Do hospitality services differentiation impacts willingness-to-pay?

A Study on Pousadas de Portugal

Dissertation by

Carolina Alexandra Henriques Carneiro

Student Number: 152121430

Dissertation written under the supervision of Prof. Paulo Romeiro

Dissertation submitted in partial fulfillment of requirements for the MSc in Management with Specialization in Strategy, Entrepreneurship & Impact at the CATÓLICA-LISBON School of Business & Economics,

January 4th 2023

ABSTRACT

The hospitality sector is an ever-changing industry that must be able to keep up with consumer trends and predict their demands and needs. Nowadays, more than ever, hotel units must find ways to stay appealing with the emergence of alternative hospitality solutions like Airbnb. It is, therefore, essential to keep consumers updated and to communicate to them the essence of the brand.

This study is done on the context of Pousadas de Portugal by developing different scenarios that measure the impact of each Pousada type in terms of consumers' willingness-to-pay variation, while also investigating the mediation effect of brand equity and its dimensions. The scenarios created idealize three Pousadas de Portugal, one of each type (Monument, Historic and Charming), all located in Lisbon that offer distinctive services and have unique characteristics. The stimuli were used in an online questionnaire where responders where randomly assigned to each type of stimuli.

Findings reveal that, for Pousadas de Portugal, hospitality differentiation and willingness-to-pay are not related, and brand equity has a small to null effect on the relationship. Also, although, responders are aware that different types of Pousadas exist, they appear to not have a clear understanding of their differentiation brand strategy, thus Pousadas should find a better solution.

Keywords: Hospitality, Services Differentiation, Willingness-to-pay, Brand Equity, Brand Awareness, Perceived Quality and Brand Loyalty.

Do hospitality services differentiation impacts willingness-to-pay? - A study on Pousadas de Portugal by Pestana.

Carolina Alexandra Henriques Carneiro

SUMÁRIO

A hotelaria é um sector em constante mudança que deve acompanhar as tendências dos consumidores e prever as suas necessidades. Atualmente, os gestores devem encontrar formas de se manterem atrativos dada a emergência de soluções alternativas como os Airbnb. É, portanto, essencial manter os consumidores atualizados e comunicar-lhes a essência da marca.

Este estudo é feito no contexto das Pousadas de Portugal, com o desenvolvimento de diferentes cenários que determinam o impacto que cada Pousada tem em termos de variação da disposição para pagar dos consumidores, enquanto investiga o efeito mediador da equidade da marca e as suas dimensões. Os cenários criados idealizam três Pousadas de Portugal, uma de cada tipo (Monumento, Histórico e Charming), todas localizadas em Lisboa que oferecem serviços distintos, com características únicas. Os estímulos foram utilizados num questionário online onde os inquiridos foram atribuídos aleatoriamente a cada um delas.

As descobertas revelam que, para as Pousadas de Portugal, a diferenciação da hospitalidade e a vontade de pagar não estão relacionadas, e a equidade da marca tem um efeito pequeno a nulo na relação. Além disso, embora os inquiridos estejam conscientes de que existem diferentes tipos de Pousadas, não têm um entendimento da sua estratégia de diferenciação da marca, pelo que Pousadas deveria encontrar uma solução melhor.

Palavras-chave: Hotelaria, Diferenciação de Serviços, Disposição para Pagar, Equidade de Marca, Notoriedade de Marca, Qualidade e Lealdade.

A diferenciação de serviços na hotelaria impacta a disposição para pagar? - Um estudo sobre Pousadas de Portugal

Carolina Alexandra Henriques Carneiro

ACKNOWLEDGEMENTS

First, I would like to express my gratitude towards my dissertation advisor at Católica-Lisbon, Professor Paulo Romeiro, for his guidance and support through this semester in the development of my research project, to whom none of it would be possible. I thank you for your generous availability and helpful advice.

A very special thank you to my uncle Miguel and friend Catarina for all your valuable guidance and assistance, thank you for investing your time and always be eager to help me.

My appreciation extends to those who participated in my focus group and all who responded to the survey, as your contribution was essential to the results of this research.

To my one-of-kind family, Mum, Dad, Kika e Zé, I could not be more grateful to anyone. Thank you for your unconditional support and encouragement in pursuing my curiosities.

A special thanks to my friends at Pestana, Inês, Bárbara and Joana, who have showed great support and constant availability in sharing their knowledge with me. Thank you for your constant encouragement, help and suggestions during this process.

Thank you to all my fantastic friends, that although are not always sure what I'm doing have been always the most interested and supportive.

Lastly, my heartfelt thanks to my boyfriend, Tomás, who enthusiastically supports all my endeavors and patiently encourages me to do better. Without you, this whole process would have been much more stressful and I thank you for that. I cannot wait to see you accomplish all your dreams.

TABLE OF CONTENTS

TABLE OF FIGURES

TABLE OF TABLES

TABLE OF APPENDICES

GLOSSARY

DV – Dependent Variable

IV – Independent Variable

WTP – Willingness-to-Pay

SPSS – Statistical Package for the Social Sciences

PP – Pousada de Portugal

CHAPTER 1: INTRODUCTION

1.1 Background

Pousadas de Portugal are striking buildings that describe what Portugal was and is today. From medieval banquets to unique locations surrounded by mesmerizing landscapes, staying at any Pousada de Portugal takes you back in time with modern day comforts.

First open in the 1940s, Pousadas de Portugal are a brand of excellence present in more than 35 hotels located in restored places like monasteries, castles, convents, forts, and mansions with accommodations according to the style and traditions of each region. When Pestana took over, in 2003, it made as a priority to maintain these buildings' architectural heritage, which is the reason why Pousadas de Portugal, nowadays, are considered to be proud ambassadors of authenticity and Portuguese gastronomy.

