A Work Project, presented as part of the requirements for the Award of a Master's degree in Management from the Nova School of Business and Economics.

"HOTEL GUESTS' PREFERENCES REGARDING IN-ROOM AMENITIES - A WAY FOR HOTELIERS TO IMPROVE CUSTOMER SATISFACTION."

FRANCISCO HOLBECHE BEIRÃO CALDEIRA MONSANTO

Work project carried out under the supervision of:

Sérgio Guerreiro and Euclides Major

23-11-2021

Updated on 07-10-2021

Abstract

This project serves as an applicable guide for hoteliers to improve customer satisfaction.

It combines literature research and a survey to gather valuable data on guests' current expectations according to their star category preferences.

The work concludes that guests' expectations regarding in-room amenities and toiletries rise as star category increases. Moreover, room decoration and sustainability play an important role in customer satisfaction, regardless of star ratings.

In-room amenities are an important part of a hotel and can have a tremendous impact on how the hotel is perceived, therefore hoteliers should implement them using guest-centric approaches to maximize potential benefits.

Keywords (Customer Satisfaction; Customer expectations; Amenities; Hotel)

Introduction

Customer satisfaction in the hospitality sector, more specifically in the hotel industry, is indispensable to achieving a successful hotel unit. When post-purchase assessments demonstrate service quality that exceeds the customers' expectations, guest satisfaction is attained (Cobanoglu et al. 2011). Furthermore, "these postpurchase behaviors are acknowledged as of great importance to the firms due to their influence on repeat purchases and word-of-mouth (WOM) recommendations" (Berezina et al. 2015). In sum, satisfaction strengthens good sentiments towards the brand and increases the chance of acquiring the same item again. Dissatisfaction, contrarily, may lead to bad brand perceptions and reduce the probability of customers acquiring the same brand again (Berezina et al. 2015). Moreover, research backs up the assertion that guest satisfaction has a direct influence on brand loyalty (Cobanoglu et al. 2011) and even though the objective is to surpass guest expectations that is not always easy in the hospitality industry since travellers' expectations vary depending on their objective, travel style, and preceding experiences (Ahani et al. 2019).

The importance of customer satisfaction has become more evident with technology developmenp, allowing for dissatisfied and satisfied customers to share their reviews online, available to be seen by all possible future clients. Online reviews have lately been proven to be more successful than mass advertising and conventional marketing strategies in influencing customer decisions (Sayfuddin and Chen 2021). Studies also suggest that customer ratings appear to be confidently correlated with corporate success (Sayfuddin and Chen 2021).

To gain a competitive advantage, hotels are using sustainability as a differentiation factor as it plays a crucial role in the decision-making process of potential guests (Mohanty 2015). A study performed by booking.com concluded that "83% of global travelers think sustainable travel is vital, with 61% saying the pandemic has made them want to travel more sustainably in the future" and almost half of the survey respondents agree that there aren't

2

"enough sustainable options available, with 53% admitting they get annoyed if somewhere they are staying stops them from being sustainable, for example by not providing recycling facilities" reflecting the impact sustainability has on the hotel industry (Booking.com 2021).

Kim Woo Goon quoted in "The influence of recent hotel amenities and green practices on guests' price premium and revisit intention" that "nowadays, with the ever demanding needs of savvy hotel guests, exploring which products, amenities, and services have emerged as important attributes to hotel guests is a timely and important research topic" (W. Kim et al. 2015). To achieve such demanding customer satisfaction, this paper will focus on the relevance of in-room amenities at various star category hotels to discover what kind of features customers value the most and how hotels can implement them in a sustainable and guest-centric approach.

Firstly, the paper will consist of the introduction, presented above, followed by the choice of research and literature review, respectively. The latter will incorporate analyses in 6 different topics, which bear a direct effect on this study. Additionally, the paper will proceed with the methodology which will issue the data analyses and consequently the managerial implications, limitations, future research, and conclusion, respectively in order.

Choice of research

The theme presented in this paper derived from a viewpoint I developed while working as a Hotel Supervisor at *Lisboa Central Park Hotel*, a 3-star hotel located in central Lisbon. The hypotheses arose from realizing that the type of amenities hotel managers choose to implement in their rooms, or the quality of those amenities, have a substantial and direct consequence on guest satisfaction and hotel brand perception. Moreover, and being an independent 3-star hotel, the financial aspect plays an important role in the daily decisions, especially when it comes to new investments. This revealed itself as a problem when the idea to rebuild or restructure the current facilities arose since the cost of pursuing such projects

would have a significant monetary impact. As an opposing strategy, the idea of implementing new in-room amenities of better quality emerged as a more financially wise decision, with a shorter period of adaptation, and possibly with promising customer satisfaction results.

Moreover, this decision revealed itself more interesting when our team was figuring out which in-room amenities would make the most sense considering the type of hotel in question as there is no guideline to what customers value the most. Additionally, there was the belief that 3-star hotels can also potentially offer the same in-room amenities as a 5-star hotel without sacrificing too much of the REVPAR, which is crucial in smaller independent hotels.

This experience developed my interest in such a topic due to the usefulness and impact in-room amenities can potentially have on the hotel's brand perception and guest satisfaction.

Literature Review

- **Customer satisfaction**

Customer satisfaction is defined as a "measure of the discrepancy between customers' expectations before purchasing a service/product and their evaluation of this service/product after consumption" (Oliver 1980). Guest satisfaction and service quality are two notions that are intertwined (Holjevac, Suzana, and Raspor 2010). Service quality is crucial in maintaining a certain competitive advantage, retaining customers, and attracting new ones (Nunkoo et al. 2018) which consequently will lead to guest satisfaction (Michael K, Cronin, and Brady 2002)(Alnawas and Hemsley-Brown 2019). Additionally, guest satisfaction and guest retention are essential to safeguard hotels' long-term financial stability (Maroco and Maroco 2013). That is why it is imperative for hotels' decisions to be made with proper knowledge of guests' needs as it will help to produce highly satisfied clients (Lu et al. 2015).

In the hotel industry, room quality, including aspects such as "the room size, temperature, the level of quietness, and how comfortable the mattress and pillows are" was considered the most important factor in customer satisfaction (Nunkoo et al. 2018).

- **The importance of online reviews**

The development of technology allowed for the internet to become a powerful tool in the consumption business. It empowered consumers to become more knowledgeable and aware concerning their purchasing decisions. Online review platforms, which materialized with this development in technology, have grown to become one of the most significant ways in which customers can share their thoughts (Dellarocas 2003). Moreover, online word-of-mouth was found to spread much faster and easier than traditional offline channels (Qi and Qiang 2013). Comparing it to knowledgeable reviews and conventional sources of information, since it's assessed from a viewpoint of a previous customer (Chen and Xie 2008), it is found to be more valuable and reliable (Zhu and Zhang 2006)(Bickart and Schindler 2001). Furthermore, online reviews have become impressively significant on the consumption process, consumer behaviour and the performance of companies (El-Said 2019).

In the hotel industry, consumers try to decrease the risk of purchasing a hotel experience and get more insight on the potential value of a service by analyzing previous guest experiences and their reviews (Aznar et al. 2018) especially since hotels are experience goods (Park and Lee 2009) (Ye, Law, and Gu 2009). Additionally, data suggests that 74% of travellers take online reviews into account when planning a trip (Yoo and Gretzel 2011).

Studies concluded that online customer reviews affect multiple spectrums of the hotel industry, such as occupancy rate, perceived quality and overall hotel performance (El-Said 2019). Furthermore, both Chinese (Zhong, Yang, and Zhang 2014) and Dutch (Somohardjo 2017) markets were grounds for studies that determined that encouraging online comments

5

have a higher influence on customers' buying choices than unfavourable ones. Moreover, hotels that receive such positive reviews are found to achieve higher levels of performance than their competitors with fewer positive online reviews (Phillips et al. 2016). Hotel units with a higher number of positive online reviews are considered to be more efficient in captivating potential guests and obtaining greater room sales (Hilbrink 2017).

- **The impact of a strong brand image**

Brand image reveals itself as the "subjective perception" a potential customer has regarding the brand (Keller 1993). It also works as a distinctive factor among brands, assisting them in their purchase decision process (Ryu, Han, and Kim 2008). Studies suggest that customers are less inclined to compare prices if it is a brand that they recognize (Biswas 1992). Additionally, potential customers who are unfamiliar with the brand are more likely to draw comparisons with other brands to ensure they are getting the best value for money (Anselmsson, Vestman Bondesson, and Johansson 2014).

Brand image plays an important role in the hotel industry as it is positively correlated with buyers' purchase decisions, which consequently can boost sales (Inversini and Masiero 2014) (Kandampully and Suhartanto 2000) (Lien et al. 2015). Furthermore, hotels with well-recognized brands have been shown to obtain higher rates of customer loyalty and trust (Chiang and Jang 2006). Likewise, hotel brands with a higher brand image are capable of reaching a higher number of sales compared to their competitors (Inversini and Masiero 2014). Moreover, additional studies suggest that a strong brand image can positively influence the trust customers have in the brand enabling hotel brands to charge higher room prices which, in the studies, guests found reasonable due to the brand reputation (Lien et al. 2015).

Due to customer loyalty and trust, companies with a stronger brand image are less likely to be effected by negative online reviews on guests' booking intentions than brands with a weaker brand image (Chatterjee 2006)(Zhu 2010).

- **Star rating systems**

Star rating is used as an "official classification system" which sets companies with specific guidelines and rules, both technical and physical, that need to be met. The World Tourism Organization (UNWTO) and the International Hotel and Restaurant Association (IHRA) define hotel star rating as the "classes, categories or grades of different accommodation establishments based on their common physical and service characteristics" (Rajaguru and Hassanli 2018). This type of rating is responsible for setting a certain reputation for each star rating, especially from the viewpoint of potential guests, leading higher star rating hotels to be perceived as of superior service quality, better amenities and more expensive (Abrate, Capriello, and Fraquelli 2011) (Martin-Fuentes 2016). Additionally, hotels with a higher number of stars are also assumed to have a higher prestige (Radojevic, Stanisic, and Stanic 2015) which consequently diminishes the perceived risk for guests when booking a hotel experience (Sun 2014).

Moreover, customer reviews and electronic word-of-mouth have a greater impact on hotels where the available information or familiarity with the brand is less abundant, which may be the case for hotels with lower number of stars (Qi and Qiang 2013). Furthermore, since a higher star rating sets the perspective of better quality, the influence of customer reviews is diminished compared to those previously stated (Qi and Qiang 2013).

Hotels with higher star ranking, even though they present higher prices and more luxury amenities (Ye et al. 2014), aren't necessarily the only hotels that can deliver excellent service and product quality (López-Fernández and Serrano 2004), there are also lower star rating hotels

that have a respectable reputation and brand recognition as well (Agušaj, Bazdan, and Lujak 2017). Additionally, as the number of stars increases so do the average prices per room which results in guests analyzing in more detail the tradeoff between benefits and costs when booking or reviewing such hotels (Agušaj, Bazdan, and Lujak 2017; Qi and Qiang 2013).

