

# Exploring the Relationship Between Customer Satisfaction and Revisit Intention in Swiss Budget Hotel using the LODGSERV Model

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**Abstract:** Swiss budget hotels, using the LODGSERV model. A descriptive-correlational design was employed, gathering cross-sectional data from 378 travelers through a structured 5-point Likert scale survey. The study focused on five service quality dimensions- Tangibility, Reliability, Responsiveness, Assurance, and Empathy- and their correlation with overall revisit intention. Spearman's Rank correlation revealed that Assurance had the strongest positive relationship with revisit intention, followed by Responsiveness, Reliability, and Tangibility, all of which were statistically significant. In contrast, Empathy did not show a significant correlation. These findings suggest that competence, professionalism, and responsive service play a more influential role in encouraging guest loyalty than personalized attention in the budget hotel segment. The study provides practical recommendations for hotel managers to enhance service delivery, particularly in terms of staff assurance and responsiveness, to improve customer retention. By offering insights into which service dimensions matter most to budget-conscious travelers, the research contributes to strategic service design and guest experience improvement in the hospitality industry.

**Keywords:** Budget Hotels, Customer Satisfaction, LODGSERV Model, Revisit Intention, Service Quality

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## 1. Introduction

The international hospitality industry has grown significantly, generating \$9.9 trillion in revenue and contributing 9% to the global GDP (Statista, 2024). It has also created millions of jobs, establishing itself as a global economic powerhouse. Among its core sectors, accommodation plays a pivotal role in this growth, with a market size of \$1.5 trillion (Statista, 2024). This reflects the movement of millions of travelers annually, with approximately 45 million categorized as budget travelers (Swissinfo, 2023).

Switzerland, known for being an expensive tourist destination, has seen a growing presence of budget hotels, especially in cities like Geneva, Lucerne, and Zurich. While the sector shows signs of sustained growth, it faces persistent challenges such as high operating costs and the lingering effects of the pandemic (SWI Swissinfo, 2023). This poses a challenge for budget hotels to strike a balance between maintaining affordable rates and delivering quality service, which is pivotal in attracting budget travelers and enhancing revisit intentions (SWI Swissinfo, 2023).

Few studies have examined traveler satisfaction and revisit intention in the context of budget hotels in Switzerland, highlighting the need for this research. Specifically, a correlational study is pursued to examine the non-causal relationships between the LODGSERV dimensions and revisit intention in the context of Swiss budget hotels. This is crucial in the formation of meaningful and actionable recommendations that can be applied by Swiss budget hotels and potentially generate a broader impact on the country's hospitality sector.

## 2. Objective of the Study

The study intends to investigate how customer satisfaction is correlated with the overall revisit intention of the respondents in the specific context of budget hotels in Switzerland. Specifically, this paper aims to:

- To evaluate the relationship of Tangibility, Reliability, Responsiveness, Assurance, and Empathy with the overall revisit intention of the travelers in the context of Swiss budget hotels.
- To identify which LODGSERV dimensions are most significant in driving customer satisfaction and fostering repeat visits in Swiss budget hotels.
- To craft strategies that are anchored on the revealed relationship of LODGSERV dimensions with the overall revisit intention of the respondents

## 2.1 Hypotheses

Given the above objectives, this paper tested the hypotheses, as stated in the null form.

