Empirical study of foreign scuba divers’ satisfaction in Padangbai

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Scholar year: 2014/2015
**Declaration:**

I hereby declare that I am the sole author of the thesis entitled “Empirical study of foreign scuba divers’ satisfaction in Padangbai“. I duly marked out all quotations. The used literature and sources are stated in the attached list of references.

In Prague on ....................

Signature

Adrien Destexhe
Acknowledgement

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Introduction

This diploma thesis focuses on customer satisfaction in the scuba diving industry. It is based on the research I conducted during my 8 weeks internship at OK Divers, a dive centre in Padangbai, Bali, Indonesia.

Bali, a famous Indonesian island, has welcomed around 3,76 millions of tourists in 2014 (Bali Government Tourism Office, 2015). The island is well-known for its nature and culture. It is also regarded as one of the best places in the world for both surfing and scuba diving.

I am myself a scuba diver for more than 12 years. I dived through several dive centres and each one of them had their own way of serving their customers. It is imperative, for an industry where standards differ so much, to know what exactly makes the customers satisfied and what they are looking for beside the scuba diving adventure.

During my internship at OK Divers, I realised how customer satisfaction is critical for businesses in the tourism industry. Companies operating in this industry rely significantly on word of mouth, which can be enabled through customer satisfaction focus. Therefore, I decided to choose customer satisfaction in the scuba diving industry as my diploma thesis topic. I wanted to help OK Divers to develop their business as well as to increase my knowledge in this area.

One of the main tasks of my internship was to research the satisfaction of OK Divers’ customers. The primary intent, which became my thesis goal, was to create recommendations for OK Divers to increase their customers’ satisfaction.

In order to achieve this goal, several objectives were set for the research:

- To define the demographic profile of scuba divers in Padangbai
- To understand why the divers chose Padangbai and OK Divers for scuba diving
- To evaluate the satisfaction of the divers about their overall experience and several variables

The structure of this thesis is divided into 4 chapters.

The first chapter deals with the theoretical knowledge necessary to fully understand this topic and its implication. The first part of this chapter defines the frame of customer
satisfaction. It begins with customer relationship management and narrows the definition to reach customer satisfaction and its influence. The second part studies the state of Indonesia and Bali and their relationship to tourism and scuba diving.

The second chapter sets up the base for the research. It explains thoroughly the methodology of the research. It also shortly describes the company, the village of Padangbai and the creation process of the questionnaire used for the research.

The third chapter analyses and interprets the results of the research. It is an in-depth analysis of each question of the survey. Firstly, it includes simple frequency analysis of each question, some cross-analysis and other statistical tests. The results are directly described, interpreted and sometimes compared with results from a similar research conducted by Dr. Musa in Layang-Layang. “Layang-Layang: an empirical study of scuba divers satisfaction” is a research from 2006 and is the last similar research conducted on scuba divers’ satisfaction. The comparisons aim to underline any relevant differences and evolutions of the scuba divers’ satisfaction.

All the data and results are based on the data collection I performed during 5 weeks of my internship. The data were collected through a questionnaire delivered to OK Divers’ customers after their last dive with the company. The questionnaire method enabled me to survey several people in the same time and to collect reliable quantitative data.

Finally, in the fourth chapter, there are listed and developed recommendations for OK Divers according to the research results. Recommendations are backed up as much as possible with good case practices from other businesses or results from researchers. The most important recommendations include: develop a strong online presence, prepare for the emergence of the Chinese market, and set up beach and sea cleaning projects.

This thesis and its results are mainly dedicated to OK Divers’ management. However the data, results and recommendations are great inputs for any company operating in the scuba diving industry that wishes to increase its customers’ satisfaction.

Readers of this thesis will learn the meaning and importance of customer satisfaction. In addition they will find recommendations based on primary data collected exclusively for the purpose of this research.
As the research was conducted in a single environment and in a specific company, it is subject to some limitations. It must be kept in mind that if the research had been conducted in a different dive centre or during a different period of the year, the results could be different.
Chapter 1: Customer satisfaction and scuba diving tourism

This part of the thesis will focus on defining and explaining the different concepts necessary to understand fully this research and its implication. The objective is to define the object, subject and environment that this research is based on. This chapter is therefore divided in three parts: customer relationship management, customer satisfaction, and scuba diving tourism in Bali, Indonesia.

1.1 Customer relationship management

Customer relationship management also referred as CRM is a management philosophy that focuses on enabling and keeping communication with customers. Not only the rise in competition made CRM a necessary tool for all, but also the shorter and shorter product life cycles and the always higher customer standards and expectations regarding prices, quality and other variables (Raab, Ajami, Gargeya and Goddard, 2008).

According to Peppers and Rogers (2011), they are three things that are recognised by a number of firms about customers in general:

Customers are scarce: There is no secondary market for customers, we cannot borrow them, buy more of them or ask a loan of customers from the bank. It is not possible to be successful with no customers. Furthermore, despite that so many potential customers are around, it is not given that they will ever want to buy one’s product or do business with one’s company. For this regard, customers are scarce and even more as markets get increasingly competitive. Attracting new customers and keeping them is of crucial importance to the sustainability of any businesses.

Customers are the sole source of all a company’s revenue: Products, brands, employees, infrastructures… All of those are important to businesses in the extent that they increase the revenue earned from customers. However, they do not directly bring any sources of income. Ultimately, only customers generate revenue for the business. Customers are spending their money differently. The goal of every company should be to create the greatest value for each of its customers by making sure their contributions are maximised.

Customers create value in two ways: A customer is bringing revenue today, but the experience they are having with the product, the company, its contact centre… is also
causing him to be likely (or not, according the experience) to bring profit in the future and to recommend the business to their friends.

Today’s globalisation makes markets more and more integrated, which also increases the level of competitiveness in various sectors. For that matter, every company, multinational as well as small and medium enterprises, have to make sure to secure their clients and their market shares. This is why it has become increasingly important to meet the expectations and wishes of the consumers. To be aware of those, relationship and communication have to be created with the customers, or what Peppers and Rogers (2011) called “the learning relationship”, that gives all its importance to CRM.

“If you’re my customer and I get you to talk to me, and I remember what you tell me, then I get smarter and smarter about you. I know something about you my competitors don’t know” (Peppers and Rogers, 2011)

Overall, it can be said that CRM is the tool that enables company success through meeting customers’ expectations and wishes. According to Raab et al. (2008), the goal of CRM is the management of durable and profitable customer relationships.

- **Durable** because the relationships with the customers must be long-term oriented.
- **Relationships** to demonstrate that companies are customer-centred and to keep communication with the customers over time.
- **Profitable** means the customer relationship will make the company financially sustainable by maximising customer’s contribution to company’s revenues.
- **Management** describes the capacity to always develop with current and potential customers and increasing technologies.

### 1.1.1 Customer relationship management processes

Customer relationship management includes several processes that are all vital to company success:

- Customer orientation
- Product Quality / Service performance
- Customer Satisfaction
- Customer Retention
- Customer Value and Company success
In this research, we will be focusing on the customer satisfaction factor. However, all those processes are closely interconnected as seen in figure 1. It is of importance to have a closer look at the different stages to understand what sets up the base for customer satisfaction and what the next steps are (Raab et al., 2008).

![Figure 1: Process and stages of Customer Relationship Management (Raab et al., 2008)](image)

### 1.1.2 Customer orientation

The first step in adopting a customer relationship management approach for one’s company is to create a customer-oriented culture, as opposed to a profit-oriented culture.

To be a customer-oriented organisation simply relates to the focus of the whole company being on the customer. This customer focus enables companies to react quickly to new market opportunities or changes in customer needs. It is necessary to think like a customer and to see one’s company with its point of view. On the other hand, profit-oriented companies produce products depending on what they are good at and not exactly according customers wishes. The management creates company strategies according their plan and vision for the future (Chand, n.d.).

On figure 2 below, you can see two hierarchy pyramids; the arrows represent the communications and their direction. The pyramid on the left represents the profit-oriented companies, top management is on the top of the pyramid as they are the one to make decisions and shape strategies. The lower levels employees are reporting to the higher ones and communication is in one way. Customers are not present as the company focus solely on quality improvements and costs reductions. Customers’ feedbacks are not taken into considerations.

The pyramid on the right represents a customer-oriented organisation. The customer is on the top as all decisions are made according his needs and wants. Communications are going both ways and customers also have their influence on the company’s future. Top management lies in the bottom, they still make the final decision but they make it according the feedbacks from the top of the pyramid. (Chand, n.d., Raab et al., 2008)
From a customer perspective, a customer-focused company have products that answer his expectations. There are channels available for the customers to give his opinions and feedbacks. Furthermore, services and information are directly available for customers when the need it.

1.1.3 Product Quality

The first step of a customer-oriented company is to have a product that meets customers’ expectations. This does not mean the product needs to be of the highest quality but that its quality is guaranteed over time.

However quality can be perceived differently. Garvin (1984) has identified 5 concepts of quality:

1. The Value-based approach: This basic concept defines quality in terms of costs and prices. Therefore the quality of a product does not rely only on the materials or ingredients it is made from but also on the cost it is sold at.

2. The Manufacturing-based approach: This is the most objective concept. Excellence means being conform to the requirements. Quality is measured by the material used, the features and characteristics of the product.

3. The Product-based approach: In this approach, quality is a precise and measurable variable. Quality is related to the ingredients or materials used. It is purely objective and in most cases when the quality increases, the costs increase as well.

4. The User-based approach: This concept involves the user experience and the value of the product. It is mostly subjective as the customer will evaluate
the quality of the product according to how it meets his needs and expectations. The main challenge with this approach lies in how companies deal with varying expectations of individuals.

5. The Transcendent Approach: In this more philosophical approach, quality cannot be defined precisely, it is only recognisable through experience and is purely the judgment of the customers.

From those 5 concepts, it is undoubtedly the user-based approach that is the most relevant for this thesis. This affirmation is based on the fact that, as explained previously, the customer is the sole source of revenue. As perfect the product can be perceived from the manufacturing-based or value-based approach, if the product does not meet the quality the customer is expecting, he will simply leave and sales of the company will suffer (Garvin, 1984).

“Good is not good, where better is expected” (Scully, n.d.)

1.1.4 Customer retention

Figure 3 displays the relation between the satisfaction of the customers and their loyalty rate. 95% of customers scoring ‘excellent or ‘very satisfied’ remain loyal to the brand. As the satisfaction decrease, the loyalty rate also drops. It is however important to focus on the gap between ‘average/neither satisfied nor dissatisfied’ and ‘good/satisfied’. The gap between those two ratings results in the biggest difference in loyalty rate. Companies can increase the loyalty rate of their customers by 50% only by making them ‘good/satisfied’ over ‘neither satisfied nor dissatisfied’. Through this can understood clearly how customer satisfaction directly influences customer retention and loyalty (Hill & Brierley & MacDougall, 1999).

<table>
<thead>
<tr>
<th>Customer’s stated level of satisfaction</th>
<th>Loyalty rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent/very satisfied</td>
<td>95%</td>
</tr>
<tr>
<td>Good/satisfied</td>
<td>65%</td>
</tr>
<tr>
<td>Average/neither satisfied nor dissatisfied</td>
<td>15%</td>
</tr>
<tr>
<td>Poor/quite dissatisfied</td>
<td>2%</td>
</tr>
<tr>
<td>Very poor/very dissatisfied</td>
<td>0%</td>
</tr>
</tbody>
</table>

*Figure 3: Satisfaction-loyalty links (Hills et al., 1999)*
1.1.5 Customer value

Once customers are satisfied and loyal, focusing on customer value enables companies to make sure they get the most out of their customers.

In a general concept the value of something is worth when the benefit received from having that something is higher than what needs to be given up to get it. From the company point of view, the customer value is the difference between the cost of acquiring/keeping this customer and the benefit it gets from this particular customer.

Benefits – Costs = Customer Value

From a CRM perspective, organisations should focus on the profitability of the entire relationships with the customers. At this stage, customers can be divided into four groups as showed on figure 4, percentages represent the average number of this kind of customers companies have.

- In the first quadrant (A) are found customers who are satisfied with their experience with the company and with whom a high customer value has been created. This is the situation that every company wants their customers to reach.
- The second quadrant (B) reveals customers who are highly satisfied but do not represent high revenue for the company. The goal is therefore to raise the customer’s value to make him shift into the quadrant A.
- The quadrant C includes lowly satisfied or dissatisfied customers with low value for the company. Companies should try to divest themselves from this kind of customers. According to Raab et al. (2008), it is practically impossible to raise both

![Customer Value Diagram](image)

*Figure 4: Customer value, customer satisfaction portfolio (Raab et al., 2008)*
satisfaction and value in a customer and it is therefore best for the companies to not put any effort and capital in this kind of customer.

- Finally in the fourth quadrant (D) are customers with whom a high value has been achieved. However their satisfaction with the company’s services is low. It is capital to focus on raising their satisfaction while keeping their high value. If kept unsatisfied, those valuable customers will most likely go to the competition.

### 1.2 Customer satisfaction

It is essential to understand what ‘satisfaction’ exactly is. In general satisfaction is defined as a state of well-being or happiness.