To make it easier to distinguish between the Pousadas, three types were created, Pousadas Historic, Pousadas Monument, and Pousadas Charming, each with different and unique attributes.
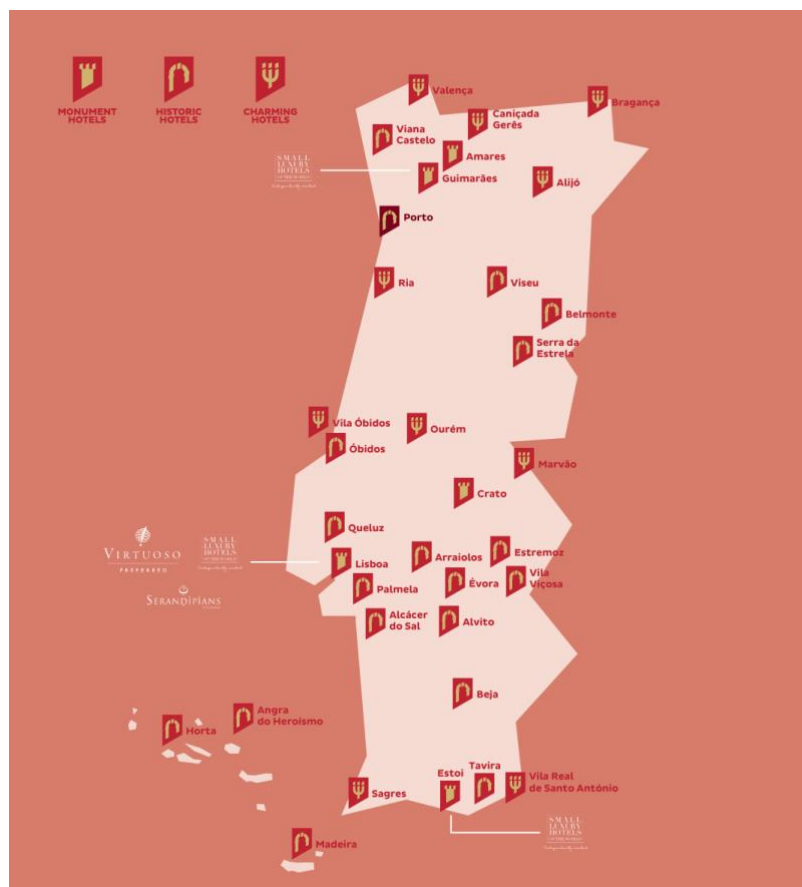
Figure 1 - Distribution of Pousadas de Portugal in Portugal

The refinement of tradition and culture defines Pousadas Monument. Certified by Small Luxury Hotels, these Pousadas offer a luxury experience that leaves no one indifferent and are the showcase of the new Pousadas de Portugal strategy. With privileged locations, high standards of quality and comfort, personalized service, and richness in unique details, they are the representation of luxury hotels at the highest level of quality and service.

The restoration of historic buildings gave rise to Historic Hotels. Located in the most iconic and historic places in Portugal, these Pousadas allow you to revisit the past with the comfort of the present. Seen as the essence of Pousadas de Portugal, located in convents, palaces, and castles, they are living testimonies of Portugal's history.

Associated to the Charming concept, this last type of Pousadas is not located in historical buildings, unlike the others. They are characterized by their unique personality and charm, providing the client with a unique experience. Pousadas Charming, with an exclusive location and installed in emblematic surroundings are integrated in lush landscapes and unique places where it is no longer possible to build anything else around them.

The problem with the different types of Pousadas is that although well differentiated on paper, it is rather difficult to, in reality, distinguish between them. Not only because of their unstandardized characteristics and different look and feel, but also because there are no two Pousadas alike, and their uniqueness and authenticity is what makes them truly remarkable.

Differentiation in hospitality, may use a vertical strategy, when a company competes with a product that the customer can rank with measurable factors, like price and quality, or horizontal strategy, if there is an offering of unique product combinations that intends to satisfy all customers' needs within a specific segment which is offered at the same price point and has the overall identic quality, (Becerra et al., 2013). For this dissertation, the case of Pousadas de Portugal is an example of vertical differentiation where the brand offers similar products at different price points and quality standards.

1.2 Problem Statement

The goal for this dissertation is to study the impact that hospitality services differentiation may have on willingness-to-pay, with particular emphasis on the different characteristics of Pousadas de Portugal and the different dimensions of Brand Equity (brand awareness, perceived quality, brand loyalty, overall brand equity).

In a nutshell, the problem statement can be defined as:

How hospitality services differentiation impacts Willingness-to-Pay.

The mediating impact of Brand Equity.

This paper provides a theoretical framework to address the doubts on willingness-to-pay and studies the contingencies under which Pousadas de Portugal type is more or less significant. Below are presented the research questions that were formulated to gain better knowledge of the issues and accomplish the intended purpose of the research:

RQ1: Do different types of Pousadas de Portugal impact willingness-to-pay differently?

RQ2: Do Pousadas Charming have a negative impact on the Brand Equity?

1.3 Relevance

The topic of this dissertation came up in in a lunch conversation where me and other friends that have stayed at Pousadas were having difficulties in defining, by memory, the different characteristics of Pousadas de Portugal and were trying to understand the differences between the names, since something Monument is also Historic, and Charming is often perceived as higher quality or upper tier.

Until now, the topic of vertical differentiation within Pousadas de Portugal have not been investigated since although consumers are aware of Pousadas and know them from the hotels in famous Portuguese spots with one-of-a-kind characteristics, the distinction between the types is often not clear nor its evidently communicated.