**Ho1:** Tangibility has no significant relationship with the overall Revisit Intention.

**Ho2:** Reliability has no significant relationship with the overall Revisit Intention.

**Ho3:** Responsiveness has no significant relationship with the overall Revisit Intention.

**Ho4:** Assurance has no significant relationship with the overall Revisit Intention.

**Ho5:** Empathy has no significant relationship with the overall Revisit Intention.

## 2.2 Review of Related Literature

The proposed study focuses on the examination of revisit intention of the travelers in the context of Swiss budget hotels. This requires the examination of customer satisfaction and how it leads to the propensity of the guests to revisit the Swiss budget hotel/s they stayed in. To better quantify customer satisfaction, this paper adopted the LODGSERV model. According to Rather et al. (2022), the model is especially pertinent in budget hospitality environments, where customer satisfaction and loyalty are significantly influenced by service quality. It refers to the overall evaluation of the guests' level of experience and sentiments (Zygiaris et al., 2022). Hence, it only shows how customer satisfaction becomes a crucial determinant of the guests' contentment with the service provided, as well as determining their revisit intentions (Ali et al., 2020b). This is supported by Li et al. (2023), asserting that positive experiences lead to a positive perception of the services being offered enhancing the customer loyalty and commitment, and therefore, the guests' revisit intention. There is convincing evidence related to customer satisfaction, which positively influences the decision of the patrons whether they will be returning, stay, or opt out of the future services with their providers (Peng & Lee, 2019).

Customer Value Proposition (CVP) primarily fits well with the aspects of services, which are key drivers of customer satisfaction (Anderson & Kumar, 2018). It was postulated by Gajić et al. (2024) that guests typically value operational efficiency, reliability, and trust more than excessive amenities. This is supported by Mercan et al. (2021), which revealed that customer loyalty is influenced by corporate image, price perception, physical environment and switching costs. Meanwhile, Sekulić and Mandarić (2019) emphasized that the budget-conscious travelers prioritize cleanliness, responsiveness, and dependability, influencing their revisit intention. Ali (2021) posited that reliability and empathy are crucial components of service quality in budget hotels. Chen and Tsai (2019) revealed that customer satisfaction has significant effect on customer loyalty. Liu and Chen (2021) also revealed that customer satisfaction has positive effects on brand loyalty in e-commerce. Zhang and Zhang (2021) also revealed the significant role of customer satisfaction in the loyalty and retention of the customers. Customer satisfaction showed significant effect on customer loyalty, with dining experience as moderator (Ryu & Jang, 2018).

In the study by Yoo et al. (2023), A hybrid methodology was applied in the 5-Star Hotel Customer Satisfaction Analysis in luxury hotels through data mining and NLP techniques. Also, Vargas-Calderón et al. (2021) analyzed the customer satisfaction through Machine Learning, based on customer reviews, revealing key service attributes that drive customer satisfaction. Saputra et al (2021) utilized Bayesian classifiers to gauge satisfaction with service dimensions via online reviews. Next, Hotel Reviews pre and post COVID-19 hotel review themes were compared to identify shifts in satisfaction (Xu et al., 2022). Subakti et al. (2024), examines how service quality impact satisfaction and loyalty in heritage hotels in Indonesia. Given the above, it leads to the selection of LODGSERV model as derived from the HOLSERV and QUALSERV (Getty & Thompson, 1994, as cited by Sekulić & Mandarić, 2019).

## 2.3 Conceptual Framework

Figure 1 shows the proposed examination of the revisit intention with the five key dimensions of the LODGSERV model.