According to the Oxford Dictionary, satisfaction is:

> “Fulfilment of one’s wishes, expectations, or needs, or the pleasure derived from this”.

The word ‘satisfaction’ comes from the Latin ‘satis’ and ‘facere’, which both respectively means ‘enough’ and ‘to make’. With this information and the definition above, it can be said that customer satisfaction is about ‘doing enough for the customer’ in order to meet its needs and expectations (Pastinen, 2010).

Customer satisfaction does not only rely on the product or the service but is directly and indirectly influence by every aspect of a business, from the cleanliness of the shop to the friendliness of the vendors. As seen before, in addition to the product should exist the customer-centred philosophy of the company.

To have a more theoretical definition: Hill et al. (1999) define customer satisfaction as:

> “Customer satisfaction is a measure of how your organization’s ‘total product’ performs in relation to a set of customer requirements”.

To make a customer satisfied, it is necessary to know him before, know his expectations, his needs, what he likes and does not like.

It is usually mistaken that a low rate of complaints means a high rate of satisfaction. According to Goodman (2009), without enabling a proper feedback channel, only about 5 to 10 percent of the dissatisfied customers will complain to the company. The other 90 to 95 percent of them will keep it to themselves and switch away to the competition.
1.2.1 The importance of customer satisfaction

Customer satisfaction leads to customer loyalty and to business success. That is why companies that manage to put the customer in their centre of activities will normally do better than their competitors (Tanner & Raymond, 2012).

In addition, according to Tsoodle (2012), a satisfied customer contributes 17 times as much revenue as a dissatisfied one.

According to Raab et al. (2008) and Topfer & Mann (1999), examples and researches from various fields show the importance of satisfied customers

- One satisfied customer brings on average three more customers.
- A dissatisfied customer shares his unhappiness and negative experience to 10 potential customers.
- Regular customers are less price sensitive, meaning an increase on the price will not affect their buying habits as much.
- Marketing costs drop sharply.
- After a first purchase experience, chances that a satisfied customer will come back are 300% higher than for an unsatisfied customer.
- Chances that highly satisfied customers will spread the good word and become a source of advertising are close to 100%.
- 95% of unsatisfied customers will come back if their problems can be solved within 5 days.
- 75% of customers switching to the competition are doing it because of poor service quality but only 25% will switch due to price differences.

Measuring customers’ satisfaction does not only make your company better at answering their expectations but as explained by Hill et al. (1999), it can also bring you important information such as:

- Identify consumers thoughts about your business
- Pinpoint the areas that must be improved
- Identify ‘understanding gaps’ where customers needs can be misunderstood by companies’ employees
- Monitor progress of satisfaction after setting up goals and strategies for improvement
• Compare your performances with those of your competitors

To effectively measure customer satisfaction it is necessary to compare the customers’ expectations and its perceived quality of the product and the purchase experience.

• If the expectations are equal to the experience ➔ Relatively satisfied customer
• If the expectations are lower than the experience ➔ Convinced and highly satisfied customer
• If the expectations are higher than the experience ➔ Dissatisfied customer

The future behaviour and actions of the customer are directly influenced by its level of satisfaction.

1.2.2 Behaviour of a satisfied customer

According to Raab et al. (2008), three important behaviours are characteristics of satisfied customers:

Cross-Selling: This means that not only the customers become loyal to the product but they are also ready to purchase other products from the brand or company even if this second product as nothing to do with the first one.

Decreasing Price Sensitivity: Introducing higher prices will not affect satisfied customers as much. They know they can trust your company’s quality and services and are ready to pay more if needed.

Positive word of mouth Advertising: Satisfied customers will tell other people positive things about your company and product and will actively recommend it. Customers that do so are called empowered customers. They will take the cause of your company as their own and will make it their mission to spread the good word.

According to Wyner (2014), in America, more than two-thirds of conversations involve a recommendation to buy or avoid a brand.

It can therefore be said that happy consumers are able to take the role of the marketing manager. Customer empowerment is what customer centric companies thrive for. As said previously, a satisfied customer will bring on average three potential customers to your company. Managing to make the three of them satisfied will bring you nine more potential customers. This can become a very positive snowball effect for any business. Furthermore,
according to Burmaster (2008) an analysis from Nielsen Online shows that the most trusted form of advertising is ‘recommendations from other consumers’, whereas ‘consumers opinions posted online’ comes in third places.

Today’s world makes it more important than ever. New sharing platform are flourishing on the internet and the social networks every day. They enable customers to share and spread their experiences in a very fast way. It also allows potential customers to seek for feedback directly from their computer or smartphones before committing to the purchase.

For instance, in the tourism industry, TripAdvisor has become a priceless tool for tourists who seek information about what to do, where to stay etc. TripAdvisor which was created in 2000 is nowadays the world’s largest travel site. In November 2014, it had 190 millions numbers of “reviews and opinions” of over 4.4 millions hotels, restaurants, places of interests and other touristic related areas. Its content reached 300 million people who are using the website every month (Smith, 2014).

1.2.3 Behaviour of a dissatisfied customer

According Raab et al. (2008), like satisfied customer, dissatisfied ones also have characteristics behaviour that are worth to look at.

**Rejection:** in this case, customers will just abandon the brand. They will try to find the same product from another provider.

**Negative word of mouth:** As positive word of mouth can be a blessing, negative word of mouth can become a nightmare. As stated previously, an unsatisfied customer will share his negative experience with ten potential customers and as the saying goes, bad news travel faster than good news.

> “According to a well-established marketing literature rule of thumb – that negative word of mouth propaganda is ten times as effective as positive customer feedback”.

(Raab et al., 2008)

**Complaints:** The customer will come directly to encounter the company and complains about his negative experience or defective product. This is preferable as the company will have the opportunity to react directly and solve the customer’s problem before any negative word of mouth or rejection can happen.
1.2.4 Measuring Customer Satisfaction

Like each company’s process or activity, a customer satisfaction analysis should bring more money than it costs. It is therefore something that should be taken seriously and professionally. To that end, it is necessary to follow certain standards. A customer satisfaction measurement should be (Raab et al., 2008):

- Systematic
- Regular
- Objective
- Differentiated according market segments such as age, country of origin etc.

The advantages of measuring customer satisfaction continuously are numerous:

**Customer-oriented management:** As the satisfaction of the customers is continuously assessed, their needs and expectations are also constantly evaluated. Therefore, the company is in a good position to answer changes in customers’ needs or behaviour as soon as possible.

**Comparison with the competition:** It enables the company to keep comparing itself with the competition. Customers will remain loyal if their level of satisfaction is higher than what they would get in another company. Keeping an eye on the company’s performances against the competition is a valuable asset.

**Comparison over time:** Customer satisfaction analyses are also a great tool to measure the performance of the company over time. It can show patterns of satisfaction at different period of the year or can simply show constant increase or decrease. With regular studies and results, assumptions can be made as for why changes in satisfaction occurred.

Seeing its importance and its complexity, several tools to measure customer satisfaction or dissatisfaction exist. Some of them require the direct involvement of the customers, such as surveying or interviewing. Others are more focus on observing behaviours and loyalty (Sabitha, 2014).

**Surveying**

Surveying is probably the most common way of getting information from customers. It requires a low investment and can be used on a large sample as it requires little effort and time for the respondents. In addition, surveys can be administered either physically by
the surveyor or virtually via email or websites. The data gathered through questionnaire are mostly quantitative, they are easy to analyse and have a great statistical significance.

Surveying has also some negative points. There is usually only one design for the survey that will be used for the entire sample, surveying is therefore inflexible. Misunderstandings cannot be corrected if the surveyor is not physically present. Standardised surveys include questions created for the majority of the population, this also means that in a certain niche sample, the questions might be totally inappropriate or misunderstood (Sabitha, 2014).

**Interviewing**
This method requires a substantial involvement of both the customers and the business. The data are qualitative and require special analysis to be understood. In their collected form they are not statistically interpretable. Despite the investment for interviewing is larger, the answers collected might be giving clearer information about the customer as he is not bounded by fixed questions (Sabitha, 2014).

**Observation**
Companies who wish to have a quick overview of their customers’ satisfaction without involving them can observe some key data from the company itself. The most relevant observation is looking at how many customers come back and how often. As oppose to observing loyalty, companies can also observe exit and abandonment rates. This is especially useful and almost natural for eCommerce (companies operating solely online) that can get access to this kind of data. How many people unsubscribed, how many subscribed, how many comes back and how long they stay on the website (Martha, 2014).

**Net Promoter Score**
This is probably the most popular method to measure customer’s loyalty in bigger corporation. The Net Promoter Score is a tool that asks only one question to the customers.

“How likely is it that you would recommend our company to a friend or colleague?” This question is always followed by an open-ended “Why?” Respondents answer with a score from 0 (Not at all likely) to 10 (Extremely likely). They are then divided into three groups:

**Promoters** who scored from 9 to 10 are enthusiasts of the business and will keep referring it to others.
**Passives** who scored from 7-8 are satisfied with their experience but not enthusiastic. They are still vulnerable to competition.

**Detractors** who scored from 0 to 6 are considered unhappy customers who can damage your brand and company name through negative word of mouth.

The Net Promoter Score is found by taking percentage of promoters and subtracting the percentage of detractors.

This score is a powerful tool to constantly measure and compare satisfaction between different periods of time. However, for companies that are not assessing customer satisfaction constantly, this method will give little information regarding the score they would receive. (Bain & Company, n.d.)

### 1.2.5 The eight steps in customer satisfaction study

Raab et al. (2008) have identified 8 phases that should be followed to measure customer satisfaction:

**Step 1: Defining goal and sample of the study**

As in every research, defining a goal is usually the first step. The study should have an aim and a purpose. Then, it must be clear who should be surveyed. In the case of customer satisfaction, it should be defined if the current customer, the previous ones or the competition customers will be the subject.

**Step 2: Exploratory phase**

This phase includes in general discussion with the customers in order to know which questions should be asked and what the survey should be focused on. In other cases, it is also recommended to look at previous researches already made to have a basis before working on the survey.

**Step 3: Design and type of the study method**

As explained previously there exist several survey methods. In addition of defining the survey design, it is also necessary to develop the methodology of the research. The methodology describes how the respondents will be approached, how the questionnaire will be distributed, how the data will be analysed etc.
Step 4: Pilot research

A pilot research is a small scale research done before conducting the real one in order to make sure that: the sample understands your instrument, how long it takes to fulfil the questionnaire or do the interview, test the reliability of the answers etc. It is an important step in the research process to make sure the final data gathered will be valid and reliable. (Sabitha, 2014)

Step 5: Conducting the study

The sample is surveyed and the data are collected during a defined time period.

Step 6: Analysis of the data

After the data are collected, they must be analysed. The method of analysis will depend upon the data nature: qualitative or quantitative.

Step 7: Recommendations

Findings of each customer satisfaction research should result in recommendations for the company’s future strategies.

Step 8: Implementations

Each recommendation should come along with a suggested implementation plan that will help achieve company’s goals.

It is now defined what is customer satisfaction and its influence. It is understood that its importance is growing as markets get more competitive and customers get more choices. In addition to make the customer satisfied, companies must make sure to keep them loyal and to maximise their contributions to the company. As is studied in the next section, the scuba diving industry does answer to all this rules, even more in the highly competitive market that is Bali.
1.3 Scuba diving tourism in Bali, Indonesia

1.3.1 Tourism industry in Bali, Indonesia

Indonesia

Indonesia is an archipelago in Southeast Asia. The country is composed of 17,000 islands which 6,000 are inhabited. Indonesia, which was previously a Dutch colony, was proclaimed independent on 17th August 1945 (Infoplease, n.d.)

Nowadays, Indonesia is the fourth largest nation in term of population. The economic power of the country comes primarily from its Mining and Chemicals manufacturing thanks to its oil. However the Travel & Tourism industry is also one of the main contributors to the GDP of Indonesia and accounted for more than $US 80 billion in 2012 as you can see on figure 6. This amount represents 9.1% of the country’s GDP (figure 6).

On the left Figure 5: Indonesia GDP impact industry in 2012 in % (World Travel & Tourism Council [WTTC], 2013)

On the right Figure 6: Indonesia GDP impact by industry in 2012 in $US billion (WTTC, 2013)

In addition to having an impact on the GDP, the Travel & Tourism industry generated 8% of employment in Indonesia and is therefore the second contributor to the employment rate, just behind the Education sector as seen on figure 7.
It is needed to keep in mind that Indonesia is an archipelago and that each island has different leading sector of activity as will sees for Bali.

**Bali a tourist paradise**

Bali is one of the seventeen thousands islands of the Republic of Indonesia and is itself one of the thirty-four provinces. It is mainly famous since it has been assimilated in 1936 to “the paradise island” by Hickman Powell in his book “Bali: The last paradise”. However it is only in the 1960’s that tourism became one of the main focuses of Bali through heavy investments from the Indonesian government. The island is now renowned for its equitable climate, unique and friendly civilisation and astonishing nature (Hitchcock and Putra, 2007).