Ultimately this study aims to determine whether or not the differentiation made by Pousadas de Portugal makes sense and if consumers are perceiving the correct different aspects that distinguish them.

1.4 Research methods

To correctly find the answers to the proposed research questions, primary data was collected in the form of a focus group and a survey which was done and distributed online to determine quantitively the relationships between the different variables.

For the analysis of the results of the survey, it was through linear regressions, frequency analysis and reliability analysis that the conclusions were draw, having as the main statistical analysis a mediation analysis which helped understanding the mediating role of the different dimensions of brand equity – brand awareness, perceived quality, brand loyalty and overall brand equity – in the relationship between hospitality services differentiation and willingness-to-pay.

The survey's responses were analyzed in IBM's SPSS statistical software, version 28.0, and the data was treated quantitively through the most appropriate tests for the data and for the hypothesis under study.

1.5 Dissertation outline

This thesis presents a total of five chapters. The next chapter provides a detailed Literature Review and looks deeper into the proposed hypothesis, its in-depth understanding and presence on previous studies. The chapter will explain the relationship between variables, meaning, how hospitality differentiation services affect willingness-to-pay and how can brand equity and its dimensions have a mediating effect in that relationship.

The third chapter presents the research methodology used for the data analysis and describes the methods applied not only to collect but also to analyze and interpret the data statistically.

The fourth chapter comprises the data analysis where the results from the data collection are showed along with the statistical legitimacy of each hypothesis of the study.

Finally, the last chapter covers the main findings and limitations for the project and, also, recommendations for future research of the topic as well as some academic and managerial suggestions.

CHAPTER 2: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

This next chapter provides context for the dissertation's research questions by doing a detailed overview and explanation of existing literature of previous academic research. This information will be essential in the practical analysis of the impact that hospitality services differentiation has on consumers' willingness-to-pay and, it first starts by defining the variables in use.

2.1 Hospitality Services Differentiation (Dependent Variable)

To maintain success, companies must be able to formulate competitive advantage, which, according to Tavitiyaman et al., 2018, refers to the ability that a company has of outperforming another since managers can only create more value from the resources they dispose of. There are several strategies used in the gain of competitive advantage, and differentiation is one of them (Mosaku, n.d.). For hotels to apply such strategies, managers must not only be aware of the existing resources but also the actions of competitors.

The concept of differentiation highlights the moment at which customers show different preferences for the products within the same industry, which is an occurrence highly influenced by customer perception, and companies have strategically created unique products to reach sets of customers. As Tavitiyaman et al., 2018 confirms, differentiation strategies tend to occur across markets with the there is an increase of the value of services, locations, and facilities and demands the creation of a product or service which can be considered unique and different from from competitors (Porter, 1996). In a nutshell, differentiation happens when customers encounter similar products from different sellers and take preference for one over another (Becerra et al., 2013).

According to several studies, there are advantages in differentiation as besides being a barrier to entry new markets it is also a great source of competitive advantage in terms of cost leadership. Different pieces of literature divide differentiation strategies in innovation and marketing (Miller, 1986), while others account for quality, design, support, image, pricing, and undifferentiated products (Kotha & Vadlamani, 1995). However, differentiation is often characterized as vertical or horizontal (Ethiraj & Zhu, 2008) which are terms that have become widely used. Following the Launhardt model (Dos et al., 1996), products are considered horizontally differentiated when they do not comprise full demand, have the same price and offer an heterogenous set of qualities which lead to different preferences, while vertically differentiated products dominate demand, have higher willingness-to-pay and similar characteristics (quality for example) which are the reason for the market leadership.

Taking a particular look at differentiation in hospitality, vertical differentiation creates sustained growth by restructuring portfolios with higher-end products, while horizontal differentiation integrates trendy concepts of lifestyle hotels and luxury boutiques (Kwun, 2012). Hotels may also create niche strategies depending on the services because the business often develops centralized strategies (Tavitiyaman et al., 2018). Hotel managers must be aware of the different resource attributes and factors (like brand, services, price, and location) that impact customers' perception and, consequently, their choice of a hotel (Lewis, 1985). Applying differentiation means that hotels must provide several characteristics with superior quality while pursuing continuous innovation to outperform competitors. Hence, it is common to see differentiation in hospitality with the development of new hotels and brands, human resource management, total quality management, and information and communication technologies (Tavitiyaman et al., 2018).

Whether or not hotels decide to take vertical or horizontal differentiation, the results are different, as being horizontally integrated is merely being different, while being vertically integrated gives hotels the opportunity of being better (e.g., using fewer room price discounts).

2.2 Willingness-to-pay (Independent Variable)

A consumer's willingness-to-pay is defined as "the maximum price a buyer is willing to pay" (Barber et al., 2012). However, measuring it is a challenge, as willingness-to-pay is an unobservable construct (Voelckner, 2006), and different methods may be used. Nevertheless, it is crucial to define optimal pricing strategies and estimate product demand.

Willingness-to-pay measures the value that customers assign to a consumption or user experience in monetary units and, it has been used as a way to measure the attractiveness of service (Heo & Hyun, 2015). Since a product or service's willingness-to-pay affects pricing decisions and new product developments (Breidert et al., 2006), it is essential for brands to be aware of the responses that consumers and competitors might have in the alteration of price quotations, as "minor variations of prices and the corresponding consumer behavior can have notable effects on revenues and profits" (Breidert et al., 2006).