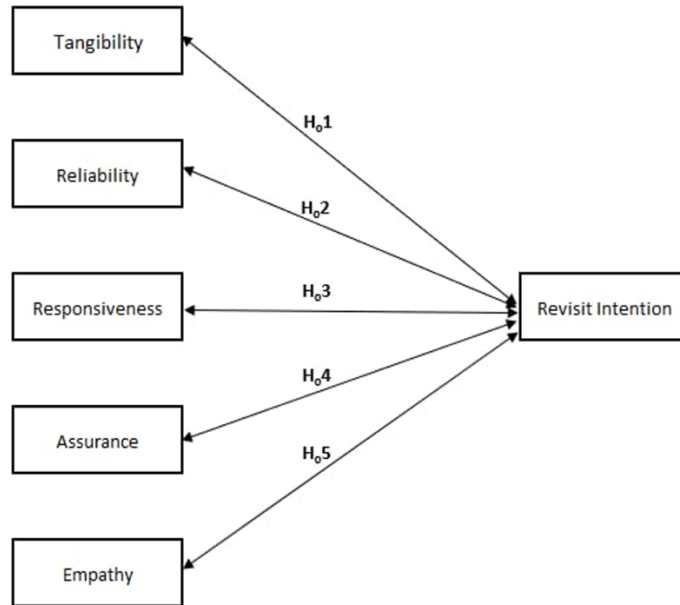


Figure 1: Conceptual Framework

### 3. Methods

This study utilizes descriptive-correlational design, hence, a mono-method quantitative approach was applied. The responses were gathered via structured survey implemented via Google Forms. Next, there were 378 qualified samples, as computed via infinite sample size formula, which were selected using Simple Random Sampling (SRS). These respondents are the tourists and travelers who have previously stayed at budget hotels anywhere in Switzerland. These hotels should offer essential amenities such as a private room, basic facilities, and limited services, which focus on affordability rather than luxury (Swiss Federal Statistical Office, 2024). Then for statistical analysis, the researchers utilized the Spearman’s Rank correlation, with the formula shown below (McClave & Sincich, 2017, p. 615):

$$\rho = 1 - \frac{6 \sum d_i^2}{n(n^2 - 1)}$$

Where:  $D_i$ = difference between the ranked values of two variables for each observation;  $n$ = number of observations

### 4. Results and Discussion

The results present the strong presence of female travelers that may represent a significant segment of the target market. Furthermore, the presence of non-binary respondents as well as those who preferred not to disclose their gender highlights the need for inclusivity in hospitality services, hence improving guest experience and satisfaction (UNWTO, 2019).

Table 1: Demographic Summary based on Gender

Gender	Frequency	Percentage
Female	232	61.4%
Male	100	26.5%
Non-binary/Other	25	6.6%
Prefer Not to Say	21	5.6%
<b>Grand Total</b>	<b>378</b>	<b>100.0%</b>

The results show a strong presence of female travelers, suggesting a significant segment of the target market. Additionally, the presence of non-binary respondents and those who preferred not to disclose their gender highlights the need for inclusivity in hospitality services, reinforcing the importance of equitable guest experience and satisfaction (UNWTO, 2019).

**Table 2: Demographic Summary based on Nationality**

Nationality	Frequency	Percentage
North American (USA, Canada)	115	30.4%
Central/South American (Latin American nations, Caribbean etc.)	112	29.6%
European (Other than Switzerland)	70	18.5%
East and Southeast Asian (China, Japan, South Korea, Philippines etc.)	30	7.9%
Swiss	23	6.1%
South Asian & Middle Eastern (India, Pakistan, UAE, Saudi Arabia, etc.)	14	3.7%
African (Covers all of Africa)	7	1.9%
Oceania (Australia, New Zealand, Pacific Islands)	7	1.9%
<b>Grand Total</b>	<b>378</b>	<b>100%</b>

The results also show a strong representation of travelers from the Americas, both North and Central/South America. This suggests that these markets may significantly contribute to Switzerland’s tourism, particularly within the hotel industry. It reinforces Switzerland’s appeal in the international travel market, especially among Western travelers (Nguyen Viet et al., 2020).

**Table 3: Summary based on Purpose of Visit**

Purpose of Visit	Frequency	Percentage
Leisure/Vacation	243	64%
Visiting family/friends	84	22%
Business/Work-related	51	13%
<b>Grand Total</b>	<b>378</b>	<b>100%</b>

The dominance of leisure and vacation as the primary travel purpose underscores Switzerland’s strong appeal as a leading leisure tourism destination, reaffirming its position in the global tourism market (Switzerland Tourism, 2023).