According to a study performed by Tamara Belver-Delgado, Sonia San-Martín and Rosa M. Hernández-Maestro on the influence of website quality and star rating intentions they concluded that "hotel star rating perception positively influences overall attitudes toward a hotel". Moreover, they also concluded that "the number of stars acts as a signal of overall hotel quality; it determines consumer expectations, influences satisfaction with service experiences and affects future behavioral intentions" reflecting the importance to meet the expectations of such star ratings. Furthermore, "in addition to meeting minimum physical and technical requirements, it is essential for hotels to provide personalized levels of service to guests and carry out adequate maintenance and conservation of all facilities and services, especially in higher categories" (Belver-Delgado, san martín, and Hernández-Maestro 2020).

- **Branded in-room amenities**

In a pursuit to differ hotel units from one another, amenities may be utilized as a differentiation feature (Stringam 2008). To achieve a certain degree of brand standards implementing the right amenities is imperative (Chekitan S., Hamilton, and Rust 2017), and has a tremendous impact on the willingness to revisit which consequently increases the hotel's revenue (Hamilton et al. 2016). Studies found that quality perception, brand reputation and willingness to pay can be enhanced when luxury products are displayed (Nast 2018; Moro, Rita, and Oliveira 2017).

In-room amenities are a crucial part of a hotel experience. Often, these in-room amenities are complementary products from well-known brands. This concept can be explained

as ingredient branding. The definition of this concept revolves around combining different brands into the hotel brand. Ingredient branding happens when one brand utilizes other branded products as their own, completing that way the primary product (Kotler and Pförtsch 2010; Kotler, Bowen, and Makens 2014; Desai and Keller 2002). In this notion, two types of brands exist, the host brand, which in this case are hotels, and the component brand, which in this case can be considered the in-room amenities (Swaminathan, Reddy, and Dommer 2012). Utilizing this concept and considering the use of superior and well-known component brands, hotels can be capable of achieving competitive advantages towards other hotels as customer perspective towards the host brand is improved possible leading to a revenue increase if new pricing strategies are implemented (Simonin and Ruth 1998; Kotler and Pförtsch 2010). Moreover, ingredient branding can also be used as a method to improve possible hotel's weaknesses in the sense that it substitutes a hotel product with a component brand (Desai and Keller 2002).

In hotels, the perceived quality of products has an essential role in the decision process of buying a hotel night and can ultimately increase the value of that experience, translating into a higher sale price (Erdem and Swait 1998). Adopting the ingredient branding strategy can rapidly improve the hotel's perceived quality (Kotler and Pförtsch 2010).

Eun Joo Kim, Seyhmus Baloglu and Tony L. Henthorne performed a study on the impact of branded amenities in "three dimensions of Customer-Base-Brand-Equity: perceived quality, brand image, and loyalty". They concluded that "perceived quality was significantly higher when a hotel provided branded amenities (…) compared to generic amenities". Branded amenities also had the same effect on the perceived brand image of hotels. Likewise, the same also happens with loyalty. This led to the conclusion that amenities that belong to a company that has a strong brand image and is specialized on it have a significant impact on the hotel's brand and the willingness of guests to pay (E. J. Kim, Baloglu, and Henthorne 2021).

- **Sustainability in the hotel industry**

The tourism industry is significantly dependent on natural resources for its growth and survival (Kongbuamai et al. 2020). Hotel experiences revolve around, the quality of the environment, in some cases, the whole experience is built around it (Calisto et al. 2021). This relation reflects why tourism agents have, since early stages, shown a real concern for this (Calisto et al. 2021), which now has become a dominant trend (Barber, Kim, and Kim 2019).

Green causes and the concern for the environment was firstly looked at as economically dubious, however, that has changed to reinterpret environmental focus practices as beneficial strategies that can have a positive impact on the firms performance (Revell and Blackburn 2007) and increase hotel's efficiency (Kularatne et al. 2018). Moreover, the growth in informed and aware customers have led hotels' green practices to become a marketing tool as it severely impacts guests' purchasing decisions (Foris, Crihălmean, and Foris 2020) and hotel's brand image as customers view them as altruistic ("The Concept Of Sustainability In The Hotel Industry Tourism Essay" 2015).

A study performed in Portugal concluded that the integration of environmentally sustainable practices should be looked at as an investment as opposed to a one-off cost (Calisto et al. 2021). This type of investment may not be financially beneficial in the short term, but it can lead to substantial savings in the future (Tinwala and Biswas 2019). Additionally, green practices are contemplated as a crucial element in the long-term competitiveness of hotels (Calisto et al. 2021) and as a means to reduce the cost of survival (Tinwala and Biswas 2019).

In general, green practices can improve the brand image, enhance the guest experience, reduce costs and rise employee retention which in the long-term results in the ability of hotels to last longer in the market (Goldstein 2012)

An analysis performed by Peter Jones, David Hillier and Daphne Comfort on the top ten hotel chains in regards to their environmental committee, concluded that although the

majority of them claimed: "strong commitments to sustainability, several of them also recognize, either explicitly or implicitly, that they are at the beginning of what may be a lengthy and arduous journey" (Jones, Hillier, and Comfort 2014).

Research Question

The primary purpose of this paper is to better understand guests' expectations regarding in-room amenities. The research was centred on the desire to comprehend what guests value the most when entering the room and how it affects their satisfaction. Moreover, the research was purposely constructed having the goal of applicability in mind, meaning that the results obtained can potentially be utilized by hoteliers as basis for their decisions.

The study also aims to clarify five hypotheses selected based on knowledge collected from the literature review, those being:

H1 - Customer expectations regarding in-room amenities rise as hotel star category increases.
H2 – Customer expectations regarding toiletries rise as hotel star category increases.
H3 – The impact of decoration on customer satisfaction (a), willingness to post on social media (b) and propensity to compensate for lack or bad quality amenities (c) rise as hotel star category increases.
H4 – The impact of sustainability on customer satisfaction (a) and the willingness to pay for sustainable features (b) rise as hotel star category increases.
H5 - Attentiveness to the small details rise as hotel star category increases.

Methodology

To understand in fact which in-room amenities and features have the most impact on customer satisfaction an online survey was created which was shared between different age groups, gender, nationalities, and previous hotel usage characteristics.

The topics and consequently the questions were carefully chosen according to the literature review as means to better understand the current guest perception of in-room amenities and the adjacent topics that relate to it.

Moreover, the selected in-room amenities targeted for this study were chosen based on a combination of online articles, papers, journals and previous hotel usage experiences allowing the base for this study to be as diverse and involving as possible. The in-room amenities and features were purposely divided as follow: In-room amenities; Toiletries; Quality of the specific amenities. The last topic was derived from the in-room amenities every hotel must possess, which include the bed, the shower, towels and the air fragrance.

Data analyses

The survey results were gathered and a total amount of 170 answers were collected in which a total of 88 individuals fully completed the survey. The "n" will differ per question as the retrieved answers of each individual until that point were still considered relevant.

In terms of demographics, the survey reached mainly Portuguese people, with 94.71% of the answers, completed by a mixture of other European countries, Canada, Angola, and Australia (Appendix 1). In terms of gender, 59.17% were "female" and 40.83% "male" (Appendix 2). Additionally, survey answers were mainly composed of individuals in the "18 - 24" years old bracket, 64.71%, followed by the "24 - 34" years old interval with 10,00% and "45 – 54" years old with 8.82% (Appendix 3).

When asked about their type of travel, 93.45% of the individuals acknowledge that they use hotels mainly for leisure purposes with only 2.98% of the enquiries stating that they use them for work purposes, the remaining 3.57% claimed they don't use hotels (Appendix 4).

Regarding hotel star category preferences, the answers consisted mainly of 4-star hotel users, with 54.09%, followed by 3-star hotel users with 27.04% and the remaining 18.87% stated they use mostly 5-star hotels (Appendix 5).

Individuals who took part in this survey were given 28 in-room amenities out of which they had to, according to their star category preference, state whether they were expecting those

amenities in the hotel room and how it would affect their satisfaction if those amenities were present in the room.

Analyzing the results for 3-star hotel users, amenities such as "toiletries", "hairdryer", "air conditioning", "hangers" and "free wi-fi" were expected to be in the room by at least 91% of the guests, being "clock", the next amenity in line with a 63% response ratio of "no" (not expected) (Appendix 7).

Considering the responses of 5-star hotel users, only 7 amenities were not expected to be in the room by 50% or more individuals, "recycled trash bin", "iron", "speaker", "free candies or chocolate", "personalized notes from the hotel staff", "T.V with streaming services such as Netflix" and "T.V with the ability to connect the phone" (Appendix 9).

In 4-star hotels, from the list presented to them, 13 of those 50% or more guests considered that they were not expecting to have them, in addition to the seven mentioned above, those were: "shoe cleaners"; "tamper"; "bathrobe"; "free food, ex fruits"; "tissue box"; "coffee/tea machine" (Appendix 8).

As for the remaining amenities, overall answers reflect different opinions as to whether those amenities are expected to be present, especially considering the 4-star category. However, in the 3-star category, the overall mean of the answers regarding the 23 amenities that are not expected was 1.77, reflecting the low expectancy of amenities in such hotel rooms.

To verify if H1 is true, firstly an ANOVA test was conducted. The result allowed to conclude with a 99% confidence level that the means between the expected number of amenities in different star category hotels are different (Appendix 10). Secondly, to understand if the number of expected amenities rises as the star category increases the means of the different star category hotels were computed, 9.86, 14.96 and 20.78 respectively for 3,4 and 5-star hotels (Appendix 11), which together with a correlation of 0.69 (Appendix 12) reveals that the higher the number of stars the higher the expected amenities, thus supporting H1.

Shifting the focus to guest satisfaction, for each amenity, individuals had to choose, on a scale from 1 to 10, 1 being "don't even notice it" and 10 being "super important and would exponentially increase my satisfaction", how each amenity would improve their satisfaction. The analyses will be done disregarding star categories as guests' opinions are relevant towards every hotel, independent of star ratings since guests who frequent 3-star hotels can also visit 4-star hotels occasionally or the same can happen with 4 and 5-star hotels hence the decision to not segregate satisfaction by star rating.

According to the results obtained, out of the 28 amenities, 6 of them, "tamper", "shoe cleaners", "iron", "clock", "speaker" and "make-up mirror", achieved a mean lower than 5.5 indicating that possible guests aren't too concerned with their availability. On the top of the spectrum, the top five amenities were "T.V with streaming services, ex: Netflix", "free water bottle", "toiletries", "air conditioning" and "free wi-fi", respectively in increasing order of importance (Appendix 13).

The two questions previously analyzed were again asked but this time focusing only on 11 previously chosen toiletries. According to 3-star hotel users, they are expecting to have only 2 out of the 11 toiletries, "bar soap" and "shampoo" (Appendix 15), while the remaining are all above, at least, a 1.66 mean (1- "yes"; 2- "no"). The mean of the remaining 9 toiletries amounts to 1.79, reflecting the non-expectancy of having such products in their room, similar to what happened in in-room amenities. As for 4-star hotel users, adding to the 2 toiletries expected in 3-star hotel rooms, guests also expect "lotion", "conditioner" and "shower cap" to be present (Appendix 16). In 5-star hotel rooms, out of the 11 toiletries, only 2 reached a mean above 1.5, "shaving kit" and "toothbrush" concluding that 5-star hotel users do not expect to have such items in their room (Appendix 17).