Researchers have shown the importance of willingness-to-pay estimates, which are not only vital in the developing of optimal pricing strategies (Breidert et al., 2006) but also in creating valuable consumer perceptions. Therefore, there are several methods that may be used when measuring willingness-to-pay. At the highest level, according to Breidert et al., 2006, methods differentiate on whether they use surveying techniques or are based on actual or stimulated price-response data. In the case of the latter, response data, data is either generated by market

observations or performing experiments that can further develop into field and laboratory experiments resulting in revealed preference data, while the results from survey-based techniques (which can be through a direct or indirect survey) are referred to stated preferences. Pricing in hospitality influences the consumer's purchasing decisions as it is often the determinant factor. However, when accounting for dimensions that allow hotels to differentiate, clients, besides caring about service, quality, and reputation, also consider size (micro business vs. small business), location (urban vs. rural), and ownership philosophy (transformational vs. transactional), according to Jones et al., 2004. For instance, micro-business owners tend to outsource activities like forecasting demand and formal planning, which contrasts with owners that are aware of their future needs and monitor costs (tacit planning vs. self-control). Similarly, location influences different areas, such as external communication, partnerships, and workforce strategies.

According to the results of Masiero et al., 2015, certain attributes are essential to influence consumers' willingness-to-pay, like floor levels, room views, access to clubs, cancellation policy, free smartphone service, and free alcoholic drinks in mini-bars. Therefore it is important that hotels are aware of what is valued by guests and what can induce a higher willingness-to-pay while, at the same time, assuring that basic standards are being followed and not used as pricing enhancers (cleanliness and security, for instance). Often, what researchers have found that influences customer selection may be divided into basic facilities, personal services, free extras, and convenient eating facilities, and also in factors like comfort, technology, and location.

Relating customers' willingness-to-pay with the effects of vertical and horizontal differentiation, studies show that hotels with more stars, vertically differentiated, and hotels from branded chains, horizontally differentiated, often offer smaller discounts over listed prices, in addition to charging higher prices, (Becerra et al., 2013). Often, differentiation allows hotels to not give in to the pressure of reducing prices when there is an increase in competition (Becerra et al., 2013).

Based upon the above literature, it was conceptualized that hospitality services differentiation, in this case the three types of Pousadas, have a direct effect on consumers' willingness-to-pay. On the basis of this rationale, and considering the specific study of Pousadas de Portugal the following hypothesis was proposed:

H1: Hospitality services differentiation positively impacts willingness-to-pay.

H1a: Pousadas Historic have higher willingness-to-pay than Pousadas Monument or Charming.

2.3 Brand Equity (Mediator)

Brand Equity is fundamentally defined as the set of assets and liabilities of a brand that add (or subtract) value to it (Sürücü et al., 2019). For this dissertation the focus will be in consumer-based brand equity which entails that the value and strength of a brand lies on the consumers' minds. The dimensionality of consumer-based brand equity is often measured through brand awareness, brand associations, perceived quality, and brand loyalty, (David A. Aaker, 1996).

First, Brand awareness reflects the weight of a brand in the customer's mind, which significantly influences consumer choice. Includes consumer recognition, top-of-mind awareness, and brand attitude and not only relies on the customer's knowledge of the brand and previous exposure to it but also accounts on certain memory associations, like brand name and logo. According to Keller, 1993, brand awareness relies on brand recognition, which is a result of customers' past experiences, and brand recall, which is recognizing brands from memory. These two occurrences highly influence the customers' choice and the overact brand acceptance, since while brand recognition only requires the minimum level of brand awareness, spontaneous recall is more difficult, and it is often associated with a stronger brand position. (Budac & Baltador, 2013).

In brand recall research it is smart to use familiarity and visual aids (Mikhailitchenko et al., 2009) when thinking about the choice of the cues (like subcategories, consumption occasions, place, and people), while in brand recognition, consumers must see a stimulus (an ad or brand name) for them to remember of their past experiences with the brand and, easily evaluate brand's perception and product's quality, (Hamid et al., 2012).

Next, brand association focus on how a brand is linked to the consumer's memory and can differentiate itself from competitors (David A. Aaker, 1996), and consist in multiple ideas, episodes and other factors that are stronger when based in many experiences and exposures (Yoo et al., 2000). Often, brand association results in higher brand awareness, which positively impacts brand equity.

Concerning perceived quality, according to Sürücü et al., 2019, this dimension regards the customer's evaluation of a product or service as superior when compared to the alternatives. It may be gathered with prior use or consumption, although past experiences are not determinant. When there are no past experiences, customers will be given clues (brand name, price, brand advertising) for them to give an opinion on the perceived quality. In Netemeyer et al., 2004, perceived quality is accounted as one the core dimensions on customer-based brand-equity because of being highly associated with willingness-to-pay a price premium.

Lastly, brand loyalty concerns the attachment that customers have to the brand, (Christodoulides et al., 2015), and, as Sürücü et al., 2019 states, is simply the tendency of repeating purchases, based on behavioral and physical dimensions.

Marketing action, in brand equity, may be translated into advertising, pricing, and promotions but also, new products and brand extensions. Usually, one of the main motivators to study brand equity is financially based to estimate the value of a brand more precisely, (Keller, 1993).

Brand equity, generally, is the primary source of capital and, as it brands customer loyalty, enhancing consumer trust and reducing perceived risk (Hsu et al., 2012), brings higher profit margins, enabling premium pricing and reduced promotions, also, it allows business to grow through brand extensions (Budac & Baltador, 2013). Ideally, according to Wong & Wickham, 2015, the different brand equity's dimensions are meant to create desired organizational outcomes like to add value to the organization and customers, while giving the brand protection and enhanced reputation, increasing brand extensions, market share and profitability and, improving marketing communications effectiveness.

Bougenvile & Ruswanti, 2017 research stated that a brand has a premium price when the number of customers willing to pay for a product is higher than the number of those willing to pay for a similar product of competitors, therefore, price premium is noted as one of the most useful indicators of brand loyalty and the most reasonable measure of brand equity. That same researcher concluded that the overall brand equity weight positively affects willingness to pay premium price, therefore, mangers must prioritize brand equity in their strategy to attract customers.