**Table 4: Summary based on Type of Travel Group**

Type of Travel Group	Frequency	Percentage
Solo traveler	130	34%
Couple	83	22%
Family	71	19%
Friends	67	18%
Business Colleagues	27	7%
<b>Grand Total</b>	<b>378</b>	<b>100%</b>

The dominance of solo travelers highlights the growing preference for independent travel experiences, which aligns with global tourism trends (World Travel & Tourism Council, 2022). Meanwhile, the presence of couples, families, and friend groups suggests the need for diverse yet tailored accommodation offerings that cater to different group dynamics.

**Table 5: Ranked Count of Respondents’ Swiss City of Stay**

City	Swiss City of Stay Count	Percentage
Lucerne	139	37%
Geneva	114	30%
St. Gallen	89	24%
Zurich	79	21%
Graubünden	19	5%

The concentration of stays in Lucerne and Geneva suggests that international tourists tend to favor well-known urban centers with strong tourism infrastructure, accessibility, and promotional visibility. This highlights the strategic advantage of these cities in attracting international budget travelers and signals an opportunity for similar urban destinations in Switzerland to strengthen their positioning in the budget accommodation market.

**4.1 Correlation Between LODGSERV Dimensions with the Overall Revisit Intention**

For the next part of the analysis, Spearman’s Rank correlation was applied to assess the relationships between the five LODGSERV dimensions and Overall Revisit Intention. The results showed that Tangibility, Reliability, Responsiveness, and Assurance all exhibited statistically significant correlations ( $p < 0.05$ ), while Empathy did not show a significant relationship.

**Table 6: Correlation Between LODGSERV Dimensions with the Overall Revisit Intention**

Variables	Coefficient	Degree of Relationship	P-Value	Interpretation
Tangibility	0.217	Weak Positive	0.000	Significant Correlation
Reliability	0.283	Weak Positive	0.000	Significant Correlation
Responsiveness	0.337	Moderate Positive	0.000	Significant Correlation
Assurance	0.771	Strong Positive	0.000	Significant Correlation
Empathy	0.089	Weak Positive	0.083	No Significant Correlation

*Legend: 0.000–0.300 = Weak, 0.310–0.600 = Moderate, 0.610–0.800 = Strong, 0.810–1.000 = Very Strong*

**4.2 Weak Positive Relationship between Tangibility and Overall Revisit Intention**

Tangibility showed a significant but weak positive relationship with Overall Revisit Intention ( $p = 0.000$ ,  $\rho = 0.217$ ), suggesting that the physical attributes of budget hotels—such as facilities, cleanliness, and staff appearance—contribute modestly to the likelihood of repeat visits. This finding aligns with the works of Manyangara et al. (2023), Khoo (2022), and Jansri et al. (2020), although those studies were largely situated in mid- to high-end hospitality contexts. In the budget hotel setting, this implies that while tangible features are noticed, they are not decisive drivers of guest loyalty.

**4.3 Weak Positive Relationship Between Reliability and Overall Revisit Intention**

A weak yet statistically significant relationship was also observed between Reliability and Overall Revisit Intention ( $p = 0.000$ ,  $\rho = 0.283$ ). This suggests that guest perceptions of dependability and service accuracy contribute to satisfaction, though only to a limited degree. Budget hotel guests often prioritize functional aspects like timeliness, cleanliness, and consistency over highly personalized service (Radojevic et al., 2015). As Manyangara et al. (2023) noted, reliability is often treated as a baseline expectation rather than a distinctive value-add—thus explaining its relatively lower impact on revisit intention in this context.

**4.4 Moderate Positive Relationship Between Responsiveness and Overall Revisit Intention**

Responsiveness demonstrated a moderate and statistically significant positive relationship with Overall Revisit Intention ( $p = 0.000$ ,  $\rho = 0.337$ ). This indicates that travelers place noticeable value on prompt assistance, efficient check-ins, and flexibility during their stay. In the context of budget accommodations—where staffing and automation may be leaner—responsiveness becomes a differentiating factor. The findings support García-Palma et al. (2021) and Jansri et al. (2020), affirming that timely service plays a crucial role in shaping positive guest experiences and influencing loyalty.