To verify the veracity of H2, similarly to H1, the ANOVA test allows to conclude with a 99% confidence level that the means of the number of expected toiletries according to the star

category are different (Appendix 18). Moreover, the means of the different star category hotels, 3.72, 5.67 and 8.43 respectively for 3,4, and 5-star hotels (Appendix 19), together with a correlation of 0.597 (Appendix 12) concludes that the number of expected toiletries rise as star category increases, hence supporting H2.

As far as the satisfaction each toiletry would have on guests, on a scale from 1 to 10, using the same labels as on the in-room amenities, "toothpaste", "conditioner", "lotion", "bar soap" and "shampoo" were the ones with the highest means. With the lowest means, "shaving kit" and "comb", were the toiletries that brought less satisfaction to guests (Appendix 20).

When questioned about the importance of the quality in the 11 toiletries, on a scale from 1-5, potential guests' answers indicate that "shampoo", "conditioner", "lotion" and "bar soap" were the four toiletries which quality has the most importance. Additionally, "shower cap" and "comb" were the toiletries with the lowest means, implying such products don't require such good quality (Appendix 21).

Individuals who answered the questionnaire were also requested to order the 11 toiletries above mention according to their preferences, taking into account that the lower they placed them, the lower the chances of them being in their room (lower being 11). Results showed similar conclusions as in the previous question, with "shampoo" being the most highly placed toiletry, followed respectively by "bar soap" and "lotion". Toiletries such as "shower cap", "cotton swabs" and "comb" were placed repeatedly in bottom positions (Appendix 22).

Advancing to the next sector, individuals were asked to rate from 1 to 10 the importance the quality of such features would have on their satisfaction. The means allow to conclude that "the quality of the pillows" is the most important obtaining a mean of 9.58. Subsequently, "the quality of the bedsheets", "the quality of the mattress" and "the duration and temperature of the hot water" all obtained averages above 9.22. The features in which guests find quality less

important were "the quality of the air fragrance" and "the quality of the toilet paper" with means of 7.33 and 7.98 which still reveal a significant concern for their quality (Appendix 23).

Individuals, following the previous question, were asked to order the features according to their importance, revealing "the quality of the pillows", "the quality of the mattress" and "the quality of the water pressure" as the most important, once again. Moreover, similar to what was concluded in the previous question "the quality of the air fragrance" and "the quality of the toilet paper" were both chosen as the least important (Appendix 24).

Shifting the focus to the importance of the hotel room decoration on the overall satisfaction, 40.66% and 27.47% stated, respectively, that decoration was "very important" and "extremely important" in their satisfaction (Appendix 25).

Taking by hypotheses that a hotel room has an appealing decoration, 54,95% stated that they "strongly agree" that they would be more willing to post room photos on social media. Additionally, 32,97% stated that they "somewhat agree" with the statement (Appendix 29).

Considering the premises that the amenities in the room were of bad quality or lacking, individuals who answer the questionnaire were asked whether they agree that an appealing decoration could compensate for that, to which 42.86% stated that they "somewhat agree", however, this time the answers were more left-skewed since 24.18% answered "neither agree nor disagree" and another 24.18% answered "somewhat disagree" (Appendix 32).

To verify H3a the ANOVA test conducted which allows to conclude with a 99% confidence level that the means between star category and impact of decoration are different (Appendix 26). Furthermore, analyzing the means of 3,4 and 5-star hotels, respectively 3.52, 3.83 and 4.52 (Appendix 27), together with a correlation of 0.408 (Appendix 28) between the variables allows to support H3a, thus with the increase in star category the impact of decoration on customer satisfaction also rises. However, this is not the case for both H3b and H3c, even though for H3b the ANOVA test conducted reveals a 95% confidence level that the means are

different (Appendix 30), which does not occur for H3c due to a significance level of 0.139 (Appendix 33), the correlation of 0.084 in the case of H3b (Appendix 28) and the similarity between the means (Appendix 31) does not allow to support H3b, hence the increase in star category is not connected neither with the propensity to post photos on social media nor does it increase the propensity of a nice decoration to compensate for lack or bad quality amenities.

Regarding sustainable practices, potential clients were asked if the amenities in their room were implemented sustainably if that would increase their satisfaction to which 54.95% responded "strongly agree", followed by 37.36% answering "somewhat agree" (Appendix 35).

Moreover, when asked if their willingness to pay would increase if the amenities inside the room were sustainable or implemented in a sustainable way, 46.15% answered: "probably yes". 21.98% chose the "might or might not" option followed by an equal rate response of 15.38% in "probably not" and "definitely yes" (Appendix 39).

Considering the hypotheses H4a, which relates star category and the importance of sustainability on guest satisfaction the ANOVA, due to the high significance level of 1.165 (Appendix 36), does not allow to conclude that the means are different, hence rejecting H4a. Regarding H4b, the ANOVA test reveals with a 95% confidence level that the means are different (Appendix 40), however, the means, 3.79, 3.32 and 3.86 respectively for 3,4 and 5-star hotels (Appendix 41) together with a correlation of -0.004 (Appendix 38) does not allow to conclude that with a higher star rating hotel there is a higher willingness to pay for sustainability practices, thus rejecting H4b.

Additionally, individuals were also questioned about their attentiveness to the small details which they had to choose on a scale from 1 to 10, contributing to the verification of hypotheses 5. The ANOVA test was conducted based on the different star category hotels which allowed to conclude with a 99% confidence level that the means are different (Appendix 43). Furthermore, the mean distribution considering the star categories was 6.03, 7.34 and 9.33

respectively in 3-star, 4-star and 5-star hotel guests (Appendix 44), which in combination with a correlation of 0.49 (Appendix 45) supports H5, therefore as star category rise the attentiveness to the small details increases.

Managerial implications

This paper serves as a guide for hoteliers to base their decisions on, it focuses on customer expectations and preferences in several different in-room amenities. It was developed with the idea that customer satisfaction and exceeding customers' expectations do not source only from significant investments in the facilities or outstanding customer service it can also derive from less significant investments. Hotel guests spend a considerable amount of time in their room, so the amenities placed there need to be carefully chosen according to their preferences and expectations. Moreover, not only does it matter what products are in the room but also, as seen in by the survey answers, the quality of those products plays an important role.

As previously seen in the literature review, customer satisfaction is crucial in the hotel industry, hence it is important for hoteliers to understand customer needs and preferences as a way to predict them and consequently increase customer satisfaction. Furthermore, the easy access to online reviews has increased even more the importance of customer satisfaction as it is decisive in the purchase decision process (El-Said 2019).

The evidence obtained with this survey that supports H1 and H2 reflects the idea formerly analyzed that guest expectations rise with the increase in the star rating (Qi and Qiang 2013).

Following on the statement that a lower star rating translates into fewer expectations it also becomes true that it is relatively easier to surpass guest expectations when they are in a lower star rating hotel. This is also true taking into consideration the price per room, usually higher star hotels have higher prices per room resulting in customer expectations being higher

(Agušaj, Bazdan, and Lujak 2017) making it more difficult to exceed them. In practical terms, for example, if a 3-star hotel room is equipped with bathrobes it tops expectations since, according to the results, guests do not expect it whilst if the same amenity is placed in a 5-star hotel room guests may find it almost as mandatory so the satisfaction would not increase.

According to survey results, there were 5 amenities that 3-star hotel guests found has expected, those being "toiletries", "hairdryer", "air conditioning", "hangers" and "free wi-fi", this means that if a 3-star hotel owner implements any other amenity besides those 5 it would possibly contribute to an increase in satisfaction, considering that customers desire such additional amenity. Moreover, the same logic can be applied for the remaining star category hotels. However, the opposite can also happen, if a hotel room in a 5-star hotel does not have the amenities that guests were expecting it could significantly decrease their satisfaction as expectations were not met, and once again, the same applies to the other star rating hotels.

Considering the top seven amenities with the most impact on customer satisfaction, respectively in ascending order, "hangers", "hairdryer", "T.V with Streaming services ex. Netflix", "free water bottle", "toiletries", "air conditioning" and "free wi-fi", 5 of those are expected to be implemented in all room types independent of star ratings, however, a "free water bottle" is not expected by 3-star hotels guests and its highly appreciated by overall hotel users, suggesting that implementing such amenity in 3-star hotels would increase guest satisfaction. The same thought process can be applied to "T.V with Streaming services ex. Netflix" which hotel clients, independent of stars, considered that they were not expecting it, but it had a significant impact on their satisfaction hence suggesting the urge to implement it. Using the same method, amenities such as "recycled trash bin", "T.V with ability to connect your phone", "free candies or chocolate", "coffee/tea machine" and "free food, ex: fruits" also show a significant impact on customer satisfaction thus suggesting that they should be taken into consideration when choosing which amenities to implement in the room.

Using the same line of thought for the toiletries, 3-star hotel users only consider "shampoo" and "bar soap" as expected whilst in a 4-star hotel guests also expect "lotion", "conditioner" and "shower cap". Taking this into consideration and the fact that the top 4 toiletries that satisfied customers the most are "conditioner", "lotion", "bar soap" and "shampoo" hoteliers should make efforts to implement "conditioner" and "lotion" in 3-star hotels. Moreover, and considering that the top toiletries are already expected in 4- and 5-star hotels, hotel managers should then focus on the quality of each toiletry since customers, as analyzed by the results, find the quality of such toiletries extremely important. This indicates that, in the case of toiletries, if the quality is not good it could have a significant negative impact on satisfaction, hence leading to the conclusion that it's not only about whether the toiletry or amenity is there but also the quality of it.

Additionally, based on the results, hotel managers can also understand if an in-room amenity that they are currently using has in fact any value for the customers. If it is uncovered that it does not generate additional value, for example a, "comb" and "cotton swab" or a "tamper" and "shoe cleaners", which were the two toiletries and the two amenities that brought the less satisfaction to customers, the solution may be to stop utilizing them as it would decrease waste production and variable costs. This suggests that an in-room amenity should only be implemented if it brings positive outcomes to customer satisfaction otherwise it would contribute negatively to the hotel's financial and sustainable performance.

As referred in the literature review, ingredient branding is a concept that has huge potential for hotel brands to improve their brand image and brand perception. The basis of such concept revolves around associating a host brand, in this case, the hotel, with a well-known brand, the component brand, which would give guests the perception of quality and high standards. This was found to be even more helpful with lower star rating hotels since their current brand image usually doesn't give the idea of quality as opposed to, for example, a 5-

star hotel. Therefore, hoteliers should take this into consideration when deciding which products to implement and what brands to associate with. Moreover, this concept can be used in in-room amenities such as "free candies or chocolate", "coffee/tea machine", "speaker" or "toiletries" as the implementation of such amenities can be made through the association with a recognizable brand resulting in the desire outcomes this strategy aims to achieve.