Within the hospitality industry, brand equity in hotels is usually related to the occupancy rate, meaning that as hotels' brand equity increases, occupancy rate will also increase (42). Although, as previously stated by Bougenvile & Ruswanti, 2017 and supported by Riorini, 2017, a strong brand equity influences greatly price premiums, there is also a positive effect in brand extensions, customer loyalty and higher profitability.

Brand extension and differentiation have been successful in the hotel industry, according to Tavitiyaman et al., 2018, because depending on the purpose of stay, guests will choose different hotels, consequently, by having brand extensions, customers will prefer hotels from trusted brands that they can relate quality, attributes and benefits between the extension and parent brand. This is a result of favorable and strong brand associations that are stored in memory and provide brands familiarity(Keller, 1993). This strategy allows brands to reach different sets of customer segments, and, to avoid cannibalization between brands, companies should not have more that 3 extensions

, trustworthy and of superior quality. According to Keller, 1993, it is brand equity that enhances the value of service and differentiates the known brand from generic ones, for instance, the hotel chain Ritz-Carlton can differentiate itself within the luxury hotel segment because of its strong brand equity.

Accounting for the literature above, the following hypothesis was elaborated:

H2: Brand Equity mediates the relationship between Hospitality Services Differentiation and Willingness-to-Pay.

2.4 Conceptual Framework

Bellow, the figure shows the structure of all proposed relationships between variables along with the proposed hypothesis:
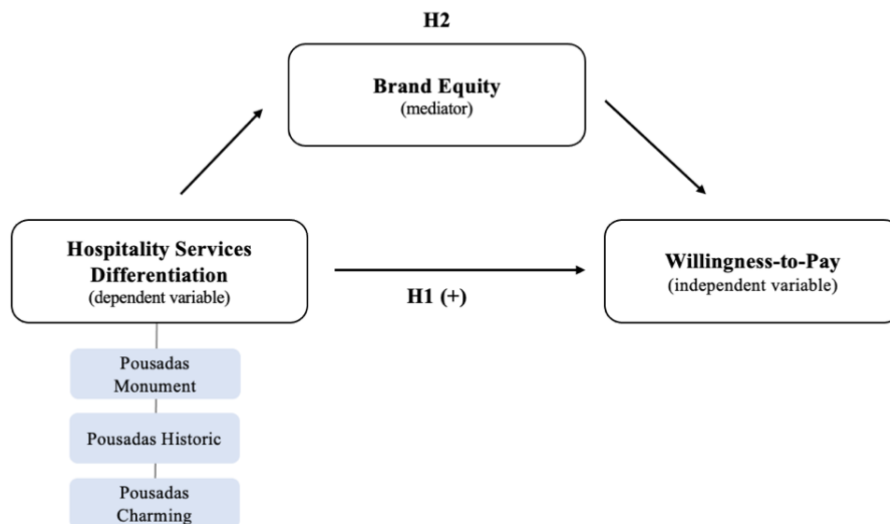
Figure 2 - Conceptual Framework

CHAPTER 3: METHODOLOGY

The following chapter presents the methodology used to conduct the study, specifically the research method, the procedures for data collection and sampling, and the variables used to answer the hypothesis formulated in the previous chapter.

3.1 Research Approach

The main goal of this thesis is to be able to understand the relationship between hospitality services differentiation, in this case, the three different types of Pousadas de Portugal, and their impact on consumers' willingness-to-pay while understanding how this relationship may be affected by the different dimensions of brand equity.

First, it was developed a critical analysis of the different pieces of literatures regarding all the topics mentioned above, which is presented in the previous chapter.

Next, to avoid bias in the elaboration of the stimuli, there was the elaboration of a focus group which was useful and insightful in defining the most appropriate features and images to use in the stimulus of the survey.

Lastly, to give answer to the research questions, two experimental designs were elaborated - a pilot of the questionnaire and the main questionnaire - both launched, in Qualtrics web platform, to gather the necessary number of responses. Since the platform allows responders to access the questionnaire through a link in any device, there was no time pressure or mobility requirements. The collected data was analyzed with IBM SPSS statistical software that allows users to identify insights.

3.2 Primary Data

3.2.1 Online Survey

This survey was developed with the goal of understanding the effect that hospitality services differentiation, the three types of Pousadas, has on willingness-to-pay while, simultaneously, understanding the role that brand equity and its dimensions have on this relationship, which is in accordance with the conceptual model proposed in Chapter 2.

In the survey, the participants were randomly and evenly assigned one of the tree stimuli, which were the three types of Pousadas de Portugal – Pousadas Monument, Pousadas Historic and Pousadas Charming. The questionnaire had 17 questions that were divided in four topics – screening questions, questions regarding brand equity dimensions, questions about willingness-to-pay and questions about Pousadas de Portugal's overall knowledge. In the end, responders answered demographics questions.

The survey in Qualtrics was available online to the public from November 16th to 27th 2022 and it was distributed via social media and presented both in Portuguese and English (the english version may be found in Appendix I.

For the questionnaire it was essential for responders to go through a process of starting by answering questions that are merely theoretical and induce intuitive answers until the point at which the theme of Pousadas de Portugal appeared and responders started using memory associations and recall. Considering the conceptual framework presented in previous chapter, the stimuli that were involved in the questionnaire were the three types of Pousadas de Portugal, Pousadas Monument, Pousadas Historic and Pousadas Charming.