#### **4.5 Strong Positive Relationship of Assurance with the Overall Revisit Intention**

Among all dimensions, Assurance exhibited the strongest positive correlation with Overall Revisit Intention ( $p = 0.000$ ,  $\rho = 0.771$ ), indicating that guests who feel confident in staff competence, courtesy, and professionalism are far more likely to return. Given the international profile of respondents—especially from the Americas—this highlights the importance of building trust and credibility in service delivery (Nguyen Viet et al., 2020). This finding echoes Soleimani and Einolahzadeh (2018), who emphasized the centrality of assurance in shaping favorable guest evaluations. In the context of budget hotels, this reinforces the idea that service consistency and professionalism can outweigh luxury in driving repeat business.

#### **4.6 No Significant Relationship of Empathy with the Overall Revisit Intention**

Empathy did not show a statistically significant relationship with Overall Revisit Intention ( $p = 0.083$ ,  $\rho = 0.089$ ), suggesting that personalized attention and emotional sensitivity, while appreciated, may not be pivotal in influencing return visits within this segment. In budget hotels, where interactions may be more transactional or limited in duration, guests may value efficiency over emotional rapport. This aligns with Tamborrel and Cheer (2019) and Nazarian et al. (2023), who observed that emotional engagement often plays a secondary role compared to operational factors in guest decision-making.

### **5. Conclusions**

This study examined the relationship between customer satisfaction and revisit intention in Swiss budget hotels using the LODGSERV model. The demographic profile of respondents revealed a strong representation of female and solo travelers, alongside a notable presence of non-binary respondents, underscoring the relevance of inclusive and gender-sensitive service approaches in budget accommodation settings. The dominance of leisure-oriented travel and the strong representation of travelers from the Americas further reaffirm Switzerland's appeal as a key leisure tourism destination, while the concentration of stays in Lucerne and Geneva highlights the strategic importance of well-established urban centers with strong tourism infrastructure in attracting international budget travelers.

The findings further revealed that Tangibility, Reliability, Responsiveness, and Assurance all exhibited statistically significant positive relationships with overall revisit intention, albeit at varying levels of strength. Among these, Assurance emerged as the most influential dimension, emphasizing the critical role of staff competence, professionalism, and the ability to instill trust in encouraging repeat visitation within the budget hotel context. Responsiveness demonstrated a moderate positive relationship, indicating that prompt assistance and efficient service delivery are important differentiators for budget-conscious travelers. In contrast, Reliability and Tangibility, while significant, appear to function primarily as baseline service expectations rather than decisive drivers of revisit intention.

Conversely, Empathy did not show a statistically significant relationship with revisit intention, suggesting that individualized attention and emotional engagement, although valued, are not sufficient on their own to motivate repeat visits in Swiss budget hotels. This finding implies that efficiency-oriented and competence-based service attributes may take precedence over personalized interactions in this segment. Overall, the results are consistent with prior studies on service quality and revisit intention and contribute empirical insights into the prioritization of service quality dimensions in budget hotel operations, offering both theoretical and practical implications for hospitality managers in Switzerland.

### **6. Recommendations**

First, it is worth noting that all the recommendations below are based on the feedback sought from the industry practitioners to extract expert judgment. These practitioners comprised of 1) Cluster Manager who supervises operations across multiple budget properties in Eastern Europe, 2) Revenue/ Yield officer from a boutique hotel operating in Middle East, manages pricing strategy, inventory control, channel distribution, as well as the occupancy, and 3) Guest Services Manager who oversees front desk operations, check-in/out processes, and guest interactions for a hostel/ capsule hotel in Singapore. Together with the various legitimate sources and literature, it offered strategic view on scalability, consistency, and brand standards, with significant emphasis on tight budgeting controls, to get unbiased, realistic, and feasible recommendations.