The study also allowed to reach the insight that guests find the quality of bedding features to be extremely important, the pillows and the mattress were selected as the ones where quality mattered the most. However, the top 6 out of 8, adding "quality of the water pressure", "the quality of the towels", "the quality of the bedsheets" and "the duration and temperature of the hot water", all displayed real concern by guests for their quality, demonstrating means above 8.95 out of 10, hence suggesting to hotel managers that it is a concern they must address on a daily basis. Moreover, decision members of hotels should, when choosing the supplier or type of product, be highly concerned about the quality and depreciating rate of such items. Additionally, bedding items, and towels should be constantly under examination to understand if the quality of those items still holds. Taking that premise into consideration, departmental managers, in this case, housekeeping, should be empowered with the responsibility to assure the quality of those items meets the hotel's requirements. Moreover, investments in the renovation of bed linens or towels should not be seen as an unnecessary investment but instead as an investment with significant positive consequences on customer satisfaction.

Consideration the importance "the quality of the pillows" displayed on customer satisfaction, hoteliers can utilize this to their advantage and create innovative ideas to satisfy these needs. As an example, hotels can have a portfolio of different pillows which can be displayed to guests after booking confirmation, thus allowing them to choose the pillow that they fancy the most while still being able to accurately implement it from a housekeeping operation standpoint as the decision was made prior to check-in. This would be considered a

competitive advantage, especially if implemented in a 3 or 4- star hotel where such practice is not common, resulting in positive online reviews which could draw the attention of new guests.

The survey answers also revealed that the hotel room decoration is very important to guests, especially in higher star rating hotels (H3a), not only can the purchasing decision process be influenced by it but also the impact it has on guests' perception during their stay. If the room has a decoration that does not suit the type of traveller that frequents the hotel, most likely the guest won't come back, diminishing customer loyalty. However, if the room decoration is appealing it can translate into more bookings as potential guests analyze the online pictures and take it into consideration. It also gives a sense of good taste and attention to detail by hotel managers. Moreover, results also indicate that a suitable and appealing decoration strongly encourages guests to post photos on social media, which, in today's world, has a huge impact on brand image, thus translating into all the benefits that arise from that (Chiang and Jang 2006). This is true for all the star category hotels as proven by the dismissal of H3b, suggesting to hoteliers the urge to nicely decorate hotel rooms as a way to boost brand image. Additionally, the answers also suggest, although not agreeable between also guests but independent of star category (H3c), that having an appealing decoration could compensate for the lack of amenities or lack of quality in some amenities, therefore confirming the importance of this subject. Furthermore, the conclusion withdrawn from the results implies that a nice decoration should be thought about when deciding on the room design as it not only has an impact on the customer satisfaction and booking turnover ratio but also can counterweigh other non-peak features that could be in the hotel room especially in lower star rating hotels as the quality of the amenities may not be the best.

Moreover, the survey also reflects the desire hotel guests have for the implementation of green strategies by hotels which goes accordingly to the statements made in the literature review about this topic. Survey answers advocate that hotel guests are drastically more satisfied

if the room features are implemented in a sustainable way and this is true independently of star category as confirmed by the dismissal of H4a. Additionally, it also suggests that most hotel guests are keen to pay extra if amenities are implemented using green strategies, which is independent of star rating preferences (H4b). This statement supports the importance this subject has on customers, and it encourages immediate implementation of such strategies especially considering waste management, single-use of plastic and water and electricity consumption.

For the reason mentioned above and considering the exponential innovation that green causes are target of (Silvestre and Silva 2014), the suggestions presented in this paper should all be implemented in a sustainable way, even if it is more expensive in the short-term, the benefits from a standpoint of brand image and customer satisfaction can easily compensate the investment made (Calisto et al. 2021). Moreover, it has been proven that some green strategies can also be responsible for reductions in variable costs (Jones, Hillier, and Comfort 2014), for example, if a hotel changes shampoo bottles by recharging ones it could not only decrease single use of plastic but also reduce variable costs. Likewise, the same analyses can be done towards the implementation of free water bottles in the room, as opposed to using plastic water bottles, hotels can use reusable glass personalized bottles which would contribute to decreasing plastic use and reduce variable costs which would consequently improve guest satisfaction.

To conclude, survey data also demonstrate significant attentiveness to the small details by hotel guests and even though it rises as star category increases, as shown in the verification of hypotheses H5, it revealed that it should be a concern for hoteliers, even in 3-star hotels. Housekeeping departments and room controllers should be trained in such a way that assures that the in-room amenities are placed and implemented according to the hotel standards to demonstrate concern and care for the small details.

Limitations

Considering the purpose of this paper, which is to have a practical application and serve as a possible guide to hoteliers as to what amenities they should implement in their hotel rooms, the survey performed revealed some limitations.

Firstly, in the elaboration of the survey questions, there was little to no available literature on the topic of in-room amenities, specifically on the products that hotels predominantly implement in their rooms hence leading to the selection of in-room amenities being, as previously stated, a combination of online research, papers, and previous experiences.

Secondly, the significant concentration of nationalities with 94.71% of the answers coming from Portugal can reveal itself as a limitation since it doesn't take into consideration other nationalities' perceptions and expectations regarding in-room amenities, which can be different from Portuguese ones, therefore resulting in different conclusions.

Thirdly, the age concentration also revealed itself as a possible limitation since the individuals who answered the survey were predominantly in the student category, ranging from 18 to 24 years old, resulting in the study translating mainly the perspective from possible clients in that age array. Moreover, as the majority of the individuals who answered the survey were students it also exposed the low presence of individuals who travel for "work" related reasons denying the opportunity to analyze such segment.

Future research

With the desire to continue this study and to understand even better clients' preferences when it comes to in-room amenities, a deeper research case should be pursued, solving the limitations previously stated. The survey could be tested in different geographical locations trying to understand if, in fact, the conclusions withdrawn from this paper are applicable to all

nationalities. Moreover, different age groups should also be the target of this line of questioning as it could influence the responses since age has a direct impact on travel preferences.

Future analyses could also be performed to understand how individuals travelling on "work" or "tourism" compared to each other as it has been proven that those two types of clients show different preferences when travelling (Rajaguru and Hassanli 2018). Additionally, comparing those two types of travel would allow to draw more conclusions about in-room amenities' preferences and utilize them to suggest new strategies and implementation ideas to hoteliers according to guests' type of travel. Moreover, these conclusions could lead to the necessary bases for hoteliers to possible develop two different room types, one for tourism purposes and one for work purposes based on the survey answers and followed conclusions.

Additionally, instead of focusing predominantly on 3,4 and 5-star hotels, future research can also analyze different lodging segments such as boutique hotels, resorts and hostels to create a wider understanding of customer preferences of in-room amenities.

Conclusion

This paper offers the necessary tools for hoteliers to base their in-room amenities decisions on. It reveals how important customer satisfaction, online reviews and brand image are and the tremendous impact they have on hotels' performance.

In-room amenities play an important role on guest satisfaction, thus they should be implemented taking into consideration the needs and desires of guests. This project enables hoteliers to use this data to their advantage by analyzing what amenities make the most sense in their hotel. There are innumerous combinations of amenities and strategies possible and likely to have a positive impact, however, it is crucial that the implementation of such strategies goes accordingly with sustainable practices and exceeds customer expectations to maximize potential benefit. Moreover, the suggestions present in this work serve as food for thought for hotel managers to rethink approaches, having customer satisfaction as the end goal.

Appendices

Appendix 1 – Nationality distribution.

Nationality	%	Count
Angola	0.59%	1
Australia	0.59%	1
Canada	0.59%	1
France	0.59%	1
Germany	0.59%	1
Italy	1.18%	2
Netherlands	0.59%	1
Portugal	94.71%	161
Spain	0.59%	1
Total	100%	170

Appendix 2 – Gender distribution.

Gender	%	Count
Male	40.83%	69
Female	59.17%	100
Non-binary / third gender	0.00%	0
Prefer not to say	0.00%	0
Total	100%	169

Appendix 3 – Age distribution.

Age	%	Count
Under 18	1.76%	3
18 - 24	64.71%	110
25 - 34	10.00%	17
35 - 44	5.88%	10

45 - 54	8.82%	15
55 - 64	5.88%	10
65 - 74	1.76%	3
75 - 84	0.00%	0
85 or older	1.18%	2
Total	100%	170

Appendix 4 – Type of travel distribution.

Question:" For what purpose do you use hotels the most?"

Type of travel	**%**	**Count**
Tourism	93.45%	157
Work	2.98%	5
I don't use hotels, at all.	3.57%	6
Total	100%	168

Appendix 5 – Star category hotel usage distribution.

Question: "Considering your previous experiences, what type of hotels do you usually use?"

Star category	**%**	**Count**
3-star Hotels	27.04%	43
4-star Hotels	54.09%	86
5-star Hotels	18.87%	30
Total	100%	159

Appendix 6 – Hotel guests' expectations regarding in-room amenities.

Question: "Are you expecting to have this amenity in your room?"

In-room amenities	**Mean**	**Std Deviation**	**Variance**	**Count**
Toiletries Ex. Shampoo, Bar soap...	1.01	0.09	0.01	114
Free Wi-Fi	1.03	0.16	0.03	114

Air conditining	1.05	0.22	0.05	114
Hair dryer	1.07	0.26	0.07	114
Hangers	1.07	0.26	0.07	114
Minibar	1.31	0.46	0.21	114
Suitcase rack	1.35	0.48	0.23	114
Free water bottle	1.37	0.48	0.23	114
Vault	1.40	0.49	0.24	114
Help guides	1.44	0.50	0.25	114
Bathrobe	1.46	0.50	0.25	114
Make up Mirror	1.46	0.50	0.25	114
Clock	1.46	0.50	0.25	114
Slippers	1.49	0.50	0.25	114
Tissue box	1.49	0.50	0.25	114
Coffee/tea machine	1.52	0.50	0.25	114
Welcome cards	1.52	0.50	0.25	114
Pen and notebook	1.54	0.50	0.25	114
Free food, ex: Fruits	1.56	0.50	0.25	114
Recycled trash bin	1.61	0.49	0.24	114
Free candies or chocolate	1.68	0.47	0.22	114
Personalised notes from the hotel staff	1.75	0.43	0.19	114
T.V with Streaming services ex. Netflix	1.75	0.44	0.19	114
T.V with ability to connect your phone	1.75	0.43	0.19	114
Iron	1.77	0.42	0.18	114
Speaker	1.77	0.42	0.18	114
Tamper	1.78	0.41	0.17	114
Shoe cleaners	1.79	0.41	0.17	114

Appendix 7 - 3-star hotel guests' expectations regarding in-room amenities.

Question: "Are you expecting to have this amenity in your room?"