The literature allowed the formulation of the hypothesis alongside the conceptual framework and, after choosing the category of hospitality differentiation services and taking the real-life case of Pousadas de Portugal, it was logic that the questionnaire should be in accordance with the different types of Pousadas and the chosen dimensions of consumer-based brand equity (brand awareness, brand association, perceived quality, and brand loyalty).

3.2.2 Data Collection Sampling

As Pousadas are a service suited for all and the different types of Pousadas do not have a specific target and may range different people, it was essential that the survey reached a wide group of people with different lifestyles, interest, and incomes. Simultaneously it was also important that part of the target group had past experiences with Pousadas or at least were aware of them. In this sense, the targeted group were mostly Portuguese with interest in travelling within Portugal and stay in non-standard franchised hotels.

One relevant topic for this study was the impact of brand awareness and, since there is little knowledge of the brand Pousadas de Portugal outside of Portugal, the questionnaire aimed to get the overall knowledge that Portuguese people had on Pousadas and how much their different types can influence willingness to pay.

A non-probability convenience sampling technique was selected for this study, meaning that a persons' probability to be selected is not specific, which is convenient, since all the participants were conveniently available to participate in the study.

3.2.3 Stimuli Development

Three stimuli were developed and, to understand what features and images should be chosen, a focus group was done which counted with the participation of six experienced Pousadas users,

all from Portugal with similar age, to ensure that they were comfortable in sharing opinions (Rabiee, 2004). This procedure was the most suitable to avoid bias and gather useful insights. First, there was a warm-up phase to explain details and where the participants introduced themselves. That information is in the table below:

Name	Gender	Age	Pousadas' Experience
Anonymous 1	F	57	High
Anonymous 2	F	20	Low
Anonymous 3	F	53	High
Anonymous 4	M	55	High
Anonymous 5	F	50	High
Anonymous 6	M	61	High
Anonymous 7	M	58	High
Anonymous 8	M	22	Medium

Table 1 - Focus Group Participants

Secondly, participants were familiarized to each type of Pousada and asked to imagine a situation where they would stay in that Pousada. After, participants were asked to write a list of words and phrases that, for them, would be important and crucial to describe said Pousada (in Appendix II it is the paper given to each participant to write their answers).

Then, suggestions were shared and discussed until the group reached the better description for each Pousada type and the room associated to it, and, that information was the one used in each one of the stimuli.

The stimuli used in the survey are presented below:

Figure 3 - Stimuli Pousadas Monument

Figure 4 - Stimuli Pousadas Historic

Figure 5 - Stimuli Pousadas Charming

3.2.4 Construct Measurement

After the thorough review of the literature in previous chapters, the most suited measures for this paper were set. In most of the constructs they were kept in their original format, but in other cases (the scale for willingness-to-pay) they were adapted to better fit the study's context.

Bellow it is displayed the table with the constructs, number of items and their scale, the literature sources used and the Cronbach alpha that confers reliability. The items of each construct are displayed in Appendix III.

Framework	Construct	Items	Scale	Literature for Scale Items	Cronbach alpha
IV	Types of Pousadas de Portugal	Stimuli	na	na	na
Mediator	Brand Equity	19	5-point Likert-type scales, (1 = strongly disagree and 5 = strongly agree)	Yoo et al., 2000	Brand Awareness and Brand association 0,94 Perceived quality 0,93 Brand loyalty 0,90 Overall brand equity 0,93
DV	Willingness-to-pay	4	7-point Likert-type scales, (1 = strongly disagree and 7 = strongly agree)	Netemeyer et al., 2004 and Christodoulides et al., 2015	0.86

Table 2 - Proposed Constructs

3.3 Data Analysis

The data results of the questionnaire were analyzed in Statistical Package for the Social Science (SPSS), version 28.0, as stated above, to reach the responses of the proposed hypothesis, and, therefore, understanding the impact of hospitality services differentiation on willingness-to-pay and the mediating role of brand equity between the variables.

To understand the characteristics of the sample, descriptive statistics were first analyzed as to describe the demographics of the obtained data. After, to have valid data, a cleanse was performed as well as a reliability test with the Cronbach alpha. In addition, descriptive statistics were also used to measure the purpose of the results with the analysis of measures like central tendency (median), dispersion or variability (minimum, maximum and standard deviation), and also statistical tests (ANOVA) and linear regression. For all test it was taken under consideration a significance level of 5%.

The use of a Mediation Model allows the evaluation of the indirect effect of a variable (X) on another variable (Y) through an intermediary, or mediator variable (M). Therefore, it is helpful

in this dissertation as the goal of the study is to estimate the indirect effect that hospitality differentiation services on willingness-to-pay, through the intermediary, mediator, variable, in this case, brand equity. As brand equity may be divided into brand awareness and association, perceived quality, loyalty, and overall brand equity, four mediation models were performed in separate, one for each dimension of brand equity.

CHAPTER 4 – RESULTS AND DISCUSSION

This Chapter focuses on the presentation and consequent analysis of the results collected from the online Qualtrics survey using the methodology already explained in the previous chapters, which will lead to relevant conclusions regarding the research of the study.

4.1 Data Characterization

The online survey registered, in total, 391 respondents, however, 73 (missing data by design) of the respondents did not finish the survey and 43 claimed not to usually stay in hotels when travelling (first screening question), therefore the valid survey questions of the research were 275 (divided per stimuli).

As explained the previous chapter – Methodology - the survey presented three distinct stimuli, each related to one type of Pousadas (Monument, Historic and Charming), and the respondents were randomly and evenly showed to one of the three stimulus each with a set of questions about the dimensions of brand equity and willingness-to-pay.

Since the stimuli – different types of Pousadas – were randomly and evenly distributed among the respondents, each one of them had the same number of respondents, approximately. The stimulus "Pousada Monument" had 86 responses, which corresponds to 31,27% of the total valid answers, the stimulus for "Pousada Historic" had 96 responses, which is 34,91% of the total valid answers, while the stimulus "Pousada Charming" had 93 responses, which translates into 33,82% of the total valid answers (Appendix IV).