According to the Bali Government Tourism Office, Bali welcomed 3.766.638 foreign tourists in 2014. Moreover, this number has not stopped growing since 2008 as can be seen on figure 8.
Another advantage of Bali is that, as opposed to countries like European ones, it has no main touristic season. The tropical climate makes Bali attractive all-year long with a minimum occupancy rate of 57.57% January 2013. (BPS Bali, 2014).

This “paradise island” adjective made tourism so important in Bali that it is now the most important segment of its economy, with a contribution to the local economy of 65.88% between 2008 and 2012 (Erviani 2013).

Unfortunately this development craze did not have only positive impacts for the island, especially for its aquatic environment. With no system to manage the amount of litter and sewage that comes with the high number of tourists, the water around the island begins to be contaminated. For instance, according to the Jakarta Globe (2011), Kuta Beach, the most famous and frequented beach of Bali gets the amount of trash of 20 to 100 trucks of garbage daily and needs to be cleaned five times per day.

From a marketing and business perspective, Bali is well recognised as a brand and is remarkably successful in adding prestige to variety of goods and services such as Bali-style furniture, houses, hotels, restaurants, works of art etc. Indonesian travel agents even actively promotes other Indonesian island like Lombok by packaging them as “Bali and beyond” (Hitchcock and Putra, 2007).

It is without surprise that an island like Bali has become one of the most famous places for scuba diving and that there, what is a holiday activity for some is also a business for others.

1.3.2 Scuba diving

Scuba diving is a form of underwater sport, people practising it are called scuba divers. This activity is enjoyed for the thrill of adventure it provides by putting scuba divers into an unfamiliar and beautiful environment (Musa and Dimmock, 2013).

Diving can be divided into several types. However just one is of interest for this research: scuba diving. Before becoming a noun SCUBA was actually an abbreviation for Self-Contained Underwater Breathing Apparatus. It refers to a diver who is carrying his air tank and all the necessary equipment to be able to move freely underwater without any external assistance.

The earliest signs of people using resources to breathe underwater go back to 500BC where the legend says that a Greek sailor named Scyllis used a hollow reed to breathe underwater
and destroy mooring lines of Persian ships (MarineBio Conservation Society, n.d.). However, scuba diving as define above made its apparition in mid 20th century. In 1943, the French biologist Jacques-Yves Cousteau and Emile Gagnan manage to create the first ever Self-Contained Underwater Breathing Apparatus that they named Aqua-lung. The Aqua-lung was not directly meant to be a recreational activity. Scuba diving was back then a scientific, commercial or military activity. Scuba divers were studying the underwater world, repairing boats, helping oil drills and fishing sponges, pearls and other valuable sea products. As the technology improved and scuba diving became safer the public grew interest for diving training (Dimmock & Cummins, 2013).

Several organisations were therefore created to form and assist amateurs in scuba diving safety, techniques and the use of the material. The largest of those organisations is now PADI (Professional Association of Diving Instructors). It was created in 1960 as one of the first commercial diving organisations. PADI pioneered the modular education that made scuba diving easier to access and popular (Dimmock & Cummins, 2013).

According to PADI (seen on www.padi.com in 2015), the number of certified divers in 2008 was approximately 17,8 million compared with 2,5 million in 1988. It has therefore become a huge industry that is being focused on by many touristic destinations. This increase can be explained with the technological advanced that shifted scuba diving from a high-risk sport to an almost risk-free leisure activity.

1.3.3 Scuba diving tourism

The demand for seaside holiday to escape daily working life is one of the main attributes to the development of tourism. Since the early ages of tourism, coastal areas have always been places of high interests. In addition to the water, the sun and the beach, some tourists also wish to encounter and discover marine life. Scuba diving allows people to stay an extended period of time underwater and is therefore the most attractive way of discovering marine life (Dimmock & Cummins & Musa, 2013).

Dive centres are usually small enterprises in a highly competitive market. They face the challenges to provide access to dive sites along with meeting safety requirements. Due to their wide numbers and their relatively small sizes, industry surveys found out that word of mouth is the most successful form of marketing and communication with potential customers (Dimmock & Cummins & Musa, 2013). As stated previously, the satisfaction of the customer plays a great role in spreading positive word of mouth.
With the various recreational diving organisations, it is hard to evaluate the total number of dive centres. However, at the end of 2011, PADI (the largest scuba training provider) had recorded 6100 registered retailers providing PADI training services. (Dimmock & Cummins, 2013).

**Scuba diving in Indonesia & Bali**

The Coral Triangle is a region of Southeast Asia primarily centred on Indonesia, Malaysia, Thailand and Philippines. This region is known as the world’s leading scuba diving destination thanks to its wide number of dive sites and its underwater landscape known to be beautiful (Lew, 2013).

According to Divetime.com (2015), Indonesia has 343 reported dive sites, which makes it the 5th country with the most dive sites in the world.

### 1.3.4 Scuba diving satisfaction

Being one important part of nature and sport tourism, scuba diving and scuba divers’ satisfaction play an important role for both environmental and commercial sustainability of the industry. (Thirumoorthi & Wong & Musa, 2013).

Several researches were made in order to discover the variables that are influencing the satisfaction or dissatisfaction of scuba divers. You can find in annex 1 the different satisfaction variables and the research they resulted from. It is important not to focus only on the satisfaction regarding the destination characteristics. Three scuba diving dimensions can be identified that are affecting satisfaction level (Thirumoorthi et al., 2013)

- **Destination characteristics:** It refers mainly to the environmental factors. The underwater conditions and the cleanliness of the sites are significant influencers of this characteristic.
- **Dive operator service:** All the facilities from the dive centre available for the scuba divers. This includes a wide range of factors directly influenced by the dive centre’s action. The boat services, the quality of the equipment.
- **Social interaction:** Those are not directly connected to the scuba diving experience but are also influencing the satisfaction. The friendliness of the employees and other customers are part of this dimension.

As in other kind of businesses, satisfied scuba divers are likely to come back to the holiday destination and to recommend it to others. Empirical studies can therefore be critical for
centres that wish to point out the divers’ needs and preferences in their area. In addition studies can also show the attributes that must be used in promotional messages (Thirumoorthi et al., 2013).
Chapter 2: Research basis

2.1 Methodology

This research was designed and created to help OK Divers identify the area it should focus on to maximise their customers’ satisfaction. The research was conducted on a period of 5 weeks, from 6th of April until 10th of May 2015. This period lies between the monsoon and dry season and the tourist flow at this period is average. All the data used are primary data and were collected with a questionnaire self-administered to the divers after their last dive with OK Divers. The questionnaire included 27 questions, some were not compulsory and therefore the percentages presented in the analysis are the valid percentage (excluding the missing answers). The questionnaire was available in English, Czech and Mandarin. 81 questionnaires were collected however; only 79 were suitable for analysis. The data were analysed using IBM SPSS software version 20.

This chapter will briefly introduce Padangbai, the company and the development of the questionnaire.

2.2 Padangbai

Padangbai is a small village situated on the East coast of Bali. Despite not having any famous tourist attractions, the village is highly frequented by tourists who seek its harbour services and its diving clubs.

The harbour of Padangbai is the way for tourists staying on Bali to visit the three islands of Gili and the next main Indonesian island named Lombok. Therefore, Padangbai sees a lot of tourists transiting between its bus station and its harbour, however not staying overnight. Tourists who actually stay in Padangbai for several days are mostly scuba divers.

Figure 9 shows that Padangbai and its surrounding host plenty of dive sites and the great location of the village gives an easy access to other dive sites around Bali or Nusa Penida, a neighbour island famous for its beautiful underwater scenery. This great location has made the village a home for the many dive centres and home stays which are welcoming scuba divers from all over the world.
2.3 The company

OK Divers is a Slovak-owned company based in Padangbai. The company operates in the tourism and entertainment industry. It includes a dive-center, a restaurant and a new resort that opened on 4th July 2015, 2 month after the data collection in the dive-centre.

The company was co-created in 2003 by three friends, Mr. Hvizdoš, Mrs. Malec and Mrs. Korcsogova who are still the current members of the board of directors. More than 40 people are currently employed by the dive-centre and the restaurant. This amount was expected to double when the resort would be fully operational. The company operates all year long and 7 days a week as the flow of tourists and divers in Bali never stops.

The dive centre can accommodate up to 15+ scuba divers at once. The facilities include an equipment room where all the diving materials is stored, a changing room for customers to try the wet suit (special suit to protect from the cold), a swimming pool for customers to relax or practice their diving skills and showers for everyone to clean up after diving in the ocean. In addition, the company owns a diving boat with three local crew members. When necessary more boat can be rented to locals of Padangbai.

Even though they are already operating for 12 years now, OK Divers never conducted a proper customer satisfaction evaluation. With the opening of the resort, they plan to...
increase their number of customer throughout the whole year. They believe that researching about their customers’ satisfaction will help them maximise it and in the long term, increase their number of customers. The research also aims to give them a good basis for future marketing activities.

The company’s marketing activities are as followed: It owns a website and several social media accounts where articles, promotions and pictures are shared on the company’s page. Besides social media interactions, OK Divers rely mainly on word of mouth where as explained in chapter 1 satisfaction plays an important role.

The customers of OK Divers are from various nationalities. However Czechs and Slovaks are mostly represented seeing that OK Divers offer diving instructions also in Czech and Slovak language. Moreover Chinese customers are also present in numbers thanks to ‘freelance’ diving instructors using OK Divers facilities.

![Figure 11: OK Divers’ infrastructure by night (OK Divers, 2015)](image)

2.3.1 Customer's day with OK Divers

In order to understand the research and its questions better, it is necessary to look at what exactly happens when a customer arrives in OK Divers, how he is handled by the company and what include the services he is paying for.

With OK Divers, customers have the possibility to book their dives online via email. However, some customers are still searching on the spot, meaning that instead of looking information and booking online, they will make their decision while walking in Padangbai searching for the ‘most attractive’ dive centre in their eyes.
Customers entering the dive centre are welcomed by one of the dive team member. The OK Divers employee will explain the procedures of the dive centre, the dive sites that will be visited in the next few days and detail the prices. (The choice of the dive sites can be influenced by the customers in certain cases or weather conditions)

The day of the dives, customers come around 8.30AM to be given equipment from the dive centre and to be introduced to their dive buddies and the OK Divers member that will guide the dive. If the customers are first-timer, they will go through a list of exercises in the swimming pool to make them more comfortable with the equipment and the feeling of breathing underwater.

In addition, the order for their lunch is already taken, every diver has a free lunch he can choose from the ‘diver’s menu’ of OK Divers restaurant.

At 9AM everyone enters the boat which takes the direction of the first dive site. Once arrived, the dive instructor gives the briefing for the customers and each diver gets ready and jumps in the water.

After the dive, the boat takes the direction of the second dive while tea, fruits and snacks are distributed to the customers. After the one hour safety surface time (a safety period that should be waited between two successive dives), divers go back in the ocean for their second dive.

Around 13.00, customers are back in the dive centre. Lunch is often the time for the divers and their dive instructor or Divemaster (a professional diver with no certification power) to debrief the dives, detail what has been seen, share pictures and sign the logbook (A journal that every diver should keep updated).

After lunch, their time with OK Divers is over but customers are welcome to keep using OK Divers facilities like the restaurant, the showers and most often the swimming pool.

2.4 The questionnaire

The questionnaire was created in order to get quantitative data about the demographic profile of the respondents and their satisfaction in terms of different attributes. The research questionnaire was inspired by the previous researches in the Malaysian islands of Sipadan and Layang-Layang conducted by Dr. Musa from the Faculty of Business and Accountancy of the University Malaya, Kuala Lumpur. In addition, OK Divers’ managers
gave their inputs regarding which information they wanted to know about their customers and their satisfaction.

The satisfaction attributes were divided into three categories:

- Satisfaction regarding the dive-conditions in Padangbai
- Satisfaction regarding the dive operator’s (OK Divers) services
- Satisfaction regarding the life in Padangbai

The satisfaction variables were measured with a 5-point Likert scale while the overall satisfaction question used a 9-point Likert scale.

The English questionnaire can be seen in the annex 3.

In addition to the demographic and satisfaction questions, general questions were asked in the beginning of the questionnaire to know how and why the respondents chose OK Divers. Those questions were multiple choices and all included an ‘Other’ option with the possibility to write a specific answer if it was not listed.

Finally, the questionnaire was also categorised according which kind of dives the customer came for. The dives can be divided into three categories:

- **Fun Dive (F.D.)** – Those are for certified divers only, they are normal dives supervised by a dive instructor from the dive center.
- **Discover Scuba Diving (D.S.D.)** – Those are for people who never dived before and would like to try it without starting any kind of certification training.
- **Certification Dive (Certif.)** – Those are for customers who wish to follow a training that will deliver them a recognised diving license they can use as a proof of their experience in the future.

After the questionnaire was created, a pilot test was conducted through simple random sampling during 3 days. The main issue encountered during this pilot research was to survey the non-English speaking customers. This problem occurred mostly with Chinese customers who represent a bigger number every year and who do not have an adequate level of English to answer the questionnaire. It was therefore decided to make the survey translated into Mandarin as well as in Czech language seeing that Czechs and Slovaks divers are the targeted audience of OK Divers. This has proved to be of a crucial
importance as more than a third of the answers collected came from the Mandarin questionnaire.