In-room amenities	Mean	Std Deviation	Variance	Count
Toiletries Ex. Shampoo, Bar soap...	1.00	0.00	0.00	35
Hair dryer	1.03	0.17	0.03	35
Free Wi-Fi	1.06	0.23	0.05	35
Air conditining	1.09	0.28	0.08	35
Hangers	1.09	0.28	0.08	35
Clock	1.63	0.48	0.23	35
Vault	1.66	0.47	0.23	35
Free water bottle	1.66	0.47	0.23	35
Bathrobe	1.69	0.46	0.22	35
Make up Mirror	1.69	0.46	0.22	35
Minibar	1.69	0.46	0.22	35
Recycled trash bin	1.71	0.45	0.20	35
Help guides	1.71	0.45	0.20	35
Suitcase rack	1.74	0.44	0.19	35
Tissue box	1.74	0.44	0.19	35
T.V with Streaming services ex. Netflix	1.74	0.44	0.19	35
Slippers	1.77	0.42	0.18	35
Coffee/tea machine	1.77	0.42	0.18	35
Iron	1.80	0.40	0.16	35
Personalised notes from the hotel staff	1.80	0.40	0.16	35
Pen and notebook	1.83	0.38	0.14	35
Welcome cards	1.83	0.38	0.14	35
T.V with ability to connect your phone	1.83	0.38	0.14	35
Free food, ex: Fruits	1.86	0.35	0.12	35
Free candies or chocolate	1.86	0.35	0.12	35
Shoe cleaners	1.94	0.23	0.05	35
Tamper	1.97	0.17	0.03	35

In-room amenities	Mean	Std Deviation	Variance	Count
Speaker	1.97	0.17	0.03	35

Appendix 8 - 4-star hotel guests' expectations regarding in-room amenities.

Question: "Are you expecting to have this amenity in your room?"

In-room amenities	Mean	Std Deviation	Variance	Count
Toiletries Ex. Shampoo, Bar soap...	1.02	0.14	0.02	50
Free Wi-Fi	1.02	0.14	0.02	50
Air conditining	1.06	0.24	0.06	50
Hangers	1.08	0.27	0.07	50
Hair dryer	1.12	0.32	0.11	50
Suitcase rack	1.18	0.38	0.15	50
Minibar	1.20	0.40	0.16	50
Free water bottle	1.34	0.47	0.22	50
Vault	1.36	0.48	0.23	50
Help guides	1.38	0.49	0.24	50
Welcome cards	1.44	0.50	0.25	50
Make up Mirror	1.46	0.50	0.25	50
Clock	1.48	0.50	0.25	50
Slippers	1.50	0.50	0.25	50
Pen and notebook	1.50	0.50	0.25	50
Bathrobe	1.52	0.50	0.25	50
Free food, ex: Fruits	1.52	0.50	0.25	50
Tissue box	1.54	0.50	0.25	50
Coffee/tea machine	1.56	0.50	0.25	50
Recycled trash bin	1.60	0.49	0.24	50
Free candies or chocolate	1.62	0.49	0.24	50
T.V with ability to connect your phone	1.68	0.47	0.22	50
Speaker	1.70	0.46	0.21	50
T.V with Streaming services ex. Netflix	1.70	0.46	0.21	50
Tamper	1.82	0.38	0.15	50

In-room amenities	Mean	Std Deviation	Variance	Count
Personalised notes from the hotel staff	1.82	0.38	0.15	50
Iron	1.84	0.37	0.13	50
Shoe cleaners	1.90	0.30	0.09	50

Appendix 9 - 5-star hotel guests' expectations regarding in-room amenities.

Question: "Are you expecting to have this amenity in your room?"

In-room amenities	Mean	Std Deviation	Variance	Count
Bathrobe	1.00	0.00	0.00	25
Toiletries Ex. Shampoo, Bar soap...	1.00	0.00	0.00	25
Hair dryer	1.00	0.00	0.00	25
Air conditining	1.00	0.00	0.00	25
Hangers	1.00	0.00	0.00	25
Free Wi-Fi	1.00	0.00	0.00	25
Minibar	1.04	0.20	0.04	25
Tissue box	1.04	0.20	0.04	25
Free water bottle	1.04	0.20	0.04	25
Slippers	1.08	0.27	0.07	25
Coffee/tea machine	1.08	0.27	0.07	25
Help guides	1.12	0.32	0.11	25
Make up Mirror	1.16	0.37	0.13	25
Vault	1.16	0.37	0.13	25
Clock	1.16	0.37	0.13	25
Suitcase rack	1.16	0.37	0.13	25
Pen and notebook	1.20	0.40	0.16	25
Free food, ex: Fruits	1.20	0.40	0.16	25
Welcome cards	1.24	0.43	0.18	25
Shoe cleaners	1.36	0.48	0.23	25
Tamper	1.40	0.49	0.24	25
Recycled trash bin	1.52	0.50	0.25	25
Personalised notes from the hotel staff	1.52	0.50	0.25	25

Iron	1.56	0.50	0.25	25
Free candies or chocolate	1.56	0.50	0.25	25
Speaker	1.60	0.49	0.24	25
T.V with ability to connect your phone	1.76	0.43	0.18	25
T.V with Streaming services ex. Netflix	1.88	0.32	0.11	25

Appendix 10 – One-way ANOVA between number of expected in-room amenities and star category.

	Sum of squares	Df	Mean square	F	Sig.
Between groups	1821.195	2	910.597	50.719	0.000
Within groups	1992.875	111	17.954		
Total	3814.07	113			

Appendix 11 – Means - Case processing summary and report between number of expected in-room amenities and star category.

	Included		Cases excluded		Total	
	N	**Percent**	**N**	**Percent**	**N**	**Percent**
Count expected amenities * star category	114	100%	0	0%	114	100%

Star category	Mean	N	Std. Deviation
3-star hotel	9.86	35	4.803
4-star hotel	14.96	52	4.097
5-star hotel	20.78	27	3.683
Total	14.77	114	5.81

Appendix 12 – Correlation between number of expected in-room amenities and number of expected toiletries with star category.

Correlation	Hotel star category
Number of expected in-room amenities	0.6903
Number of expected toiletries	0.5967

Appendix 13 – Hotel guests' satisfaction impact per amenity.

Question: "If these amenities were placed/implemented in your room, rate the importance these amenities would have in your overall satisfaction."

In-room amenities	Mean	Std Deviation	Variance	Count
Tamper	3.73	2.59	6.71	114
Shoe cleaners	4.32	2.64	6.99	114
Iron	4.74	2.73	7.46	114
Clock	5.17	2.69	7.24	114
Speaker	5.41	2.79	7.80	114
Make up Mirror	5.47	2.75	7.55	114
Pen and notebook	5.61	2.59	6.69	114
Minibar	5.74	2.91	8.47	114
Tissue box	5.82	2.49	6.18	114
Slippers	6.03	2.66	7.08	114
Vault	6.06	3.00	9.01	114
Suitcase rack	6.33	2.59	6.73	114
Bathrobe	6.47	2.72	7.41	114
Help guides	6.72	2.75	7.55	114
Welcome cards	6.77	2.97	8.83	114
Personalised notes from the hotel staff	7.10	3.00	9.00	114
Recycled trash bin	7.17	2.75	7.54	114
Coffee/tea machine	7.30	2.61	6.81	114
T.V with ability to connect your phone	7.49	2.97	8.79	114
Free candies or chocolate	7.64	2.74	7.51	114
Free food, ex: Fruits	7.83	2.62	6.86	114

Hangers	8.10	2.20	4.82	114
Hair dryer	8.11	2.43	5.91	114
T.V with Streaming services ex. Netflix	8.15	2.62	6.85	114
Free water bottle	8.40	2.18	4.75	114
Toiletries Ex. Shampoo, Bar soap...	8.48	2.15	4.62	114
Air conditining	8.79	1.92	3.67	114
Free Wi-Fi	9.49	1.45	2.09	114

Appendix 14 - Hotel guests' expectations regarding toiletries.

Question: "Are you expecting to have this toiletry in your room?"

Toiletries	**Mean**	**Std deviation**	**Variance**	**Count**
Shampoo	1.05	0.23	0.05	92
Bar soap	1.09	0.28	0.08	92
Lotion	1.35	0.48	0.23	92
Conditioner	1.41	0.49	0.24	92
Shower cap	1.43	0.50	0.25	92
Cotton pads	1.58	0.49	0.24	92
Toothpaste	1.65	0.48	0.23	92
Comb	1.65	0.48	0.23	92
Cotton swab	1.66	0.47	0.22	92
Toothbrush	1.74	0.44	0.19	92
Shaving kit	1.82	0.39	0.15	92

Appendix 15 - 3-star hotel guests' expectations regarding toiletries.

Question: "Are you expecting to have this toiletry in your room?"

Toiletries	**Mean**	**Std Deviation**	**Variance**	**Count**
Bar Soap	1.07	0.25	0.06	29
Shampoo	1.07	0.25	0.06	29
Lotion	1.66	0.48	0.23	29

	1.72	0.45	0.20	29
Conditioner	1.72	0.45	0.20	29
Shower cap	1.76	0.43	0.18	29
Cotton swab	1.79	0.41	0.16	29
Cotton pads	1.79	0.41	0.16	29
Toothpaste	1.83	0.38	0.14	29
Comb	1.83	0.38	0.14	29
Toothbrush	1.86	0.34	0.12	29
Shaving kit	1.90	0.30	0.09	29

Appendix 16 - 4-star hotel guests' expectations regarding toiletries.

Question: "Are you expecting to have this toiletry in your room?"

Toiletries	**Mean**	**Std Deviation**	**Variance**	**Count**
Shampoo	1.05	0.22	0.05	39
Bar Soap	1.10	0.30	0.09	39
Lotion	1.26	0.44	0.19	39
Conditioner	1.36	0.48	0.23	39
Shower cap	1.41	0.49	0.24	39
Toothbrush	1.64	0.48	0.23	39
Cotton swab	1.64	0.48	0.23	39
Toothpaste	1.67	0.47	0.22	39
Cotton pads	1.67	0.47	0.22	39
Comb	1.72	0.45	0.20	39
Shaving kit	1.85	0.36	0.13	39

Appendix 17 - 5-star hotel guests' expectations regarding toiletries.

Question: "Are you expecting to have this toiletry in your room?"

Toiletries	**Mean**	**Std Deviation**	**Variance**	**Count**
Bar Soap	1.05	0.22	0.05	20
Lotion	1.05	0.22	0.05	20

Shampoo	1.05	0.22	0.05	20
Shower cap	1.05	0.22	0.05	20
Cotton pads	1.05	0.22	0.05	20
Conditioner	1.10	0.30	0.09	20
Comb	1.25	0.43	0.19	20
Toothpaste	1.30	0.46	0.21	20
Cotton swab	1.45	0.50	0.25	20
Shaving kit	1.60	0.49	0.24	20
Toothbrush	1.70	0.46	0.21	20

Appendix 18 – One-way ANOVA between number of expected toiletries and star category.

	Sum of squares	Df	Mean square	F	Sig.
Between groups	269.578	2	134.789	24.548	0.000
Within groups	477.711	87	5.491		
Total	747.289	89			

Appendix 19 - Means - Case processing summary and report between number of expected toiletries and star category.