Stimuli	N	%
Pousadas Monument	86	31,27%
Pousadas Historic	96	34,91%
Pousadas Charming	93	33,82%

Table 3 - Survey Responses per Stimuli

4.1.1 Outliers

An outlier is registered when atypical values are identified on the data set, compared with the others and under the same measure, (Malhotra et al., n.d.). In the presence of outliers, the Mahalanobis Distance test should be performed to eliminate these values as to avoid statistical errors. After performing the test, no outliers were identified, therefore there was no need to remove any value from the dataset. In Appendix V it is explained how the test was performed.

4.1.2 Manipulation Check

To measure the level of understanding that respondents had of the three different stimuli, the survey included manipulation questions. Although there were some difficult in identifying the

right stimulus, in all cases respondents were able to correctly identify the stimulus they were exposed too, which can be concluded in Appendix VI, since all three manipulation questions are statistically significant.

4.2 Sample Characterization

Through the descriptive analysis on SPSS, version 28.0, it was concluded that 40,36% of the respondents were male, while 59,27% were female (with a small percentage for "prefer not to say" of 0,36%). Regarding the respondents' age, from the 275 valid answers, the age ranges between 15 and 79 years old, with a mean of and a standard deviation of approximately 16 years old. The sample, overall, is considerably educated, as the majority of the respondents have a bachelor's degree (49,45%) or a master's degree/MBA (26,91%).

Regarding occupation, more than half of the sample (63,27%) is employed and 19,64% is student. Within the remaining respondents, 8,73% are retired, 5,09% student-workers and 3,27% unemployed. In Appendix VII all the results bellow may be found.

Gender	N	%
Male	111	40,36%
Female	163	59,27%
Prefer not to say	1	0,36%

Table 4 - Sample's Demographics - Gender

Degree	N	%
High School Graduate	56	20,36%
Bachelor's degree	136	49,45%
Master Degree/MBA	74	26,91%
PhD	9	3,27%

Table 5 - Sample's Demographics - Degree

Occupation	N	%
Student	54	19,64%
Student-Worker	14	5,09%
Employed	174	63,27%
Unemployed	9	3,27%
Retired	24	8,73%

Table 6 - Sample's Demographics - Occupation

Occupation	N	Mean	Std. Deviation	Variance	Min	Max
Age	275	41,92	0,986	267,132	15	79

Table 7 - Sample's Demographics - Age

4.3 Measures Reliability

To verify the constructs' validity of hospitality differentiation service (i.e types of Pousadas de Portugal), brand equity and willingness-to-pay the study of reliability was conducted before starting the analysis of the hypothesis based on the data collected from the online survey.

It is relevant to add that for the last question regarding willingness-to-pay (8.1), since this question was not in Likert-type format it was created a variable that grouped those values (from 0-100) into 1-5 scale, also, for the last question of Brand Awareness (3.6) and Perceived Quality (4.6) since they were negative statements, they had to be reverse-coded. After, the reliability test was performed by analyzing the Cronbach's alpha coefficient.

This statistical method is suited for the majority of scales, especially Likert type scales, which was used in this survey, and its results are presented within a scale from 0 to 1. According to Nunnally, n.d., Cronbach's alpha coefficients that are equal or greater than 0,70 are indicators of good internal consistency. The results for the Cronbach's alpha coefficient are presented bellow and according to the explication above, the reliability tests demonstrate that all constructs are valid as all alphas are greater than 0.70. Since for the willingness-to-pay if the last question is not considered, the Cronbach's alpha improves almost 10% (from 0,709 to 0,773), question 8.1 was deleted. Appendix VIII presents the results bellow:

Variable		Items	Cronbach's Alpha	Quality	Mean	Std Deviation
Brand Awareness		6	0,859	Good	3,77	0,934
Perceived Quality		6	0,883	Good	3,96	0,712
Brand Loyalty		3	0,829	Good	2,40	1,019
Overall Brand Equity		4	0,889	Good	3,34	0,72
Willingness-to-Pay	Before reduction	4	0,709	Acceptable	2.005	0,711
	After reduction	3	0,779	Good	2,24	0,876

Table 8 - Cronbach's Alpha

4.4 Results from the Hypothesis Test

An important step to take before starting testing the proposed hypothesis is to assess if the gathered data was parametric or not, as to determine which analysis is best to use.

For data to be parametric it is essential to assure that respondents were randomly expose to only one of the three stimuli, which happened, and also that the data is normally distributed, which is determined with a Kolmogorov-Smirnov and a Shapiro-Wilk analysis, shown in Appendix IX.

The results declare that, for the variable Willingness-to-Pay the data is not normally distributed for all its stimulus, therefore the normality assumption cannot be done, hence, non-parametric tests will be used when possible. Regarding multicollinearity, as Appendix X states, no issues were identified, since the VIF is lower than 2.5.

4.4.1 Hospitality Services Differentiation and Willingness-to-Pay

Hypothesis 1: *Hospitality services differentiation positively impacts willingness-to-pay.*

To determine the nature of the relationship between the dependent variable and the independent variable, a Linear Regression analysis was done (Appendix XI). Bellow it is the expression that defines the equation of the model under study:

$$WTP = 2,119 + 0,060 \text{ Types of Pousadas (Hospitality Services Differentiation)}$$

However, the ANOVA test of the regression, which was 0.364, it is clear that these differences between willingness-to-pay results for the three Pousadas are not statistically significant (as the significance alpha is higher than 5%) which means that there is no impact between the consumers' willingness-to-pay and hospitality services differentiation. Therefore, **hypothesis 1 is not verified.**

Hypothesis 1a: *Pousadas Historic have higher willingness-to-pay than Pousadas Monument or Charming.*

For this hypothesis, although it is already known that there is no significant difference between the differentiation services, in this case, the type of Pousadas and the willingness-to-pay, it is still relevant to interpret the differences that slightly exist.