## 6.1 Marketing-specific Strategies

### 6.1.1 Focus on Gender-Inclusive and Diversity-Sensitive Services

As it was revealed that there is a growing segment of female and solo travelers revealed in the study, Swiss budget hotels should emphasize the provision of an inclusive service design to ensure this aligns with customer expectations. This can be done through the following:

- Gender-Neutral Interior Design: Avoid stereotyped themes such as hyper-masculine or overly floral interior design and should opt for minimalist, neutral, or local-inspired designs that resonate broadly.
- Inclusive Signage and Communication: Use gender-neutral terms such as “guest” instead of “sir” or “madam” in all means of communication such as in welcome letters, room booklets, and digital touchpoints. Also, avoid imagery that reinforces gender or cultural stereotypes.
- Inclusive Bathroom Setups (where applicable): Provide options for urinal and non-urinal facilities and stock diverse hygiene products specifically in communal spaces.
- Regular and strict implementation can be done via:
  - Quarterly audits by Quality Assurance teams, to ensure that the implementation was carried out and therefore can easily measure success of such implementation.
  - Social listening on platforms like TripAdvisor and Booking.com to identify gaps.

### 6.1.2 Target High-Potential Source Markets

Given the strong representation of North and Central/South American tourists and a dominant purpose of leisure/vacation:

- Geographic Targeting: Focus digital ad spending, influencer campaigns, and regional partnerships specifically in the Americas region.
- Channel Strategy
  - Collaborate with top regional travel platforms such as Expedia.com, klook.com, Booking.com, Agoda.
  - Leverage on influencers via Instagram, TikTok, and Facebook to demonstrate experience-centric travel that fits the High-Potential Source Markets.

### 6.1.3 Hyper-Personalized Budget Hotel Service Offerings

Given that in the context of budget hotels, services listed below are typically referral-based rather than provided in-house as these budget hotels typically do not have the resources to offer full services. Hence, the recommendations for Hyper-Personalized Budget Hotel Service Offerings can be fulfilled by recommended local providers or partners, allowing these budget hotels to support business travelers’ needs without incurring high operational costs.

- Leisure Travelers
  - Wellness & spa packages, nature excursions, and food experiences
  - Flexible stay options (e.g., free cancellation, length-of-stay discounts)
- Solo Travelers
  - Self-guided digital tours, single-occupancy promos, and flexible check-in
  - Community experiences like optional group dinners or solo traveler meetups
- Social Visits & Families
  - Multi-room discounts, babysitting partnerships, and celebration packages
  - Local souvenirs or photo services for commemorative experiences
- Business Travelers
  - Co-working lounge access, stable Wi-Fi, and late check-out
  - Concierge for local logistics (e.g., printing, business service referrals)

## 6.2 Service-Oriented Strategy

The results show that Assurance has the strongest positive effect on Revisit Intention, followed by Responsiveness, and Reliability, hence, Swiss budget hotels should focus on staff training and process improvements must focus on these. This can specifically be implemented through the following:

6.2.1 Elevate Staff Assurance through Competence and Professionalism

- Human Resources & Operations Initiatives:
  - **Bi-annual training** to improve empathy, guest interaction, and product knowledge.
  - Mandate **Annual certifications** in professionalism and service excellence.
  - Promote a **“Guest First”** culture through visible badge campaigns (“Ask Me for Help!”)
  - **Assurance-focused Training:** Send frontliners (high-contact employees) to training which aims to improve confidence and trustworthiness, especially in unfamiliar or sensitive guest situations.

6.2.2 Optimize Responsiveness Systems for Guest Needs: Systems Must Prioritize Real-time Response:

- **Real-time Messaging Platforms:** Offer in-App chat to address guest needs and concerns in real time.
- **Response Time Benchmarks:** Below shows the sample benchmarks which must reflect realistic and reasonable threshold, specifically crafted for Swiss budget hotels. This aims to enhance operational efficiency and guest satisfaction. Take note that the benchmarks below were formulated based on the insights derived from consultations from the industry practitioners.
  - **Basic room request:** within 10 minutes
  - **Housekeeping:** within 20 minutes
  - **Maintenance:** within 30 minutes
- **Guest Follow-Up Automation:** 1) Message 30 minutes post-check-in: “Is your room comfortable so far?” and, 2) Pre-checkout reminder with link to feedback survey.