	Included		Cases excluded		Total	
	N	**Percent**	**N**	**Percent**	**N**	**Percent**
Count expected toiletries * star category	90	78.9%	24	21.1%	114	100%

Star category	Mean	N	Std. Deviation
3-star hotel	3.72	29	2.548
4-star hotel	5.67	40	2.379
5-star hotel	8.43	21	1.938
Total	5.69	90	2.898

Appendix 20 – Hotel guests' satisfaction impact per toiletry.

Question: "If these toiletries were placed/implemented in your room, rate the importance these toiletries would have in your overall satisfaction."

Field	Mean	Std Deviation	Variance	Count
Comb	5.12	2.14	4.56	92
Shaving kit	5.39	2.60	6.78	92
Shower cap	5.61	2.92	8.52	92
Cotton swab	6.07	2.62	6.89	92
Toothbrush	6.34	2.43	5.92	92
Cotton pads	6.59	2.78	7.72	92
Toothpaste	6.99	2.31	5.32	92
Conditioner	7.45	2.65	7.03	92
Lotion	8.10	2.49	6.22	92
Bar Soap	8.23	2.51	6.31	92
Shampoo	8.75	2.05	4.19	92

Appendix 21 – Hotel guests' quality level desired per toiletry.

Question: "How important is the quality of the toiletries?"

Field	Mean	Std Deviation	Variance	Count
Shower cap	2.47	1.30	1.68	92
Comb	2.77	1.11	1.24	92
Cotton swab	3.08	1.35	1.83	92
Shaving kit	3.27	1.33	1.76	92
Cotton pads	3.51	1.36	1.84	92
Toothbrush	3.54	1.18	1.40	92
Toothpaste	3.92	0.99	0.98	92
Bar Soap	4.03	1.25	1.55	92
Lotion	4.04	1.10	1.22	92
Conditioner	4.14	1.02	1.03	92
Shampoo	4.41	0.93	0.87	92

Appendix 22 – Hotel guests' toiletry preferences.

Question: "Order the toiletries below according to their importance. Please keep in mind that the lower you put them the lower the chances of them being implemented in your Hotel Room. (Consider 1 the highest)"

Field	Mean	Std Deviation	Variance	Count
Shampoo	1.93	1.60	2.55	91
Bar Soap	3.04	2.41	5.82	91
Lotion	4.08	2.01	4.03	91
Conditioner	4.38	2.31	5.31	91
Toothpaste	5.32	1.99	3.98	91
Toothbrush	6.27	1.97	3.89	91
Shaving kit	7.49	2.41	5.81	91
Cotton pads	7.71	2.38	5.65	91
Shower cap	8.26	2.72	7.40	91
Cotton swab	8.67	1.86	3.45	91
Comb	8.82	2.14	4.58	91

Appendix 23 – Hotel guests' impact of quality of specific features/products in overall satisfaction.

Question: "On a scale from 1 - 10 select the importance the quality of these AMENITIES shown below has on your satisfaction."

Field	Mean	Std Deviation	Variance	Count
The quality of the Air Fragrance	7.33	2.05	4.19	60
The quality of the Toilet Paper	7.98	1.77	3.12	60
The quality of the Towels	8.95	1.35	1.81	60
The quality of the Water Pressure	8.98	1.45	2.12	60
The quality of the Bedsheets	9.22	1.29	1.67	60
The duration and temperature of the Hot Water	9.30	0.95	0.91	60

The quality of the Mattress	9.35	0.96	0.93	60
The quality of the Pillows	9.58	0.86	0.74	60

Appendix 24 – Hotel guests' specific features/products preferences.

Question: "Order the rows below according to your preference. Keep in mind that the lower you put them the lower the chances of it being implemented in your Hotel Room."

Field	Mean	Std Deviation	Variance	Count
The quality of the Pillows	2.70	1.55	2.41	92
The quality of the Mattress	3.04	2.24	5.00	92
The quality of the Water Pressure	3.77	1.92	3.70	92
The duration and temperature of the Hot Water	4.11	1.77	3.12	92
The quality of the Bedsheets	4.28	1.73	3.01	92
The quality of the Towels	4.67	1.61	2.59	92
The quality of the Toilet Paper	5.96	1.88	3.52	92
The quality of the Air Frangance	7.47	1.26	1.60	92

Appendix 25 – "How important is the Hotel Room decoration / aesthetic in your overall satisfaction?"

Answer	%	Count
Not at all important	0.00%	0
Slightly important	6.59%	6
Moderately important	25.27%	23
Very important	40.66%	37
Extremely important	27.47%	25
Total	100%	91

Appendix 26 - One-way ANOVA between impact of the room decoration on overall satisfaction and star category.

	Sum of squares	Df	Mean square	F	Sig.
Between groups	12.617	2	6.308	9.525	0.000
Within groups	58.284	88	0.662		
Total	70.901	90			

Appendix 27 - Means - Case processing summary and report between impact of the room decoration on overall satisfaction and star category.

	Included		Cases excluded		Total	
	N	Percent	N	Percent	N	Percent
Impact of room decoration * star category	91	79.8%	23	20.2%	114	100%

Star category	Mean	N	Std. Deviation
3-star hotel	3.52	29	0.785
4-star hotel	3.83	41	0.892
5-star hotel	4.52	21	0.680
Total	3.89	91	0.888

Appendix 28 – Correlation between the impact of hotel room decoration on satisfaction, willingness to post on social media and importance of room decoration as a compensating factor with star category.

Correlation	Hotel star category
Impact of hotel room decoration on satisfaction	0.4080
Willingness to post on social media	0.0841
Importance of room decoration as a compensating factor	0.1898

Appendix 29 – "If the Hotel Room had an appealing decoration would you be more willing to post it on social media?"

Answer	%	Count
Strongly disagree	7.69%	7
Somewhat disagree	0.00%	0
Neither agree nor disagree	4.40%	4
Somewhat agree	32.97%	30
Strongly agree	54.95%	50
Total	100%	91

Appendix 30 - One-way ANOVA between willingness to post on social media and star category.

	Sum of squares	Df	Mean square	F	Sig.
Between groups	10.507	2	5.254	4.641	0.012
Within groups	99.624	88	1.132		
Total	110.132	90			

Appendix 31 - Means - Case processing summary and report between willingness to post on social media and star category.

	Included		Cases excluded		Total	
	N	Percent	N	Percent	N	Percent
Willingness to post on social media* star category	91	79.8%	23	20.2%	114	100%

Star category	Mean	N	Std. Deviation
3-star hotel	4.41	29	0.867
4-star hotel	3.93	41	1.367
5-star hotel	4.76	21	0.436
Total	4.27	91	1.106

Appendix 32 – "If the Hotel Room lacked amenities or the quality of those amenities were not the best, do you think that a nice decoration could compensate it?"

Answer	%	Count
Strongly disagree	6.59%	6
Somewhat disagree	24.18%	22
Neither agree nor disagree	24.18%	22
Somewhat agree	42.86%	39
Strongly agree	2.20%	2
Total	100%	91

Appendix 33 - One-way ANOVA between the importance of room decoration as a compensating factor and star category.

	Sum of squares	Df	Mean square	F	Sig.
Between groups	4.034	2	2.017	2.015	0.139
Within groups	88.076	88	1.001		
Total	92.110	90			

Appendix 34 - Means - Case processing summary and report between the importance of room decoration as a compensation factor and star category.

	Included		Cases excluded		Total	
	N	**Percent**	**N**	**Percent**	**N**	**Percent**
Importance of room decoration as a compensating factor * star category	91	79.8%	23	20.2%	114	100%

Star category	Mean	N	Std. Deviation
3-star hotel	2.93	29	0.923
4-star hotel	3.02	41	1.107
5-star hotel	3.48	21	0.873
Total	3.10	91	1.012

Appendix 35 – "If the amenities in your room were implemented in a sustainable way would that increase your satisfaction?"

Answer	%	Count
Strongly disagree	1.10%	1
Somewhat disagree	1.10%	1
Neither agree nor disagree	5.49%	5
Somewhat agree	37.36%	34
Strongly agree	54.95%	50
Total	100%	91

Appendix 36 - One-way ANOVA between the importance of sustainability on satisfaction and star category.

	Sum of squares	Df	Mean square	F	Sig.
Between groups	2.022	2	1.011	1.838	1.165
Within groups	48.396	88	0.550		
Total	50.418	90			

Appendix 37 - Means - Case processing summary and report between the importance of sustainability on satisfaction and star category.

	Included		Cases excluded		Total	
	N	Percent	N	Percent	N	Percent
Importance of sustainability on satisfaction * star category	91	79.8%	23	20.2%	114	100%

Star category	Mean	N	Std. Deviation
3-star hotel	4.48	29	0.509
4-star hotel	4.29	41	0.929
5-star hotel	4.67	21	0.577
Total	4.44	91	0.748

Appendix 38 – Correlation between the importance of sustainability on satisfaction and willingness to pay for sustainability with star category.

Correlation	Hotel star category
Importance of sustainability on satisfaction	0.0705
Willingness to pay for sustainability	-0.0039

Appendix 39 – "Are you willing to pay more for a hotel room if the features inside the room are sustainable? For example: Plastic free"

Answer	%	Count
Definitely not	1.10%	1
Probably not	15.38%	14
Might or might not	21.98%	20
Probably yes	46.15%	42
Definitely yes	15.38%	14
Total	100%	91

Appendix 40 – One-way ANOVA between the willingness to pay for sustainability and star category.

	Sum of squares	Df	Mean square	F	Sig.
Between groups	5.748	2	2.874	3.234	0.044
Within groups	78.208	88	0.889		
Total	83.956	90			

Appendix 41 - Means - Case processing summary and report between the willingness to pay for sustainability and star category.

	Included		Cases excluded		Total	
	N	Percent	N	Percent	N	Percent
Willingness to pay for sustainability * star category	91	79.8%	23	20.2%	114	100%

Star category	Mean	N	Std. Deviation
3-star hotel	3.79	29	0.675
4-star hotel	3.32	41	1.083
5-star hotel	3.86	21	0.963
Total	3.59	91	0.966

Appendix 42 – Hotel guests' attentiveness to the small details

Question: "On a scale from 0 - 10 how would you considered your attentiveness to the small details inside the hotel room? For example: The way the toiletries are placed; The towels set up; The way the bed is made..."

Field	Mean	Std Deviation	Variance	Count
Attentiveness to the small details	7.39	2.47	6.12	88

Appendix 43 – One-way ANOVA between the attentiveness to the small details and star category.

	Sum of squares	Df	Mean square	F	Sig.
Between groups	131.679	2	66.339	13.882	0.000
Within groups	406.185	85	4.779		
Total	538.864	87			

Appendix 44 – Means - Case processing summary and report between the attentiveness to the small details and star category.

	Included		Cases excluded		Total	
	N	Percent	N	Percent	N	Percent
Attentiveness to the small details * star category	88	77.2%	26	22.8%	114	100%

Star category	Mean	N	Std. Deviation
3-star hotel	6.03	29	2.146
4-star hotel	7.34	38	2.664
5-star hotel	9.33	21	0.856
Total	7.39	88	2.489

Appendix 45 – Correlation between attentiveness to the small details with star category.