The Czech questionnaire can be found in the annex 4 and the Mandarin questionnaire in the annex 5.
Chapter 3: Research results and analysis

This chapter presents general statistics, results and analysis for each question. The data are analysed, interpreted and if relevant, compared with the results from Dr. Musa’s research in Layang-Layang.

All the frequency tables displayed are presenting data in a descending value of frequency and are accompanied with their valid percentage.

3.1 Demographic profile of scuba divers in Padangbai

Nationality

From the nationalities of scuba divers in Padangbai, Chinese were the most represented with 45.6% as showed in table 1. Dr. Musa already observed the emergence of this ‘new divers’ market in his research where 13.3% of the surveyed divers were Chinese. This increase shows that the Chinese market is still becoming more and more important in the scuba diving industry. Divers from Czech Republic represented 15.2% which is surely influenced by the languages spoken by the managers of OK Divers. This was followed by divers from Germany (11.4%) and other nationalities (all below 5%) representing countries from different continents with no clear pattern.

Table 1
Divers by Nationality in Padangbai

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>36</td>
<td>45.6</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>12</td>
<td>15.2</td>
</tr>
<tr>
<td>Germany</td>
<td>9</td>
<td>11.4</td>
</tr>
<tr>
<td>Slovakia</td>
<td>3</td>
<td>3.8</td>
</tr>
<tr>
<td>The Netherlands</td>
<td>3</td>
<td>3.8</td>
</tr>
<tr>
<td>UK</td>
<td>3</td>
<td>3.8</td>
</tr>
<tr>
<td>USA</td>
<td>3</td>
<td>3.8</td>
</tr>
<tr>
<td>France</td>
<td>2</td>
<td>2.5</td>
</tr>
<tr>
<td>India</td>
<td>2</td>
<td>2.5</td>
</tr>
<tr>
<td>Morocco</td>
<td>2</td>
<td>2.5</td>
</tr>
<tr>
<td>Switzerland</td>
<td>2</td>
<td>2.5</td>
</tr>
<tr>
<td>Australia</td>
<td>1</td>
<td>1.3</td>
</tr>
<tr>
<td>New Zealand</td>
<td>1</td>
<td>1.3</td>
</tr>
<tr>
<td>Total</td>
<td>79</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author
Gender
Scuba diving is a sport equally accepted by male and female. Referring to table 2, divers in Padangbai were equally male (49.4%) and female (50.6%). It cannot longer be considered a male-dominated sport as claimed by Mundet and Ribera (2001).

Table 2
Divers by Gender in Padangbai

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>40</td>
<td>50.6</td>
</tr>
<tr>
<td>Male</td>
<td>39</td>
<td>49.4</td>
</tr>
<tr>
<td>Total</td>
<td>79</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author

Age
Data show a strong dominance of divers aged between 20 and 39 years old. As shown in table 3, divers between 30 and 39 years old were the most represented (46.8%) followed closely by divers aged between 20 and 29 years old (44.3%). Divers out of those age limits represent only 8.9% of the divers in Padangbai. Divers seemed to be younger than in the research of Dr. Musa where the most represented segment was 40-49 years old with 38%. A possible explanation is the higher cost to travel and dive in Layang-Layang compared to Bali. Layang-Layang is therefore less accessible to younger people with lower travelling budget.

Table 3
Divers by Age in Padangbai

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 - 39</td>
<td>37</td>
<td>46.8</td>
</tr>
<tr>
<td>20 – 29</td>
<td>35</td>
<td>44.3</td>
</tr>
<tr>
<td>40 – 49</td>
<td>5</td>
<td>6.3</td>
</tr>
<tr>
<td>Less than 20</td>
<td>1</td>
<td>1.3</td>
</tr>
<tr>
<td>50 or above</td>
<td>1</td>
<td>1.3</td>
</tr>
<tr>
<td>Total</td>
<td>79</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author
**Level of education**

Regarding education, 50.6% of divers had a Bachelor degree while 38% had a Master degree. Only 11.4% had a high school education or lower. Those results correspond with Layang-Layang ones. It is to be studied what makes scuba diving a sport mostly practiced by educated people.

Table 4  
Divers by Level of education in Padangbai

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor</td>
<td>40</td>
<td>50.6</td>
</tr>
<tr>
<td>Master</td>
<td>30</td>
<td>38.0</td>
</tr>
<tr>
<td>High school or lower</td>
<td>9</td>
<td>11.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>79</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Author

**Type of dives**

60.8% of the respondents were Fun Diver while 24.1% took the Discover Scuba Diving program. Finally only 15.2% of the scuba divers followed a program to obtain a recognised scuba diving certification.

Table 5  
Divers by Type of dive in Padangbai

<table>
<thead>
<tr>
<th>Type of dive</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fun dive</td>
<td>48</td>
<td>60.8</td>
</tr>
<tr>
<td>Discover Scuba Diving</td>
<td>19</td>
<td>24.1</td>
</tr>
<tr>
<td>Certification</td>
<td>12</td>
<td>15.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>79</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Author
3.2 Questions about Bali/Padangbai

This part of the questionnaire aimed to know how divers got to know about OK Divers and how they arrange their trips. This information is essential to identify differences in expectation from the divers and how OK Divers is attracting its customers.

**Question 1: Was diving the main reason for your trip in Bali/Padangbai?**

As can be seen on chart 1, 69.6% of scuba divers in Padangbai came solely or firstly to Bali for diving. On the other hand, 30.4% came to Bali for different purposes and dived as an extra activity.

*Chart 1: Was diving the main reason for divers' trip to Bali/Padangbai?*

- Yes: 69.60%
- No: 30.40%

Source: Author

**Question 2: Where did you get the idea to come to Bali/Padangbai?**

Referring to table 6, divers mainly got their information about Bali on the internet (44.6%) and from friends (38.6%). Dive magazines and travel agencies were sources of information for only 4.8% and 2.4% of divers. 9.6% of divers got knowledge about Bali and Padangbai from ‘Other’, which was after specify as ‘friend’s wedding’ or ‘other traveller’s recommendations’. Those data are highly different from Layang-Layang ones where dive magazines and agencies were the source of information for 20.4% and 19.4% of divers.

With the improvement of the technologies and the always higher number of internet users, the world wide web has become an important factor in building up the reputation of a location and its companies as it is often the easiest and quickest way to reach information.

In addition, word of mouth is, as seen in chapter 1, a key factor in the tourism industry.
Table 6
Information source of Bali/Padangbai for divers

<table>
<thead>
<tr>
<th>Source</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet</td>
<td>37</td>
<td>44,6</td>
</tr>
<tr>
<td>Friends</td>
<td>32</td>
<td>38,6</td>
</tr>
<tr>
<td>‘Other’</td>
<td>8</td>
<td>9,6</td>
</tr>
<tr>
<td>Diving magazines</td>
<td>4</td>
<td>4,8</td>
</tr>
<tr>
<td>Travel agency</td>
<td>2</td>
<td>2,4</td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
<td>100,0</td>
</tr>
</tbody>
</table>

Source: Author

**Question 3: If you answered “On internet” to the previous question – please specify**

Table 7 helps narrowing where the information was found on the internet. Dive clubs webages represent the first source of information for Bali/Padangbai for divers on the internet (27,8%). TripAdvisor, the travel website company, was the first source of information for 25,9% of the divers. It is interesting to look into the ‘Other’ answers as 24,1% of divers chose this option. 12 of the 13 ‘Other’ specify Taobao.com. According to the Wallstreet Journal, Taobao is China’s largest marketplace. A crosstab analysis between this question and the nationality of the divers shows that all the answers to this question came from Chinese respondents.

Table 7
Source of the information on the internet

<table>
<thead>
<tr>
<th>Information source on the internet</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dive clubs webpages</td>
<td>15</td>
<td>27,8</td>
</tr>
<tr>
<td>TripAdvisor</td>
<td>14</td>
<td>25,9</td>
</tr>
<tr>
<td>‘Other’</td>
<td>13</td>
<td>24,1</td>
</tr>
<tr>
<td>Social media</td>
<td>6</td>
<td>11,1</td>
</tr>
<tr>
<td>Blogs</td>
<td>4</td>
<td>7,4</td>
</tr>
<tr>
<td>Advertising</td>
<td>2</td>
<td>3,7</td>
</tr>
<tr>
<td>Total</td>
<td>54</td>
<td>100,0</td>
</tr>
</tbody>
</table>

Source: Author
**Question 4: How did you arrange the trip?**

When making arrangements for the trip: 82.5% of divers managed it by themselves, 8.8% through a travel agency, 5% with their diving club and 3.8% through ‘Other’ where the specified answers were that the trip was arranged by a friend.

![Chart 2: How divers arrange their trip](chart)

**Question 5: Who are you travelling with?**

When it comes to their travelling partner, divers are mainly travelling with friends (54.5%) and family (29.9%). A few travel alone (11.7%) or with dive clubs (2.6%).

![Chart 3: Travelling partners of divers in Padangbai](chart)

**Question 6: How many days are you staying in Padangbai?**

Referring to table 8, divers spent on average 4.36 days in Padangbai while the mode shows us that the most represented number of days spent in Padangbai is 1. A cross-analysis with the type of dive shows us that mostly divers participating to the Discover Scuba Diving
program stay only one day in Padangbai. It can be interpreted that customers who came to try diving for the first time are more interested in the experience of breathing underwater rather than discovering all the different dive sites and marine life of Padangbai.

Table 8
Number of days spent in Padangbai

<table>
<thead>
<tr>
<th></th>
<th>Valid</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td></td>
<td>77</td>
</tr>
<tr>
<td>Missing</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

Mean 4.36  Mode 1

Source: Author

**Question 7: Was it your first time diving in Bali?**

60 (75,9%) of the surveyed divers were diving for the first time in Bali while 16 (20,3%) had already been diving on the island in the past.

![Chart 4: Was it your first time diving in Bali?](chart)

Source: Author

**Question 8: Why did you choose OK Divers to dive in Padangbai?**

From the first open question “Why did you choose OK Divers?”, the references online and the word of mouth were by far the most mentioned answers. It can be seen that the look of the infrastructure is also important to attract divers walking by who have not checked information before their trip and are just searching on the spot. Finally, as less represented answers can be found the languages spoken, the good price, the location on Bali and in the village of Padangbai and that OK Divers is a PADI certified centre.
Table 9
What influenced the choice for OK Divers

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Czech language</td>
<td>5</td>
<td>8.47%</td>
</tr>
<tr>
<td>References online</td>
<td>15</td>
<td>25.42%</td>
</tr>
<tr>
<td>Word of mouth</td>
<td>16</td>
<td>27.12%</td>
</tr>
<tr>
<td>Previous experience</td>
<td>5</td>
<td>8.47%</td>
</tr>
<tr>
<td>Infrastructure look is professional</td>
<td>8</td>
<td>13.56%</td>
</tr>
<tr>
<td>Advertising online</td>
<td>2</td>
<td>3.39%</td>
</tr>
<tr>
<td>Good Price</td>
<td>4</td>
<td>6.78%</td>
</tr>
<tr>
<td>Location</td>
<td>2</td>
<td>3.39%</td>
</tr>
<tr>
<td>PADI courses</td>
<td>2</td>
<td>3.39%</td>
</tr>
</tbody>
</table>

Source: Author

**Question 9: Would you wish to return to Bali for diving in the future**

The great majority of divers (95.9%) wish to return to Bali for diving in the future and 4.1% mentioned they did not wish to.

**Chart 5: Does divers wish to return to Bali for diving in the future?**

Source: Author
**Question 10: Sites where you dived with OK Divers**

Referring to chart 6 are the frequentations of the dive sites by the divers. Blue Lagoon and Jepun are the two most frequented dive sites as they are the safest places for Discover Scuba Diving divers (1\textsuperscript{st} timer) and during bad weather. Manta Point and Shark Point are both special dives where divers request to go to see the manta rays or the reef sharks.

A deeper research could try to determine if there is a relationship between the dive site frequented and the overall satisfaction.

![Chart 6: Sites frequented by divers with OK Divers](source: Author)

3.3 Satisfaction variables

The satisfaction variables were evaluated with a 5-point Likert scale, from “Strongly dissatisfied” (1) to “Highly satisfied” (5). All the variables were analysed with descriptive analysis and are compared according their statistical mean (the average) and if relevant, their standard deviation (how spread out the answers are).

After being test for reliability, the variables will be analysed separately according their category (Dive conditions, OK Divers’ services, life in Padangbai). After each category analysis, the open-questions regarding the category will be analysed. Finally, the satisfaction variables will be compared all together.
3.3.1 Reliability test - Cronbach’s alpha

“Cronbach’s alpha is the most common measure of internal consistency (“reliability”). It is mostly used when you have multiple Likert questions in a survey/questionnaire that form a scale and you wish to determine if the scale is reliable” (Laerd Statistics, 2013).

A Cronbach’s Alpha test was performed on each category of satisfaction variables. According to Explorable.com (n.d.), a score higher than .70 is acceptable for most of social scientist researches. As can be seen in table 10, all the categories scored higher than .80 which indicates a high level of internal consistency for the scale used. Cronbach’s alpha for the 7 dive conditions and 6 Padangbai items were respectively .839 and .828. The OK Divers’ services subscale was found to be highly reliable (10 items; α=.919).