6.2.3 Standardize Reliable Service on All Touchpoints: Reliability- While a Weak Correlation- Still Matters for Baseline Expectations.

- **Service Consistency Manual:** A detailed SOP playbook covering: 1) Check-in/out processes, 2) Housekeeping and Maintenance protocols, and 3) Complaints and escalation.
- **Guest Guarantees:** Offer satisfaction assurance on basics: “Clean room guarantee or one night free.”

6.2.4 Cost-Effective Facility Enhancements: While Budgets may be Tight in Budget Hotels, Tangible Improvements Increase Satisfaction.

- **Focus on Tangibility Factors (positive but weak correlation):** Deep clean policies, especially in bathrooms.

Furthermore, to examine which among these strategies are short and long-term, the Gantt chart below was formulated. It shows recommendations in a well-structured, clear, and strategic view. In terms of time segmentation, implementation was divided into 2-month intervals. For task grouping, it is mainly segmented into Marketing-specific and Service-oriented strategies. Next, the durations are based on the expert judgment of the experts and practitioners from the field, with the roles as previously mentioned. Hence, the Gantt chart presented balanced aspects of cost-consciousness in terms of the hotel operations, with the recommended strategies that propelled the recent guest experience trends.

Strategy/Task	Month 1-2	Month 3-4	Month 5-6	Month 7-9	Month 10-12	Month 13-15	Month 16-18	Duration	Type	
<b>Marketing-Specific Strategy</b>										
Gender-Neutral Interior Redesign Pilot	[Bar]							3 mo	Short-Term	
Inclusive Signage & Language Update	[Bar]							2 mo	Short-Term	
Bathroom Setup Audit + Upgrade (pilot hotels)	[Bar]							4 mo	Short-Term	
Quality Assurance Audits (Quarterly)	[Bar]								Ongoing	Long-Term
Post-Checkout Surveys	[Bar]							Continuous	Long-Term	
Social Listening Integration	[Bar]							Ongoing	Long-Term	
Digital Ads & Influencer Marketing (Americas)	[Bar]							6 mo	Short-Term	
Launch "Swiss Explorer Package"	[Bar]							4 mo	Short-Term	
Regional Travel Platform Collaboration	[Bar]								Ongoing	Long-Term
Hyper-Personalized Partner Service Setup	[Bar]							4 mo	Short-Term	
<b>Service-Oriented Strategy</b>										
Bi-Annual Staff Training Setup	[Bar]		[Bar]		[Bar]		[Bar]	Ongoing	Long-Term	
Annual Certifications Program		[Bar]			[Bar]			2x	Long-Term	
"Ask Me for Help!" Badge Campaign	[Bar]							2 mo	Short-Term	
Assurance-Focused Training for Frontliners	[Bar]					[Bar]		3x	Long-Term	
Real-Time Messaging Setup (e.g., WhatsApp)	[Bar]							2 mo	Short-Term	
Set & Enforce Response Benchmarks	[Bar]							4 mo	Short-Term	
Guest Follow-Up Automation	[Bar]							3 mo	Short-Term	
Develop "Promise Delivered" Protocol	[Bar]							3 mo	Short-Term	
Service Consistency Manual (SOPs)	[Bar]							3 mo	Short-Term	
Satisfaction Guarantees Implementation	[Bar]							3 mo	Short-Term	
Deep Clean Policy Rollout	[Bar]							4 mo	Short-Term	
HVAC & Lighting Improvements (selected)	[Bar]								5 mo	Long-Term
Local Art Display & Rotation Program	[Bar]								Ongoing	Long-Term

Figure 2: Gantt Chart for Recommendations

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