Correlation	Hotel star category
Attentiveness to the small details	0.4915

References

Abrate, Graziano, Antonella Capriello, and Giovanni Fraquelli. 2011. "When Quality Signals Talk: Evidence from the Turin Hotel Industry." *Tourism Management* 32 (August): 912–21. https://doi.org/10.1016/j.tourman.2010.08.006.

Abrate, Graziano, and Giampaolo Viglia. 2016. "Strategic and Tactical Price Decisions in Hotel Revenue Management." *Tourism Management* 55 (August): 123–32. https://doi.org/10.1016/j.tourman.2016.02.006.

Agušaj, Besim, Vanda Bazdan, and Đina Lujak. 2017. "THE RELATIONSHIP BETWEEN ONLINE RATING, HOTEL STAR CATEGORY AND ROOM PRICING POWER." *Undefined*. https://www.semanticscholar.org/paper/THE-RELATIONSHIP-BETWEEN-ONLINE-RATING%2C-HOTEL-STAR-Agu%C5%A1aj-Bazdan/de5b4de8b7d0ea955e585d5e6f5089b05ba7add2.

Ahani, Ali, Mehrbakhsh Nilashi, Elaheh Yadegaridehkordi, Louis Sanzogni, Tarik Rashid, kathy knox, Sarminah Samad, and Assoc Prof. Dr. Othman Ibrahim. 2019. "Revealing Customers' Satisfaction and Preferences through Online Review Analysis: The Case of Canary Islands Hotels." *Journal of Retailing and Consumer Services* 51 (August): 31–343. https://doi.org/10.1016/j.jretconser.2019.06.014.

Alnawas, Ibrahim, and Jane Hemsley-Brown. 2019. "Examining the Key Dimensions of Customer Experience Quality in the Hotel Industry." *Journal of Hospitality Marketing & Management* 28 (7): 833–61. https://doi.org/10.1080/19368623.2019.1568339.

Anselmsson, Johan, Niklas Vestman Bondesson, and Ulf Johansson. 2014. "Brand Image and Customers' Willingness to Pay a Price Premium for Food Brands." *Journal of Product & Brand Management* 23 (2): 90–102. https://doi.org/10.1108/JPBM-10-2013-0414.

Ariffin, Ahmad Azmi M., and Atefeh Maghzi. 2012. "A Preliminary Study on Customer Expectations of Hotel Hospitality: Influences of Personal and Hotel Factors." *International Journal of Hospitality Management* 31 (1): 191–98. https://doi.org/10.1016/j.ijhm.2011.04.012.

Aznar, Pedro, Josep Sayeras, Guillem Segarra, and Jorge Claveria. 2018. "AirBnB Competition and Hotels' Response: The Importance of Online Reputation." *Athens Journal of Tourism* 5 (February): 7–20. https://doi.org/10.30958/ajt.5.1.1.

Bagur-Femenías, Llorenç, Jordi Martí, and Alfredo Rocafort. 2015. "Impact of Sustainable Management Policies on Tourism Companies' Performance: The Case of the Metropolitan Region of Madrid." *Current Issues in Tourism* 18 (4): 376–90. https://doi.org/10.1080/13683500.2014.932757.

Barber, Nelson, Dae-Kwan Kim, and Young Hoon Kim. 2019. "Sustainability Research in the Hotel Industry: Past, Present, and Future: Journal of Hospitality Marketing & Management: Vol 28, No 5." 2019. https://www.tandfonline.com/doi/abs/10.1080/19368623.2019.1533907?journalCode=whmm20.

Belver-Delgado, Tamara, Sonia san martín, and Rosa M. Hernández-Maestro. 2020. "The Influence of Website Quality and Star Rating Signals on Booking Intention: Analyzing the Moderating Effect of Variety Seeking." *Spanish Journal of Marketing - ESIC* ahead-of-print (August). https://doi.org/10.1108/SJME-09-2019-0076.

Berezina, Katerina, Anil Bilgihan, Cihan Cobanoglu, and Fevzi Okumus. 2015. "Understanding Satisfied and Dissatisfied Hotel Customers: Text Mining of Online Hotel Reviews." *Journal of Hospitality Marketing & Management* 25 (February): 1–24. https://doi.org/10.1080/19368623.2015.983631.

Bickart, Barbara, and Robert Schindler. 2001. "Internet Forums as Influential Sources of Consumer Information." *Journal of Interactive Marketing* 15 (June): 31–40. https://doi.org/10.1002/dir.1014.

Biswas, Abhijit. 1992. "The Moderating Role of Brand Familiarity in Reference Price Perceptions." *Journal of Business Research* 25 (3): 251–62. https://doi.org/10.1016/0148-2963(92)90033-8.

Booking.com. 2021. "Booking.Com's 2021 Sustainable Travel Report." Booking.Com's 2021 Sustainable Travel Report Affirms Potential Watershed Moment for Industry and Consumers. 2021. https://globalnews.booking.com/bookingcoms-2021-sustainable-travel-report-affirms-potential-watershed-moment-for-industry-and-consumers/.

Calisto, Maria de Lurdes, Jorge Umbelino, Ana Gonçalves, and Cláudia Viegas. 2021. "Environmental Sustainability Strategies for Smaller Companies in the Hotel Industry: Doing the Right Thing or Doing Things Right?" *Sustainability* 13 (18): 10380. https://doi.org/10.3390/su131810380.

Chatterjee, Patrali. 2006. "Online Reviews: Do Consumers Use Them?" *Advances in Consumer Research* 28 (May).

Chekitan S., Dev, Rebecca Hamilton, and Roland Rust. 2017. "Hotel Brand Standards: How to Pick the Right Amenities for Your Property." *Cornell Nolan* 17 (3). https://sha.cornell.edu/faculty-research/centers-institutes/chr/research-publications/hotel-brand-standards-how-to-pick-the-right-amenities-for-your-property/.

Chen, Yubo, and Jinhong Xie. 2008. "Online Consumer Review: Word-of-Mouth as a New Element of Marketing Communication Mix." *Management Science* 54 (March): 477–91. https://doi.org/10.1287/mnsc.1070.0810.

Chiang, Chun-Fang, and Soocheong Jang. 2006. "The Effects of Perceived Price and Brand Image on Value and Purchase Intention: Leisure Travelers' Attitudes Toward Online Hotel Booking." *Journal of Hospitality & Leisure Marketing* 15 (January): 49–69. https://doi.org/10.1300/J150v15n03_04.

Choi, Tat, and Raymond Chu. 2001. "Determinants of Hotel Guests' Satisfaction Andrepeat Patronage in the Hong Kong Hotelindustry." 2001. https://doi.org/10.1016/S0278-4319(01)00006-8.

Cobanoglu, Cihan, Katerina Berezina, Michael Kasavana, and Mehmet Erdem. 2011. "The Impact of Technology Amenities on Hotel Guest Overall Satisfaction." *Journal of Quality Assurance in Hospitality & Tourism* 12 (October): 272–88. https://doi.org/10.1080/1528008X.2011.541842.

Dellarocas, Chrysanthos. 2003. "The Digitization of Word of Mouth: Promise and Challenges of Online Feedback Mechanisms." *Management Science* 49 (10): 1407–24. https://doi.org/10.1287/mnsc.49.10.1407.17308.

Desai, Kalpesh Kaushik, and Kevin Lane Keller. 2002. "The Effects of Ingredient Branding Strategies on Host Brand Extendibility." *Journal of Marketing* 66 (1): 73–93. https://doi.org/10.1509/jmkg.66.1.73.18450.

Dolores López-Gamero, María, Enrique Claver-Cortés, and José Francisco Molina-Azorín. 2011. "Environmental Perception, Management, and Competitive Opportunity in Spanish Hotels." *Cornell Hospitality Quarterly* 52 (4): 480–500. https://doi.org/10.1177/1938965511420694.

El-Said, Osman. 2019. "Impact of Online Reviews on Hotel Booking Intention: The Moderating Role of Brand Image, Star Category, and Price." *Tourism Management Perspectives* 33 (December). https://doi.org/10.1016/j.tmp.2019.100604.

Erdem, Tülin, and Joffre Swait. 1998. "Brand Equity as a Signaling Phenomenon." *Journal of Consumer Psychology* 7 (2): 131–57. https://doi.org/10.1207/s15327663jcp0702_02.

Foris, Diana, Natalia Crihălmean, and Tiberiu Foris. 2020. "Exploring the Environmental Practices in Hospitality through Booking Websites and Online Tourist Reviews." *Sustainability* 12 (December): 10282. https://doi.org/10.3390/su122410282.

Goldstein, Kevin. 2012. "Current Trends and Opportunities in Hotel Sustainability | By Kevin Goldstein." Hospitality Net. 2012. https://www.hospitalitynet.org/opinion/4054752.html.

Hamilton, Rebecca, Roland Rust, Michel Wedel, and Chekitan Dev. 2016. "Return on Service Amenities." *Journal of Marketing Research* 54 (April). https://doi.org/10.1509/jmr.14.0364.

Heo, Cindy, and Sunghyup Hyun. 2015. "Do Luxury Room Amenities Affect Guests' Willingness to Pay?" *International Journal of Hospitality Management* 46 (April). https://doi.org/10.1016/j.ijhm.2014.10.002.

Hilbrink, E. M. 2017. "'The Hotel Were Graet' : The Effects of Valence and Language Errors on the Attitude towards the Hotel, Review Credibility, Booking Intention and EWOM Intention of Consumers." Info:eu-repo/semantics/masterThesis. University of Twente. January 20, 2017. https://essay.utwente.nl/71647/.

Holjevac, Ivanka, Markovic Suzana, and Sanja Raspor. 2010. "Customer Satisfaction Measurement In Hotel Industry: Content Analysis Study," January.

Inversini, Alessandro, and Lorenzo Masiero. 2014. "Selling Rooms Online: The Use of Social Media and Online Travel Agents." *International Journal of Contemporary Hospitality Management* 26 (2): 272–92. https://doi.org/10.1108/IJCHM-03-2013-0140.

Jones, Peter, David Hillier, and Daphne Comfort. 2014. "Sustainability in the Global Hotel Industry." *International Journal of Contemporary Hospitality Management* 26 (February). https://doi.org/10.1108/IJCHM-10-2012-0180.

Kandampully, Jay, and Dwi Suhartanto. 2000. "Customer Loyalty in the Hotel Industry: The Role of Customer Satisfaction and Image." *International Journal of Contemporary Hospitality Management* 12 (6): 346–51. https://doi.org/10.1108/09596110010342559.

Keller, Kevin Lane. 1993. "Conceptualizing, Measuring, and Managing Customer-Based Brand Equity." *Journal of Marketing*. https://journals.sagepub.com/doi/abs/10.1177/002224299305700101.

Kibet, and Korir. 2013. "Relationship between Complexity and Product Adoption by the Sales Person in Manufacturing Firms in Kenya." *International Journal of Current Research* 6 (1). http://www.journalcra.com.

Kim, Eun Joo, Seyhmus Baloglu, and Tony L. Henthorne. 2021. "Signaling Effects of Branded Amenities on Customer-Based Brand Equity." *Journal of Hospitality Marketing & Management* 30 (4): 508–27. https://doi.org/10.1080/19368623.2021.1846651.