Table 10
Reliability of the 23 Variables of Diver Satisfaction

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Items</th>
<th>Reliability Coefficient (Cronbach’s Alpha)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dive conditions</td>
<td>7</td>
<td>.839</td>
</tr>
<tr>
<td>OK Divers services</td>
<td>10</td>
<td>.919</td>
</tr>
<tr>
<td>Life in Padangbai</td>
<td>6</td>
<td>.828</td>
</tr>
</tbody>
</table>

Source: Author

3.3.2 Variables analysis by categories

Dive conditions

In the category “Dive conditions” (table 11), divers were mostly satisfied with the “Access to dive site” (mean=4,49). Padangbai location enables dive boats to reach most of the dive sites in less than ten minutes. In addition OK Divers dive centre is situated in front of the beach and their boat which makes it really easy for divers to enter and exit the boat. Other variables that divers were satisfied with are the “Weather” (mean=4,35) and the “Temperature” (mean=4,34). Those two variables are highly influenced by the period of the data collection. The period between monsoon and dry season is optimal. The temperature of the air and the water is still really warm while the rain stops falling every day.
What divers are the least satisfied with is the “Cleanliness of the sea” (mean=3.77), the standard deviation for this variable (1.947) is really high and shows that the answers are a lot spread out.

A possible explanation is that the answers were different according the period when divers were in Padangbai. As observed, the garbage and trashes are coming and going according the tides, currents and the rain of the previous days. When some days the sea is perfectly clean, the next day, it can look like a dumpster. The “Visibility” (mean=3.87 sd=1.947) is also highly influenced by tides and current and can change from one day to another.

Table 11
Satisfaction variables – Diving conditions in Padangbai

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to dive site</td>
<td>79</td>
<td>4.49</td>
<td>.638</td>
</tr>
<tr>
<td>Weather</td>
<td>78</td>
<td>4.35</td>
<td>.735</td>
</tr>
<tr>
<td>Temperature</td>
<td>79</td>
<td>4.34</td>
<td>.766</td>
</tr>
<tr>
<td>Marine life</td>
<td>78</td>
<td>4.29</td>
<td>.686</td>
</tr>
<tr>
<td>Landscape</td>
<td>79</td>
<td>4.25</td>
<td>.669</td>
</tr>
<tr>
<td>Visibility</td>
<td>79</td>
<td>3.87</td>
<td>.882</td>
</tr>
<tr>
<td>Cleanliness of the sea</td>
<td>79</td>
<td>3.77</td>
<td>.947</td>
</tr>
</tbody>
</table>

Source: Author

In the open question concerning the satisfaction related to the dive, people referred most to the Divemaster/Instructor professionalism. This can be explained as the satisfaction variables connected to OK Divers’ services (including the friendliness and experience of the Divemaster) is situated later in the questionnaire.

Having good relations with the dive buddies also looks to be a factor influencing satisfaction. Finally the size of the groups, the infrastructure, the food in the restaurant and the marine life are mentioned there.
Table 12
Open question: Anything else made your dive satisfying?

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Divemaster</td>
<td>23</td>
</tr>
<tr>
<td>Food in the restaurant</td>
<td>2</td>
</tr>
<tr>
<td>Infrastructure of the dive center</td>
<td>1</td>
</tr>
<tr>
<td>Great dive buddies</td>
<td>4</td>
</tr>
<tr>
<td>Marine life</td>
<td>1</td>
</tr>
<tr>
<td>Small size of groups</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: Author

From the dissatisfying factors, some people mentioned the current and the poor marine life. Scuba diving is an activity that takes place in a natural environment that cannot be directly control and is subject to differences every day.

The length of the briefing seems to have dissatisfied 2 customers. The amount of rubbish is present in this category as well as in the “Life in Padangbai” category.

Finally, the communication/language is only there once but is a real issue for people who have trouble with English language and who wish to receive instructions in their native language.

Table 13
Open question : Anything else made your dive dissatisfying

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication/ language</td>
<td>1</td>
</tr>
<tr>
<td>Car is not good</td>
<td>1</td>
</tr>
<tr>
<td>Current/waves</td>
<td>3</td>
</tr>
<tr>
<td>Poor marine life</td>
<td>3</td>
</tr>
<tr>
<td>Prices are too high</td>
<td>1</td>
</tr>
<tr>
<td>Briefing too short</td>
<td>2</td>
</tr>
<tr>
<td>Too much rubbish</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: Author
**OK Divers’ services**

Regarding OK Divers’ services (table 14), divers are highly satisfied with each of the variables. The diving staff contribute the most to the satisfaction of the customers through their experience (mean=4.69) and their friendliness (mean=4.66). The diving instructors have a real impact on divers’ satisfaction. They do not only supervise the divers but are in charge of them from the moment they enter the dive centre till the moment they leave which is also positively shown in the “First contact” variable (mean=4.63). It is a positive result for OK Divers that confirm the professionalism of its diving staff.

The lowest means are for “Marine life education facilities” (mean=4.27) and “First aid” (4.28), however those means still correspond to highly satisfied customers.

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced staff</td>
<td>78</td>
<td>4.69</td>
<td>.542</td>
</tr>
<tr>
<td>Friendly staff</td>
<td>79</td>
<td>4.66</td>
<td>.575</td>
</tr>
<tr>
<td>First contact</td>
<td>75</td>
<td>4.63</td>
<td>.653</td>
</tr>
<tr>
<td>Safety</td>
<td>77</td>
<td>4.48</td>
<td>.700</td>
</tr>
<tr>
<td>Boat services</td>
<td>77</td>
<td>4.47</td>
<td>.661</td>
</tr>
<tr>
<td>Lunch</td>
<td>78</td>
<td>4.42</td>
<td>.782</td>
</tr>
<tr>
<td>Diving equipment</td>
<td>77</td>
<td>4.40</td>
<td>.591</td>
</tr>
<tr>
<td>Briefing</td>
<td>77</td>
<td>4.30</td>
<td>.812</td>
</tr>
<tr>
<td>First aid</td>
<td>72</td>
<td>4.28</td>
<td>.791</td>
</tr>
<tr>
<td>Marine life education</td>
<td>73</td>
<td>4.27</td>
<td>.804</td>
</tr>
</tbody>
</table>

Source: Author

To the request of the management, a question about the possible improvement the dive centre could do was included in the questionnaire. Three answers were mostly mentioned. Scuba divers in OK Divers find the choice of lunch on the diver’s menu too little compared to the paying menu. The Chinese divers would like a more convenient infrastructure for people speaking Mandarin and the DSD divers would like more time to practice in the swimming pool before going in the ocean. Some respondents would also like towels to be available on the boat to dry between dives. The other answers only representing 1.3% are mentioning diverse possibilities of improvement from cheaper price to drawing during the briefing etc.
Table 15
Open question: What can OK Divers improve?

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation in the dive center</td>
<td>1</td>
</tr>
<tr>
<td>Cheaper price</td>
<td>1</td>
</tr>
<tr>
<td>Increase DIVE menu variety</td>
<td>4</td>
</tr>
<tr>
<td>Clean the sea/beach/underwater</td>
<td>1</td>
</tr>
<tr>
<td>Better briefing/drawing</td>
<td>1</td>
</tr>
<tr>
<td>More convenient for Chinese speaker</td>
<td>4</td>
</tr>
<tr>
<td>Emphasise the safety measure</td>
<td>1</td>
</tr>
<tr>
<td>Towels for customers</td>
<td>3</td>
</tr>
<tr>
<td>More practice time in the pool for DSD</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: Author

Life in Padangbai

The satisfaction variables related to ‘Life in Padangbai’ got the lowest average mean. Divers were mostly satisfied with “Food” (mean=4,14) and “Transport” (mean=4,04). Padangbai, thanks to its harbour, acts as a central point for boats, buses and taxis going around Bali. Transportation are easy to find and usually comfortable.

Divers were least satisfied with “Cleanliness of the beach” (mean=3,37) with a high standard deviation of 1,046. As explained before, the cleanliness in the water and on the beach of Padangbai is really dependant to the tides, currents and rains and is therefore subject to high variation from one day to another.

“Entertainment” (mean=3,57) also got a low mean and high standard deviation. Evening animation in Padangbai is minimal. The village counts few bars that host live concert few evenings a week, however no animation are planned the other days which can explain the high standard deviation and the low mean.

Overall the variables related to Padangbai as a city all have a high standard deviation. All those variables were experienced differently by the customers as they were staying in different accommodations, eating in different restaurants and moving around Padangbai with different means of transportation.
Table 16
Satisfaction variables – Village of Padangbai

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>Mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food</td>
<td>77</td>
<td>4,14</td>
<td>0,790</td>
</tr>
<tr>
<td>Transport</td>
<td>74</td>
<td>4,04</td>
<td>0,766</td>
</tr>
<tr>
<td>Accommodation</td>
<td>69</td>
<td>3,91</td>
<td>0,887</td>
</tr>
<tr>
<td>Information</td>
<td>71</td>
<td>3,73</td>
<td>0,861</td>
</tr>
<tr>
<td>Entertainment</td>
<td>72</td>
<td>3,57</td>
<td>0,990</td>
</tr>
<tr>
<td>Cleanliness of the beach</td>
<td>78</td>
<td>3,37</td>
<td>1,046</td>
</tr>
</tbody>
</table>

Source: Author

Table 17 displays the other satisfying variables customers mentioned in the open question about ‘Life in Padangbai’. Already well-known to be one of the first characteristics of Indonesians (Jarot, 2013), the friendliness of locals have contribute to the satisfaction of divers.

The relax atmosphere of Padangbai also satisfied divers. As define in chapter 2, Padangbai is a small village in Bali. It is very different from more important touristic destinations like Kuta, Ubud or Sanur, which are more animated and more frequented cities. Divers who stayed in Padangbai seemed to have enjoyed the calm and the peacefulness of the area.

As already explained, the central location of Padangbai is one of its main advantages and is therefore normal to be contributing to the satisfaction of divers and tourists in general.

Other mentioned satisfaction variables are scenery in the city, local culture and food.

Table 17
Open question: Anything else made your stay satisfying?

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scenery in the city</td>
<td>2</td>
</tr>
<tr>
<td>Friendly locals</td>
<td>7</td>
</tr>
<tr>
<td>Central location in Bali</td>
<td>2</td>
</tr>
<tr>
<td>Local culture</td>
<td>1</td>
</tr>
<tr>
<td>Relax atmosphere</td>
<td>3</td>
</tr>
<tr>
<td>Food</td>
<td>3</td>
</tr>
</tbody>
</table>

Source: Author
Once again the garbage is an important dissatisfaction variable as can be seen in table 18 that shows us the other dissatisfaction variables in Padangbai.

Padangbai felt like a tourist trap for some of the divers. It would have been interesting to know what elements lead to these feelings from the customers.

Finally the weak internet signal, the loudness of the harbour and the lack of night-life also influence negatively the satisfaction of the divers.

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garbage</td>
<td>5</td>
</tr>
<tr>
<td>Weak internet</td>
<td>1</td>
</tr>
<tr>
<td>Loudness of harbor</td>
<td>1</td>
</tr>
<tr>
<td>No night-life</td>
<td>1</td>
</tr>
<tr>
<td>Tourist trap</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: Author

3.3.3 Overall satisfaction

The overall satisfaction was measured thanks to a 9-point Likert scale. The results were categorised as Lowly Satisfied (1-3), Moderately Satisfied (4-6) and Highly Satisfied (7-9).

Referring to table 19, the average satisfaction score was 7.73. More importantly, table 20 shows that 87.3% of the divers scored their experience in the Highly satisfied category, 7.73% as Moderately Satisfied and only 1.3% as Lowly Satisfied. Those results are slightly lower than those from Dr. Musa in Layang-Layang where 92.7% of the divers surveyed were highly satisfied.

Finally the majority of divers (89.6%) stated that diving in Padangbai met their expectations while 10.4% stated that it did not.
Table 19

<table>
<thead>
<tr>
<th>Overall satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Mean</td>
</tr>
<tr>
<td>Mode</td>
</tr>
</tbody>
</table>

Source: Author

Table 20

<table>
<thead>
<tr>
<th>Overall satisfaction - categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category</td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>Highly satisfied</td>
</tr>
<tr>
<td>Moderately satisfied</td>
</tr>
<tr>
<td>Lowly satisfied</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Source: Author

**Comparison between all the variables**

The comparison between all the satisfaction variables can be found in the annex 2. It can be seen that on average, satisfaction variables related to OK Divers’ services are rated higher than those from Padangbai and “Dive conditions”. It is good news for the company as they contribute the most to divers’ satisfaction during their holiday. Now, it is important to look what OK Divers could do to increase even more this satisfaction level and retain it in the future.

