127	92	19	200