Kim, Woo, Jun Li, Jin Han, and Yunkyong Kim. 2015. "The Influence of Recent Hotel Amenities and Green Practices on Guests' Price Premium and Revisit Intention." *Tourism Economics* 23 (December). https://doi.org/10.5367/te.2015.0531.

Kongbuamai, Nattapan, Quocviet Bui, Hafiz Muhammad Abaid Ullah Yousaf, and Yun Liu. 2020. "The Impact of Tourism and Natural Resources on the Ecological Footprint: A Case Study of ASEAN Countries." *Environmental Science and Pollution Research* 27 (16): 19251–64. https://doi.org/10.1007/s11356-020-08582-x.

Kotler, Philip, John Bowen, and James Makens. 2014. *Marketing for Hospitality and Tourism*.

Kotler, Philip, and Waldemar Pförtsch. 2010. *Ingredient Branding: Making the Invisible Visible*. *Ingredient Branding: Making the Invisible Visible*. https://doi.org/10.1007/978-3-642-04214-0.

Kularatne, Wilson, Månsson, Hoang, and Lee. 2018. "Do Environmentally Sustainable Practices Make Hotels More Efficient? A Study of Major Hotels in Sri Lanka | Elsevier Enhanced Reader." 2018. https://doi.org/10.1016/j.tourman.2018.09.009.

Lien, Che-Hui, Miin-Jye Wen, Li-Ching Huang, and Kuo-Lung Wu. 2015. "Online Hotel Booking: The Effects of Brand Image, Price, Trust and Value on Purchase Intentions." *Asia Pacific Management Review* 20 (4): 210–18. https://doi.org/10.1016/j.apmrv.2015.03.005.

López-Fernández, María, and Ana Serrano. 2004. "Is The Hotel Classification System a Good Indicator of Hotel Quality? An Application in Spain." *Tourism Management - TOURISM MANAGE* 25 (December): 771–75. https://doi.org/10.1016/j.tourman.2004.06.007.

Lu, Carol, Celine Berchoux, Michael W. Marek, and Brendan Chen. 2015. "Service Quality and Customer Satisfaction: Qualitative Research Implications for Luxury Hotels." *International Journal of Culture, Tourism and Hospitality Research* 9 (2): 168–82. https://doi.org/10.1108/IJCTHR-10-2014-0087.

Maroco, Ana, and João Maroco. 2013. "Service Quality, Customer Satisfaction and Loyalty in 4- and 5-Star Hotels." *European Journal of Tourism, Hos Pitality and Recreation* 4 (December): 119–45.

Martin-Fuentes, Eva. 2016. "Are Guests of the Same Opinion as the Hotel Star-Rate Classification System?" *Journal of Hospitality and Tourism Management* 29 (June): 126–34. https://doi.org/10.1016/j.jhtm.2016.06.006.

Mey, Lau Pei, Abdolali Khatibi Akbar, and David Yong Gun Fie. 2006. "Measuring Service Quality and Customer Satisfaction of the Hotels in Malaysia: Malaysian, Asian and Non-Asian Hotel Guests." *Measuring Service Quality and Customer Satisfaction of the Hotels in Malaysia: Malaysian, Asian and Non-Asian Hotel Guests | Elsevier Enhanced Reader* 13 (2). https://doi.org/10.1375/jhtm.13.2.144.

Michael K, Brady, Joseph Cronin, and Richard Brady. 2002. "Performance-Only Measurement of Service Quality:A Replication and Extension." 2002. https://doi.org/10.1016/S0148-2963(00)00171-5.

Min, Hokey, and Hyesung Min. 1997. "Benchmarking the Quality of Hotel Services: Managerial Perspectives." *International Journal of Quality & Reliability Management* 14 (6): 582–97. https://doi.org/10.1108/02656719710186209.

Mohanty, Dr Shamita. 2015. "Hospitality Sector Staying Green for Competitive Advantage," 4.

Moro, Sérgio, Paulo Rita, and Cristina Oliveira. 2017. "Factors Influencing Hotels' Online Prices." *Journal of Hospitality Marketing & Management* 27 (October). https://doi.org/10.1080/19368623.2018.1395379.

Nast, Condé. 2018. "Why Your Hotel Amenities Are Better Than Ever." Vogue. January 22, 2018. https://www.vogue.com/article/evolution-hotel-amenities.

Nunkoo, Robin, Viraiyan Teeroovengadum, Christian M Ringle, and Vivek Sunnassee. 2018. "Service Quality and Customer Satisfaction_ The Moderating Effects of Hotel Star Rating | Elsevier Enhanced Reader." 2018. https://doi.org/10.1016/j.ijhm.2019.102414.

Oliver, Richard L. 1980. "A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions." *Journal of Marketing Research* 17 (4): 460–69. https://doi.org/10.2307/3150499.

Park, Cheol, and Thae Min Lee. 2009. "Information Direction, Website Reputation and EWOM Effect: A Moderating Role of Product Type | Elsevier Enhanced Reader." In . Vol. 62. Journal of Business Research. https://doi.org/10.1016/j.jbusres.2007.11.017.

Phillips, Paul, Stuart Barnes, Krystin Zigan, and Roland Schegg. 2016. "Understanding the Impact of Online Reviews on Hotel Performance: An Empirical Analysis." *Journal of Travel Research* 56 (April). https://doi.org/10.1177/0047287516636481.

Qi, Lu, and Ye Qiang. 2013. "How Hotel Star Rating Moderates Online Word-of-Mouth Effect: A Difference-in-Difference Approach." In *2013 International Conference on Management Science and Engineering 20th Annual Conference Proceedings*, 3–8. https://doi.org/10.1109/ICMSE.2013.6586254.

Radojevic, Tijana, Nemanja Stanisic, and Nenad Stanic. 2015. "Ensuring Positive Feedback: Factors That Influence Customer Satisfaction in the Contemporary Hospitality Industry | Elsevier Enhanced Reader." 2015. https://doi.org/10.1016/j.tourman.2015.04.002.

Rajaguru, Rajesh, and Najmeh Hassanli. 2018. "The Role of Trip Purpose and Hotel Star Rating on Guests' Satisfaction and WOM." *International Journal of Contemporary Hospitality Management* 30 (March): 00–00. https://doi.org/10.1108/IJCHM-01-2017-0044.

Revell, Andrea, and Robert Blackburn. 2007. "The Business Case for Sustainability? An Examination of Small Firms in the UK's Construction and Restaurant Sectors." *Business Strategy and the Environment* 16 (September). https://doi.org/10.1002/bse.499.

Ryu, Kisang, Heesup Han, and Tae-Hee Kim. 2008. "The Relationships among Overall Quick-Casual Restaurant Image, Perceived Value, Customer Satisfaction, and Behavioral Intentions." *International Journal of Hospitality Management*, Special Issue on Hospitality Management in China, 27 (3): 459–69. https://doi.org/10.1016/j.ijhm.2007.11.001.

Sayfuddin, ATM, and Yong Chen. 2021. "The Signaling and Reputational Effects of Customer Ratings on Hotel Revenues: Evidence from TripAdvisor." *International Journal of Hospitality Management* 99 (October): 103065. https://doi.org/10.1016/j.ijhm.2021.103065.

Silvestre, and Silva. 2014. "Capability Accumulation, Innovation, and Technology Diffusion_ Lessons from a Base of the Pyramid Cluster | Elsevier Enhanced Reader." 2014. https://doi.org/10.1016/j.technovation.2013.09.007.

Simonin, Berhard, and Julie Ruth. 1998. "Is a Company Known by the Company It Keeps? Assessing the Spillover Effects of Brand Alliances on Consumer Brand Attitudes." *Journal of Marketing Research* 35 (February): 30–42. https://doi.org/10.2307/3151928.

Somohardjo, N. I. K. 2017. "The Effect of Online Reviews on the Review Attitude and Purchase Intention." *Undefined*. https://www.semanticscholar.org/paper/The-Effect-of-Online-Reviews-on-the-Review-Attitude-Somohardjo/57a137a1aa4ab79179877c15d67538c6e7f47cc9.

Stringam, Betsy. 2008. "A Comparison of Vacation Ownership Amenities with Hotel and Resort Hotel Amenities." *Journal of Retail & Leisure Property* 7 (August): 186–203. https://doi.org/10.1057/rlp.2008.10.

Sun, Jin. 2014. "How Risky Are Services? An Empirical Investigation on the Antecedents and Consequences of Perceived Risk for Hotel Service." *International Journal of Hospitality Management* 37 (February): 171–79. https://doi.org/10.1016/j.ijhm.2013.11.008.

Swaminathan, Vanitha, Srinivas Reddy, and Sara Dommer. 2012. "Spillover Effects of Ingredient Branded Strategies on Brand Choice: A Field Study." *Marketing Letters* 23 (March): 237–51. https://doi.org/10.2139/ssrn.2016825.

"The Concept Of Sustainability In The Hotel Industry Tourism Essay." 2015. 2015. https://www.ukessays.com/essays/tourism/the-concept-of-sustainability-in-the-hotel-industry-tourism-essay.php.

Tinwala, Raesah, and Urmi Biswas. 2019. "Perceived Sustainability Practices, Turnover Intentions, and Organizational Identification in Hotel Industries." *Management:Journal of Sustainable Business and Management Solutions in Emerging Economies* 25 (July). https://doi.org/10.7595/management.fon.2019.0009.

Ye, Qiang, Rob Law, and Bin Gu. 2009. "The Impact of Online User Reviews on Hotel Room Sales." *International Journal of Hospitality Management - INT J HOSP MANAG* 28 (March): 180–82. https://doi.org/10.1016/j.ijhm.2008.06.011.

Ye, Qiang, Huiying Li, Zhisheng Wang, and Rob Law. 2014. "The Influence of Hotel Price on Perceived Service Quality and Value in E-Tourism: An Empirical Investigation Based on Online Traveler Reviews." *Journal of Hospitality & Tourism Research* 38 (1): 23–39. https://doi.org/10.1177/1096348012442540.

Yoo, Kyung-Hyan, and Ulrike Gretzel. 2011. "Influence of Personality on Travel-Related Consumer-Generated Media Creation." *Computers in Human Behavior*, Web 2.0 in Travel and Tourism: Empowering and Changing the Role of Travelers, 27 (2): 609–21. https://doi.org/10.1016/j.chb.2010.05.002.

Zhong, Zhuling, Yang Yang, and Mu Zhang. 2014. "Role of Online Reviews in Hotel Reservations Intention Based on Social Media." *Science Alert*. https://doi.org/10.3923/jas.2014.341.347.

Zhu, Feng. 2010. "Impact of Online Consumer Reviews on Sales: The Moderating Role of Product and Consumer Characteristics." *Journal of Marketing - J MARKETING* 74 (March): 133–48. https://doi.org/10.1509/jmkg.74.2.133.

Zhu, Feng, and Xiaoquan Zhang. 2006. "The Influence of Online Consumer Reviews on the Demand for Experience Goods: The Case of Video Games." In , 25.