### 3.4 Cross-analysis

#### 3.4.1 Profile of the most satisfied customer

In order to understand the characteristics and profile of the most satisfied customers, a cross-analysis was run between the overall satisfaction as dependant variables and several questions as independent. The means of the overall satisfaction were compared and the profile of ‘the most satisfied customer’ of OK Divers was created.
• He is a male (mean= 7.95)
• He is between 20 and 29 years old (mean=7.89)
• He has a High school or lower education (mean=8)
• He is from Germany or Czech Republic (mean=8.33)
• He dived to get a certification (mean=7.92)
• It was his first time in Bali (mean=7.77)
• He stayed between 3 and 4 days in Padangbai (mean=7.85)
• The first reason for his trip was diving (mean=7.95)
• He got the idea to come from his friends (mean=7.94)
• He is travelling with his friends (mean=7.81)

From this analysis can be highlighted some interesting points. When comparing where people got the idea to come to Bali and their overall satisfaction, it can be seen that people who were influenced by their friends were the most satisfied. In the previous chapter we underlined the importance of word of mouth in an industry where the advertising budget is minimal. The previous data show us than word of mouth will not only bring the dive centre more customers but customers who are more likely to be satisfied.

3.4.2 Independent samples t-test
The previously described ‘most satisfied customer’ was found comparing average mean of satisfaction according different variables. It is necessary to know if the differences in means are statistically significant or not.

Therefore, several independent samples t-test were conducted to understand if the overall satisfaction (dependant variable) of the divers differs based on several independent variables.

The Sig. (2-tailed) values define if there are statistically significant differences between the variables.

First-time in Bali
The first t-test was conducted to find any significant difference in overall satisfaction if the diver dives for the first time in Bali or not.
The results are shown in tables 21&21*.

The t-test shows that the sig. (2-tailed) value is greater than .05. We can conclude that there is no statistically significant difference in overall satisfaction between divers who are in Bali for the first time (M=7.77, SD=1.170) and those who had already been on the island before (M=7.56, SD=1.548); t (74)=-.578, p=.565.

Table 21
Independent samples t-test : First-time in Bali – Overall satisfaction

<table>
<thead>
<tr>
<th>Overall satisfaction</th>
<th>First time in Bali</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>16</td>
<td>7.56</td>
<td>1.548</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>60</td>
<td>7.77</td>
<td>1.170</td>
<td></td>
</tr>
</tbody>
</table>

Source: Author

Table 21*
Independent samples t-test : First-time in Bali – Overall satisfaction

<table>
<thead>
<tr>
<th>Overall satisfaction</th>
<th>Equal variances assumed</th>
<th>t</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>-.578</td>
<td>74</td>
<td>.565</td>
</tr>
</tbody>
</table>

Source: Author

Scuba diving is the main reason for the trip
Tables 22&22* report the results from the second t-test performed between overall satisfaction and ‘was scuba diving the main reason for your trip’.

There is a significant difference in the overall satisfaction for divers who scuba diving was the main reason for their trip (M=7.95, SD=1.044) and those who diving was just an extra activity for their trip (M=7.17, SD=1.557); t (76)=-2.558, p=.013

A possible interpretation would be that divers who came solely for scuba diving do more repetitive dives with OK Divers. They are therefore less affected by one bad experience and have a more global overall satisfaction. However when looking at a cross-analysis between number of days spent in Padangbai and ‘Was diving the main reason for your trip
in Bali’ we can see there is no huge difference in the number of days spent. Divers who came for diving in the first place stay on average 4.46 days when people who came for other purposes stayed on average 4.00 days.

For future research, a question asking for the number of dive performed with the dive centre should be asked.

Table 22
Independent samples t-test: Reason for trip – Overall satisfaction

<table>
<thead>
<tr>
<th>Was diving the main reason for your trip in Bali</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall satisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>23</td>
<td>7.17</td>
<td>1.557</td>
</tr>
<tr>
<td>Yes</td>
<td>55</td>
<td>7.95</td>
<td>1.044</td>
</tr>
</tbody>
</table>

Source: Author

Table 22*
Independent samples t-test: Reason for trip – Overall satisfaction

<table>
<thead>
<tr>
<th></th>
<th>t</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall satisfaction</td>
<td>-2.558</td>
<td>76</td>
<td>.013</td>
</tr>
</tbody>
</table>

Source: Author

**Gender**

Finally a t-test was conducted to see if gender differences had any impact on the overall satisfaction of scuba divers (23&23*).

Results show that there is no significant difference in the overall satisfaction between male divers (M=7.95, SD=1.099) and female divers (M=7.53, SD=1.377); t (77)=1.509, p=.135

The divers’ gender does not influence their overall satisfaction.
Table 23
Independent samples t-test: Gender – Overall satisfaction

<table>
<thead>
<tr>
<th>Gender</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>satisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>39</td>
<td>7.95</td>
<td>1.099</td>
</tr>
<tr>
<td>Female</td>
<td>40</td>
<td>7.53</td>
<td>1.377</td>
</tr>
</tbody>
</table>

Source: Author

Table 23*
Independent samples t-test: Gender – Overall satisfaction

<table>
<thead>
<tr>
<th></th>
<th>t</th>
<th>df</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>satisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equal variances</td>
<td>1.509</td>
<td>77</td>
<td>.135</td>
</tr>
</tbody>
</table>

Source: Author

3.4.3 **Pearson correlation: satisfaction variables – overall satisfaction**

A Pearson correlation test was performed to check if there was any relation between the satisfaction variables scales and the overall satisfaction scale.

The Pearson values for all the satisfaction variables were inferior to .480 which shows there is a positive but weak relationship of each satisfaction variables with the overall satisfaction.

This result displays that no satisfaction variable can influence significantly the overall satisfaction of the divers by itself. However the satisfaction variables are acting together as a whole on the divers’ satisfaction.
Chapter 4: Recommendations

In this chapter, a number of recommendations based on the results of the research are given to OK Divers’ management that could also be used by other business related to scuba diving in Padangbai. Those recommendations aim to help companies that wish to increase their number of customers and to increase their customers’ satisfaction.

4.1 Online presence

The analysis shows that 44.6% of divers in Padangbai found information about Bali and Padangbai on the internet. It is therefore a good advantage for companies to have a good online presence and to be easily found on the internet by the potential customers.

OK Divers is already doing a good job and the company is very active on the social media. Other companies that wish to attract customers through internet need to do more than just create a website and a social media account. It is necessary to build a strong online presence to be seen easily by potential customers.

“An online presence is the sum of all the identities you’ve created (can be both personal and business-driven) and the interactions those identities have established, and participated in, online.” (Erikson, n.d.)

According to Cohn (2015) and Worthington (n.d.), there is few important steps to follow towards building a strong online presence:

**Build your website:** The first step into appearing online is to have a business website. The website needs to be a platform where potential customers can directly find all the necessary information about your company. In today’s world it is increasingly important to have a website that is also mobile friendly (meaning it is suitable for reading on mobile devices). Once the website is on, it constantly need to be updated, improved, changed etc...

**Increase search engine optimisation (SEO):** SEO is the discipline focused on growing visibility in search engine results like Google or Yahoo. The higher the SEO the more likely the company’s webpage will appear in the first results of the search engine. (Fishkin, 2015)

Two of the most popular ways to optimise SEO is to create content and to increase the inbound link the company website has. Creating a blog that delivers content on different topic related to the field of the company is a great tool. It will increase the keyword linked
to the website and broaden the searches that can find the website. Secondly, inbound links to a website make it more visible by the search engine. Sharing links with partners companies is an easy and great way to increase inbound links.

**Be social:** Having accounts on the various social media helps a company to communicate and interact with its previous and potential customers. Posting regular content and answering questions makes your company more visible in the eyes of the social media users.

Overall, OK Divers is doing a great job. It is active on social medias, have a great mobile-friendly website and a blog where content is published regularly. What is advised, based on observation, when doing the research is to publish more videos on Youtube (a video sharing platform). It was personally observed that it is often used by divers when searching information on specific dive sites.

4.2 Emergence of Chinese market

Chinese divers are now the most represented segment of nationalities of scuba divers in OK Divers. Chinese customers are becoming more and more important for the diving industry and require services specific to their culture and language. More importantly, the UN World Tourism Organization reported in 2013 that the Chinese were the world’s biggest spenders on tourism. (The Economist, 2013)

When comparing the statistical mean of the overall satisfaction with the nationality, data show that Czechs (mean=8,25) and Slovaks (mean=9) are more satisfied than Chinese divers (mean=7,44).

It is crucial for any business in the scuba diving industry that wishes to benefit from the emergence of Chinese divers to be prepared. Employees that can provide instructions in Mandarin language and are culturally open-minded are a great asset. In addition, diving material and other document related to the dive centre should be available in Mandarin. For instance: Lunch menu, marine life leaflets, price lists, information about dive sites...

As Chinese scuba divers are an emerging market, it is necessary to have a good word of mouth on the Chinese social medias and other search engines. They represent an important part of the market and are expected to keep growing in the future.

There are four key points in making Chinese tourists happy (Arlt, 2014).

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**Show respect towards their culture:** Chinese are one of the people the most attached to their culture. Even though they speak English, it is better for the company to provide them information in their native language. Even when abroad, Chinese like to have some Chinese food options on the menus.

**Treat them better than anybody else:** Treating them equal as all other customers is not enough. Most Chinese are aware that their market is representing an enormous opportunities for the businesses and will therefore expect a better treatment. Once again, providing information to everyone in their own language is impossible, doing it for the Chinese will show them the company really care about them.

**Provide experiences intense and fast:** Almost all Chinese tourists are rich in money but poor in time. They will always seek to maximise their investment in time, effort and money. It can be smart to shorten visits or trainings to the essential. In addition of the experience, providing a present, picture or souvenir at the end of the activity or stay is a great plus.

**Leave happy customers:** Every business related to tourism will always talk and show the positive sides of the destination. To make sure the destinations are ‘Chinese-friendly’, Chinese people rely heavily on their friends or peers experiences. Every Chinese tourist will happily share his experience, good or bad with his friends and family. Thus once again creating a good word of mouth is a key in bringing new customers.

Finally, it is recommended to be present on the Chinese internet. 25% of the Chinese divers found information on Taobao.com. Some regions of China are still restricting access to some website like Google. It is therefore necessary to try to be present on the Chinese platform.

**4.3 Cleanliness of the beach and the sea**

Scuba diving is a sport that goes hand in hand with respect of nature and animals. Scuba divers around the world are taught during their education to have the smallest negative impact on the underwater world as possible and to protect it from harm.

From all the satisfaction variables analysed, cleanliness of the beach and cleanliness of the sea are the most dissatisfying variables for scuba divers in Padangbai. Even though they are not significantly influencing the overall satisfaction of the customers, they can be
shared as bad word of mouth which would be a bad publicity for Padangbai. As explained in Chapter 1, garbage is not only a problem in Padangbai but in all Bali in general.

Even though the impact of one dive centre is minimal, OK Divers could increase their customers’ satisfaction regarding those variables as well as public reputation by creating small campaign. Many examples can be found in dive centres across the world where some voluntary cleaning activities are organised. Two simple projects could be easily implemented by any businesses which would like to have a positive impact and a better reputation.

Beach cleanup projects are the most common. One or two days a week, the business involves some of its staff to walk the beach and pick up the trash for several hours. Experiences show that the customers are also glad to join the movement and they even enjoy doing it. Since trash in Padangbai arrive according to rains and currents, OK Divers should have more flexibility according the dates of the clean-up.

A good case practice can be found on padi.com (2015). It details the action from Aquamarine Diving which is another dive centre on Bali. They created a beach clean-up day for the national Bali Earth Day. The dive centre cooperated with a local school and an environmental association ecoBali. This association envisions achieving “Zero Waste” on the island of Bali, by providing collection services and help to different businesses (ecoBali, 2015). In addition to the association, students of a local school were involved to help and to raise awareness and impact of littering to young Balinese. The effort gathers more than 40 people who helped clean Batubelig Beach for an hour.

Figure 12: Aquamarine beach clean-up (Padi blog, 2015).
With the support of ecoBali or other NGO’s an effort like the one presented would be easy to organise by OK Divers and would have a real impact on Padangbai’s beaches cleanliness.

Then, thrashes are usually floating at the surface of the sea but few of them also lay on the bottom. The second project involves directly scuba divers. Some dive centres provide small bags that can be carried underwater during the dives. Scuba divers can therefore pick up a few of the trashes they encounter underwater. Even though a lot of divers already do this by themselves, the regular diving equipment does not make it comfortable to carry plastics and packaging.

The gravity of the dirtiness in Padangbai and the easiness of starting small projects make this recommendation a priority for OK Divers.

### 4.4 Advise customers

The standard deviations of the satisfaction variables related to “Padangbai as a city” were higher than in the two other categories. In addition, their statistical mean was lower.

All those variables, even though they do not concern directly OK Divers are impacting the satisfaction of their customers. OK Divers and other businesses can influence directly and indirectly those variables.

It is recommended for businesses to advise their customers with great accommodations, restaurants and extra activities. Those advices will ensure that the customers will not only be satisfied with the dive-centre but with the environment around.

The resort of OK Divers opened this July 4th 2015. It would be interesting to research how satisfied are the customers staying in OK Divers accommodations compared to the ones staying somewhere else.

### 4.5 Train dive instructors

Dive instructors are an important part of any dive centres. The data of this research show that they are the ones that have the biggest positive impact on customer satisfaction. Dive instructors duties include not only supervising the dives. They are also responsible for setting up the equipment for the customers, giving the pre- and after-dive briefing... As their work requires communicating and taking care of the customers, they are also the first ones to be able to influence the other variables.
It is recommended for OK Divers and other dive centres to train their dive teams with basic customer satisfaction theory. Every employee should be aware of the different variables, their score and their importance.

A good starting material is this thesis by itself. In addition of those recommendations, it will give employees basic insights on:

- Their customers profile
- Why their customers choose their dive centres
- What are the variables influencing satisfaction
- What are the weaknesses and strengths of the dive centres

4.6 Make a continuous research

Researches like this one are an important source of information. However, for a more valuable output, it is necessary that similar researches are run continuously or at least regularly.

It is recommended for OK Divers to continue surveying their customers and analysing their profile as trends can change over the year. As we saw in chapter 1, with not proper feedback channel, only 5 to 10% of unsatisfied customers will provide a feedback for the company. A continuous research is also a great way to recognise the dissatisfied customers, identify the reasons and try to fix it before any bad word of mouth will spread.

4.7 Entertain your customer

The experience of the location does not include only the dives. Even scuba divers like to fill their days with some extra animation and activities. Your company can offer great diving services and frequent highly rated dive sites, but if the divers are not satisfied with the entertainment after the dives, they might try to find a location with more animation.

Results of the research show that ‘Entertainment’ is the second most dissatisfying variable for divers in Padangbai. It is recommended to OK Divers to set up small activities and animation especially in the evening. Ideas as simple as a movie night or talks around scuba diving will already have a great impact.
Conclusion

This thesis focused on customer satisfaction in the scuba diving industry. It is divided into four main parts: theoretical part, research basis, research results and recommendations. It was based on the research that I conducted during my internship at OK Divers, a dive centre based in Padangbai, Bali, Indonesia.

In order to achieve the thesis goal, several research objectives were set:

- Define the demographic profile of scuba divers in Padangbai
- Understand why the divers chose Padangbai and OK Divers for scuba diving
- Evaluate the satisfaction of the divers about their overall experience and several variables

As for the thesis goal to create recommendations for OK Divers to increase their customers’ satisfaction, the analysis resulted in seven recommendations made specifically for OK Divers’ management. The importance of each recommendation is explained and connected with the research results.

The theoretical part (chapter 1) dealt with the theoretical knowledge necessary to fully understand this topic and its implications.

The first part of this chapter defined the frame of customer satisfaction. It started by defining the customer relationship management and its processes to reach company success. Customer satisfaction is identified as one of this processes and then deeply analysed. This part also looked at how satisfaction can influence the customer’s behaviour. It showed that satisfied customers can bring a lot of competitive advantages like cross-sales and positive word of mouth. It also explained how satisfaction can be measured and what the steps to follow are.

The second part of chapter 1 gave an overview of the tourism industry and scuba diving in Indonesia and in Bali. Data from the Bali Government Tourism Office showed that the number of tourists arrivals on Bali keep increasing each year, reaching almost 3,8 millions foreign tourists in 2014. While highly contributing to the country’s GDP, the tourism development also causes environmental problems, especially visible on the coasts. It also traced the history of scuba diving and how this scientific tool became one of the most popular tourism activities.
Chapter 2 set up the basis of the research. It starts with the methodology of the research, how the data were collected and analysed. The village of Padangbai as well as OK Divers are described in this part too. OK Divers, which is based in Padangbai, is a dive-centre owned by Slovaks. The infrastructure also includes a restaurant and a resort that opened 2 months after the data were collected. The development of the questionnaire is also explained. It can be read that it was inspired by Dr. Musa’s research and OK Divers’ management guidelines. Finally is described the pilot test that was run on 3 days and resulted in the translation of the questionnaire in Czech and Mandarin language.

Chapter 3 analysed and interpreted the results of the research. It is an in-depth analysis of each question of the survey. Firstly, it includes simple frequency analysis of each question and then some cross-analysis and other statistical tests.

The results of this research were divided into 4 main parts:

- The demographic profile of the scuba divers
- Travelling information
- Satisfaction variables
- Cross analysis

**The demographic profile of the scuba divers**

The research reveals that divers are mostly Europeans (44,3%) and Chinese (45,6%). The emergence of the Chinese market was already observed in Dr. Musa’s research and is strongly confirmed with these results. Scuba divers in Padangbai are equal in gender, mostly aged between 20-39 years old, have a high education and are essentially ‘Fun Divers’ (60,8%).

**Travelling information**

Diving is frequently the main reason for coming to Bali (69,6%) and the majority of divers are on the island for the first time (78,9%). The idea of this destination mainly comes from the internet (dive club web pages and TripAdvisor) and through friends. Divers chose OK Divers because of the company’s online references (25,42%) and positive word of mouth (27,12%). Bali is confirmed to be one of the top touristic destinations as 95,9% of the divers wish to return in the future.
Satisfaction variables

Overall the divers were highly satisfied with their experience (7.73 on a 9 point Likert scale). The variables related to OK Divers services were the highest. The experience and the friendliness of the staff (4.69 & 4.66 on a 5-point Likert scale) were the best rated satisfaction variables. This is great news for the company as the dive instructors are positively influencing customer satisfaction. The worst scores were collected by the cleanliness of the beach, the entertainment in the village, the information in the village and the cleanliness of the sea.

Cross-analysis

Independent samples t-test were run and a significant relationship was found between the overall satisfaction and the reason for the trip to Bali. When scuba diving is the main reason for their trip, divers are significantly more satisfied.

A Pearson correlation test between each satisfaction variables and the overall satisfaction shows that not any satisfaction variables can significantly influence the overall satisfaction of the divers. This simply means that OK Divers and other dive-centres need to keep focusing on every variable equally.

Finally, in chapter 4 recommendations are listed and developed for OK Divers according to the research results. Recommendations are backed up as much as possible with good case practices. The most important recommendations include:

- Increase the online presence is necessary as a majority of divers get their information on the internet.
- The emergence of the Chinese market should not be ignored and infrastructure should be adapted to their needs.
- Beach-cleanup projects should be created by OK Divers as the two cleanliness variables scored low.
- To reduce the risks of dissatisfaction due to external influencers, the dive centres should advise their customers with accommodations, restaurants and activities.
- Train the employees of the dive centre in knowing the different satisfaction variables and how to positively influence them.
- A similar research needs to be run at regular intervals to notice any improvement made by OK Divers.
Great dives and services are not sufficient for divers to like a place. It is necessary to keep the divers entertained after the dives to make them enjoy their holidays even more.

To conclude, **the research objectives and the thesis goal were met.** In addition, the research and its results set up a reference basis for similar researches that could be conducted on a longer period and on a bigger sample.
References

http://www.forbes.com/sites/profdrwolfganggarlt/2014/09/18/five-key-points-on-how-to-make-chinese-tourists-happy/


http://www.forbes.com/sites/chuckcohn/2015/03/13/a-beginners-guide-to-establishing-an-online-presentation-on-a-budget/2/


### Annexes

#### Annex 1: Satisfaction variables from previous researches

<table>
<thead>
<tr>
<th>Sources</th>
<th>Research location</th>
<th>Research method</th>
<th>Dimensions/items</th>
</tr>
</thead>
</table>
| Paterson et al. (2012) | Florida Keys, US          | Quantitative                  | Experiencing easy diving conditions  
                      |                           |                                               | Experiencing good underwater visibility  
                      |                           |                                               | Relaxing  
                      |                           |                                               | Seeing unique underwater features  
                      |                           |                                               | Experiencing natural surroundings  
                      |                           |                                               | Seeing large fish  
                      |                           |                                               | Seeing live coral  
                      |                           |                                               | Seeing a healthy reef  
                      |                           |                                               | Seeing undamaged reef sites  
                      |                           |                                               | Seeing marine life  |
| Musa et al. (2006)  | Layang-Layang Island, Malaysia | Quantitative                  | Underwater nature  
                      |                           |                                               | Comfort and ease of access to dive sites  |
| MacCarthy et al. (2006) | South West and Queensland, Australia | Qualitative                  | Water clarity  
                      |                           |                                               | Underwater landscapes  
                      |                           |                                               | Marine life  
                      |                           |                                               | Dive buddies  
                      |                           |                                               | The camaraderie of fellow divers  
                      |                           |                                               | Encounters with total strangers during the dive  
                      |                           |                                               | Equipment reliability  
                      |                           |                                               | Safety and operator efficiency  |
| Musa (2002)        | Sipadan Island, Malaysia  | Quantitative                  | Marine life  
                      |                           |                                               | Friendly/helpful staff  
                      |                           |                                               | Good buddies  
                      |                           |                                               | Water temperature  
                      |                           |                                               | Easy dive access  |
| Graham et al. (2001) | Palau, Micronesia         | Qualitative                  | Corals/reef  
                      |                           |                                               | Fishes  
                      |                           |                                               | Sharks  
                      |                           |                                               | Value  |
| O’Neill et al. (2000) | Western Australia        | Mix of qualitative and quantitative | Assurance  
                      |                           |                                               | Tangibles  
                      |                           |                                               | Empathy  
                      |                           |                                               | Reliability  |
| Davis and Tisdell (1996) | -                          | Conceptual paper               | Price  
                      |                           |                                               | Aesthetic appeal  
                      |                           |                                               | Interesting marine life visibility  
                      |                           |                                               | Ease of access  
                      |                           |                                               | Condition of the site  
                      |                           |                                               | The quality of the diving  
                      |                           |                                               | The availability of substitutes  |
| Tabata (1992)      | -                          | -                              | Boat facilities  
                      |                           |                                               | Availability of natural geological formations  |
| O’Reilly (1982)    | -                          | -                              | Clarity  
                      |                           |                                               | Underwater scenery  
                      |                           |                                               | Marine life  
                      |                           |                                               | Accessibility  
                      |                           |                                               | Cost  |
**Annex 2: Comparison of all the satisfaction variables**

Satisfaction variables – All

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
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<th>Standard deviation</th>
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</thead>
<tbody>
<tr>
<td>Experienced staff</td>
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<td>.542</td>
</tr>
<tr>
<td>Friendly staff</td>
<td>79</td>
<td>4.66</td>
<td>.575</td>
</tr>
<tr>
<td>First contact</td>
<td>75</td>
<td>4.63</td>
<td>.653</td>
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<tr>
<td>Access to dive site</td>
<td>79</td>
<td>4.49</td>
<td>.638</td>
</tr>
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<td>Safety</td>
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<td>.700</td>
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<td>Boat services</td>
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<td>.661</td>
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<td>Lunch</td>
<td>78</td>
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<td>.782</td>
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<td>Diving equipment</td>
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<td>Temperature</td>
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<td>.766</td>
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<td>Briefing</td>
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<tr>
<td>Marine life</td>
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<td>First aid</td>
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<td>Marine life education</td>
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<td>Landscape</td>
<td>79</td>
<td>4.25</td>
<td>.669</td>
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<td>Food</td>
<td>77</td>
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<td>.790</td>
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<tr>
<td>Transport</td>
<td>74</td>
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<td>.766</td>
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<tr>
<td>Accommodation</td>
<td>69</td>
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<td>Visibility</td>
<td>79</td>
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<tr>
<td>Cleanliness of the sea</td>
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<td>3.77</td>
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<td>71</td>
<td>3.73</td>
<td>.861</td>
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<td>Entertainment</td>
<td>72</td>
<td>3.57</td>
<td>.990</td>
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<tr>
<td>Cleanliness of the beach</td>
<td>78</td>
<td>3.37</td>
<td>1.046</td>
</tr>
</tbody>
</table>

Source: Author
Annex 3: English questionnaire

Scuba diver's satisfaction in Padangbai

Hello fellow divers, my name is Adrien, I am on internship here at OK Divers. I am currently conducting a research on scuba divers satisfaction in Padangbai. I would really appreciate if you could take 5minutes to answer this 27 short questions, thanks a lot :)

Bali/Padangbai

About you choosing Bali/Padangbai as a diving destination

1.) Was diving the main reason for your trip in Bali/Padangbai? ☐ Yes ☐ No

2.) Where did you get the idea to come to Bali/Padangbai?
☐ In diving magazine ☐ From travel agents
☐ From friends ☐ Other:
☐ On internet

3.) If you answered "On internet" to the previous question - please specify
☐ Social media - Facebook, Twitter, Instagram ☐ Advertisement
☐ Trip Advisor ☐ Webpages of diving clubs
☐ Blogs ☐ Other:

4.) How did you arrange the trip?
☐ With a travel agency ☐ With a diving group or club
☐ By yourself ☐ Other:

5.) Who are you travelling with?
☐ Family/Spouse/Kids ☐ Alone
☐ Dive group ☐ Other
☐ Friends

6.) How many days are you staying in Padangbai? (Write number of days eg.5)

7.) Was it your first time diving in Bali? ☐ Yes ☐ No

8.) Why did you choose OK Divers to dive in Padangbai?

9.) Would you wish to return to Bali for diving in the future? ☐ Yes ☐ No

10.) Sites where you dived with OK Divers (In case you do not remember ask your divemaster :) )
☐ Blue Lagoon ☐ Channel
☐ Drop off ☐ Manta Point
☐ Shark point - Pura Kecil ☐ Crystal Bay
☐ Jetty ☐ Tulamben
☐ White Sand Beach - Beas Tugal ☐ SD
☐ Jepun ☐ Other:
Your satisfaction

11.) Are you satisfied with Diving in Padangbai?

<table>
<thead>
<tr>
<th>Access to dive site</th>
<th>Strongly dissatisfied</th>
<th>Dissatisfied</th>
<th>Neither satisfied nor dissatisfied</th>
<th>Satisfied</th>
<th>Strongly satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>Weather</td>
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<td>Underwater visibility</td>
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<td>Underwater landscapes</td>
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<td>Marine life</td>
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<tr>
<td>Cleanliness of the sea (underwater)</td>
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</tbody>
</table>

12.) Is there anything else that made your dive satisfying?

13.) Is there anything else that made your dive dissatisfying?

14.) The dives met my expectations?  □ Yes  □ No

15.) Are you satisfied with OK Divers services?

<table>
<thead>
<tr>
<th>First contact (booking the course, getting info, ...)</th>
<th>Strongly dissatisfied</th>
<th>Dissatisfied</th>
<th>Neither satisfied nor dissatisfied</th>
<th>Satisfied</th>
<th>Strongly satisfied</th>
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<tbody>
<tr>
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<tr>
<td>Diving equipment</td>
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<tr>
<td>Boat services</td>
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<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Pre-diving briefing</td>
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<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Friendly staff (dive master/instructor/buddy)</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Experienced staff /dive master/instructor/buddy)</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<td>☐</td>
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<tr>
<td>Safety measures</td>
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<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>First-aid facilities</td>
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<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Lunch and snacks</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Marine life educational facilities</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<td>☐</td>
</tr>
</tbody>
</table>

16.) Is there anything OK Divers could do more or improve?
17.) Are you satisfied with Padangbai as a city?

<table>
<thead>
<tr>
<th>Strongly dissatisfied</th>
<th>Dissatisfied</th>
<th>Neither satisfied nor dissatisfied</th>
<th>Satisfied</th>
<th>Strongly satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport and transfer arrangements</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Accomodation</td>
<td>☐</td>
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</tr>
<tr>
<td>Cleanliness of the sea/beach</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Food/dining</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Entertainment</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Touristic information (about dives, tours, transport)</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

18.) Is there anything else that made your stay in Padangbai satisfying?

19.) Is there anything else that made your stay in Padangbai dissatisfying?

20.) Overall I was satisfied with my diving experience with OK Divers in Padangbai?

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
</table>
| Lowly satisfied | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | Highly satisfied

You as a diver

21.) Gender

☐ Male ☐ Female

22.) Age

☐ Less than 20 ☐ 40 - 49
☐ 20 - 29 ☐ 50 or above
☐ 30 - 39

23.) Level of education

☐ High school or lower
☐ University degree - Bachelor degree
☐ University post-graduate qualification - Master degree

24.) How many dives do you have? ________________

25.) How many dives within a year? ________________

26.) Nationality

________________________

27.) Did you or are you planning to dive somewhere else in Bali during this stay? ☐ Yes ☐ No

This is the end of the questionnaire, thank you very much for your time and your answers :)

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Annex 4: Czech questionnaire

Dotazník spokojenosti potápěčů v Padangbai

Milí potápěči, jmenuji se Adrien a jsem tady v OK Divers na stáži. Ve své diplomové práci řeším spokojenost potápěčů v Padangbai a budu vám moc vděčný, když mi vyplníte následujících 27 otázek, které vám zaberou cca 5 minut. Předem moc děkuju :)

Bali/Padangbai
O vašem výběru Bali/Padangbai jako místa k potápění

1.) Bylo potápění hlavním důvodem k cestě na Bali/Padangbai? ☐ Ano ☐ Ne

2.) Kde jste dostali nápad jet na Bali/Padangbai?
☐ V časopise o potápění ☐ U cestovní kanceláře
☐ Od přátel ☐ Jiné:
☐ Z internetu

3.) Pokud jste v předchozí otázce uvedli internet, prosím o upřesnění
☐ Sociální média - Facebook, Twitter, Instagram ☐ Reklama
☐ Trip Advisor ☐ Webové stránky potápěčských klubů
☐ Blogy ☐ Jiné
☐ Jiné

4.) Jak jste zařizovali cestu?
☐ S cestovní kanceláří ☐ S potápěčským klubem
☐ Sami ☐ Jinak:

5.) S kým cestujete?
☐ Rodina/partner/děti ☐ Sám
☐ Skupina potápěčů ☐ Další
☐ Prátelé

6.) Kolik dnů strávíte v Padangbai? (napište číslo, například 5)

7.) Jedná se o vaše první potápění na Bali? ☐ Ano ☐ Ne

8.) Proč jste si vybrali právě OK Divers pro potápění v Padangbai?

9.) Budete se v budoucnu chtít na Bali kvůli potápění vrátit? ☐ Ano ☐ Ne

10.) Kde jste se potápěli s OK Divers (pokud neváhe, zeptejte se prosím vašeho instruktora :)?
☐ Modrá laguna ☐ Channel
☐ Drop off ☐ Manta Point
☐ Pura Kecil - Lokalita se žraloky ☐ Crystal Bay
☐ Jetty ☐ Tulamben
☐ Bílá pláž - Beas Tugal ☐ SD
☐ Jepun ☐ Jiné
Vaše spokojenost

11.) Jste spokojeni s potápěním v Padangbai?

<table>
<thead>
<tr>
<th></th>
<th>Velmi nespokojeni</th>
<th>Nespokojeni</th>
<th>Ani spokojení ani nespokojeni</th>
<th>Spokojení</th>
<th>Velmi spokojeni</th>
</tr>
</thead>
<tbody>
<tr>
<td>Přístup k potápěčský lokalite</td>
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<td>Počasí</td>
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<tr>
<td>Viditelnost pod vodou</td>
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<tr>
<td>Podvodní krajina (korálové útesy, ...)</td>
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<td>Mořský život</td>
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<td>Čistota moře pod hladinou</td>
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</table>

12.) Existuje ještě něco, co se vám během potápění líbilo?

13.) Existuje ještě něco, co se vám během potápění nelíbilo?

14.) Potápění naplnilo vaše očekávání?

☐ Ano  ☐ Ne

15.) Byli jste spokojeni se službami OK Divers?

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<thead>
<tr>
<th></th>
<th>Velmi nespokojeni</th>
<th>Nespokojeni</th>
<th>Ani spokojení ani nespokojeni</th>
<th>Spokojení</th>
<th>Velmi spokojeni</th>
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</thead>
<tbody>
<tr>
<td>První kontakt (rezervace kurzu, získání informací, ...)</td>
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<tr>
<td>Potápěčské vybavení</td>
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<td>Instruktaž před potápěním</td>
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<tr>
<td>Přátelskost personálu (dive master/instruktor/buddy)</td>
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<tr>
<td>Zkušenost personálu/dive master/instruktor/buddy</td>
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<td>Vybavení pro první pomoc</td>
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<tr>
<td>Informovanost o podvodním životě</td>
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16.) Mohli by OK Divers něco vylepšit?
17.) Byli jste spokojeni s Padangbai jako s městem?

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<td>Velmi nespokojeni</td>
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</table>

- Transport a jeho zařízení
- Ubytování
- Čistota moře/pláže
- Stravování
- Zábava
- Turistické informace (o potápění, prohlídkách, dopravě)

18.) Existuje ještě něco, co se vám během pobytu v Padangbai líbilo?

19.) Existuje ještě něco, co se vám během pobytu v Padangbai nelíbilo?

20.) Do jaké míry jste byli spokojeni s potápění v Padangbai?

21.) Pohlaví

- ☐ Muž
- ☐ Žena

22.) Věk

- ☐ Méně než 20
- ☐ 20 - 29
- ☐ 30 - 39
- ☐ 40 - 49
- ☐ 50 a více

23.) Úroveň vzdělání

- ☐ Střední škola a nižší
- ☐ Vysokoškolské - bakalář
- ☐ Vysokoškolské - magistr/ínženýr a vyšší

24.) Kolik jste absolvoval/a ponorů?

25.) Kolik z nich bylo během posledního roku?

26.) Odkud pocházíte?

27.) Plánovali jste či plánujete jiné potápění na Bali během tohoto pobytu?

- ☐ Ano
- ☐ Ne

Konec dotazníku, mnohokrát díky za váš čas a odpovědi :)
Annex 5: Mandarin questionnaire

潜水者在八丹拜（Padangbai）的满意指数

各位潜水者你们好，我叫Adrien，我目前在OKDivers这里实习。我要研究潜水者在八丹拜（Padangbai）的满意指数。我会非常地感激你们抽空5分钟来回答以下的27道问题。谢谢。

巴厘岛/八丹拜
这项是关于你选巴厘岛/八丹拜作为潜水胜地

1）潜水时你来巴厘岛/八丹拜的主要目的吗？
☐ 是 ☐ 不是

2）你是从哪里得知关于巴厘岛/八丹拜?
☐ 潜水杂志 ☐ 旅行社
☐ 朋友 ☐ 其他：
☐ 网络

3）若你在以上问题回答了“网络”，请说明来源：
☐ 社交媒体 - Facebook, Twitter, Instagram ☐ 广告
☐ Trip Advisor ☐ 潜水俱乐部的网页
☐ 博客 ☐ 其他：

4）你是怎么安排这个旅程？
☐ 透过旅行社 ☐ 和潜水俱乐部的会员
☐ 自己 ☐ 其他：

5）这旅程你还有谁和你一起？
☐ 家庭/另一半/孩子 ☐ 自己
☐ 潜水党 ☐ 其他：
☐ 朋友

6）你会在八丹拜呆几天？（请注明日数）：

7）这是你第一次在巴厘岛潜水吗？
☐ 是 ☐ 不是

8）为什么你在八丹拜会选择Okdivers来潜水呢？

9）你以后还会想回来巴厘岛潜水吗？
☐ 是 ☐ 不是

10）你跟随Okdivers潜过水的地方：（若忘了，请你问你的潜水长）
☐ Blue Lagoon ☐ Channel
☐ Drop off ☐ Manta Point
☐ Shark point - Pura Kecil ☐ Crystal Bay
☐ Jetty ☐ Tulamben
☐ White Sand Beach - Beas Tugal ☐ SD
☐ Jepun ☐ Others：
### 你的满意指数

11）你在八丹拜潜水满意吗？

<table>
<thead>
<tr>
<th></th>
<th>非常不满意</th>
<th>不满意</th>
<th>没有意见</th>
<th>满意</th>
<th>非常满意</th>
</tr>
</thead>
<tbody>
<tr>
<td>潜水点</td>
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<tr>
<td>天气</td>
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<tr>
<td>水的温度</td>
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<tr>
<td>海底能见度</td>
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<tr>
<td>海底景观（珊瑚。。）</td>
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<tr>
<td>海洋生物</td>
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<tr>
<td>海的清洁（海底）</td>
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</tbody>
</table>

12）还有其他因素使你的潜水经验满意吗？

13）还有其他因素使你的潜水经验不满意吗？

14）我的潜水经验符合了我的期望？

15）你对Okdivers的服务满意吗？

<table>
<thead>
<tr>
<th></th>
<th>非常不满意</th>
<th>不满意</th>
<th>没有意见</th>
<th>满意</th>
<th>非常满意</th>
</tr>
</thead>
<tbody>
<tr>
<td>初次联系（预定课程，搜索资料）</td>
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<tr>
<td>潜水设备</td>
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<tr>
<td>船服务</td>
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<tr>
<td>潜水前简报</td>
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<tr>
<td>友善的工作人员（导师/教练/伙伴）</td>
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<tr>
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<td>安全措施</td>
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<tr>
<td>急救设施</td>
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<td>午餐与点心</td>
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<tr>
<td>海洋生物教育措施</td>
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</table>

16）请问有哪些方面Okdivers还可以再进步的吗？
17）你满意八丹拜这个城市吗？

<table>
<thead>
<tr>
<th></th>
<th>非常不满意</th>
<th>不满意</th>
<th>没有意见</th>
<th>满意</th>
<th>非常满意</th>
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<tr>
<td>海洋/海边的清洁</td>
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<tr>
<td>旅游信息</td>
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</tr>
</tbody>
</table>

18）还有其他因素使你在八丹拜的旅程满意吗？

19）还有其他因素使你在八丹拜的旅程不满意吗？

20）总体来说，我在八丹拜和Okdivers的潜水经验还算是满意？

你作为一位潜水者

21.) 性别

☐ 男       ☐ 女

22.) 年龄

☐ 少过20岁       ☐ 40 - 49
☐ 20 - 29       ☐ 50 或以上
☐ 30 - 39

23.) 学历

☐ 高中或以下
☐ 学士文凭
☐ 硕士学位

24.) 你一共潜了几次水？

________________________________________________________________________

25.) 你在一年内潜了几次水？

________________________________________________________________________

26.) 出生国家

________________________________________________________________________

27.) 你有计划今年在巴厘岛的另外一个景点潜水吗？

☐ 是       ☐ 否

调查问卷到此结束，感谢你的时间及答案：)

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