From the means comparison, Appendix XII, it is concluded that while not significant, Pousadas Charming tend to have a higher willingness-to-pay than Pousadas Monument or Historic, actually the correct order from highest to lowest WTP is Pousadas Charming, Pousadas Monument and Pousadas Historic:

Stimuli	N	Mean	Std. Deviation
Monument	86	2,24	0,814

Historic	96	2,13	0,864
Charming	93	2,35	0,935

Table 9 - Means Comparison per Stimuli

Also, from the LSD post hoc tests, when comparing the significance between the three types of Pousadas, only Pousadas Historic and Charming almost have a significant difference tendency, as the p-value is 0.076 (Appendix XIII).

Therefore, **hypothesis 1a is not verified,** not only because it is dependent of Hypothesis 1, which is also not verified, but also because even if Hypothesis 1 was verified, it would be Pousadas Charming that have higher WTP and not Pousadas Historic as proposed in Hypothesis 1a.

4.3.2 Mediation Model (Model 4)

After the analysis done above where conclusions were made regarding the study and the overall effects of each hospitality differentiation service, meaning types of Pousadas, on willingness-to-pay, a Mediation analysis was performed to assess the impact of Brand Equity, which is composed by brand awareness, perceived quality, brand loyalty and overall brand equity, on those two variables as to analyze if there is a mediation effect.

In sum, the hypothesis for this analysis aims to investigate the mediating effect that brand equity has on hospitality services differentiation over willingness-to-pay, as proposed in the second chapter:

Hypothesis 2: *Brand Equity mediates the relationship between Hospitality Services Differentiation and Willingness-to-Pay.*

The idea behind this mediation analysis is that the direct effect of the independent variable (Hospitality Services Differentiation) on the dependent variable (Willingness-to-Pay) should vary after the mediator variable (Brand Equity) is added to the model.

The mediation analysis compares the effect between the independent and dependent variables without the mediator, c-path, and with the mediator, c'path. This comparison has the purpose of understanding whether this difference (between c-path and c'path), named indirect effect, is statistically significant. For this effect to occur, c'path should be smaller than c-path. Also, there is full mediation if c´path is significant or parcial mediation if both c and c´paths are significant. Although the previous analysis concluded that there is not significant relationship between the different types of Pousadas and WTP it is still relevant to analysis the possible impact that Brand Equity and its dimensions have on the different variables.

Starting on the **mediating effect that Brand Awareness** has on the relationship between the different types of Pousadas and WTP (Appendix XIV), the a-path and b-path are the estimation of the hospitality services differentiation on the brand awareness and the estimation of brand awareness on willingness-to-pay, respectively. In this case both are significant.

From the figure bellow, since c'path is higher than c-path (0.086>0.060) and neither are significant, it means that brand awareness has no mediating effect in the relationship between hospitality differentiation services and willingness-to-pay.
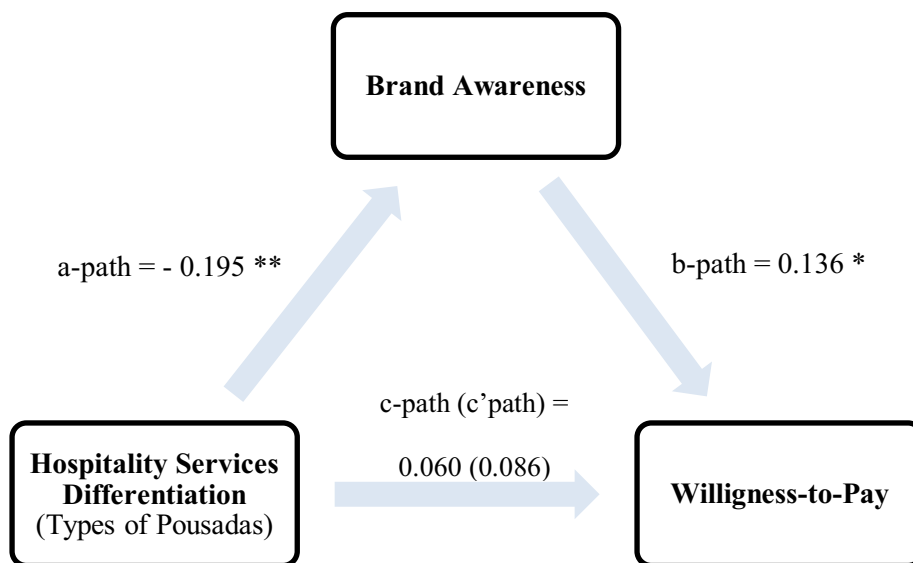
Figure 6 - Meditation Model for Brand Awareness

***significant at p<0.1%, **significant at p<1%, *significant at p<5%

The main conclusion to take from this analysis, since a-path is significant, is that people are aware of the different types of Pousadas

Focusing next on the **mediating effect that Perceived Quality** has on the relationship between the different types of Pousadas and WTP (Appendix V), the a-path and b-path are the estimation of the hospitality services differentiation on the perceived quality and the estimation of perceived quality on willingness-to-pay, respectively. In this case only b-path is significant (a-path has a significance of 0.065).

From the figure bellow, since c'path is higher than c-path (0.097>0.060) and neither are significant, it means that perceived quality has no mediating effect in the relationship between hospitality differentiation services and willingness-to-pay.
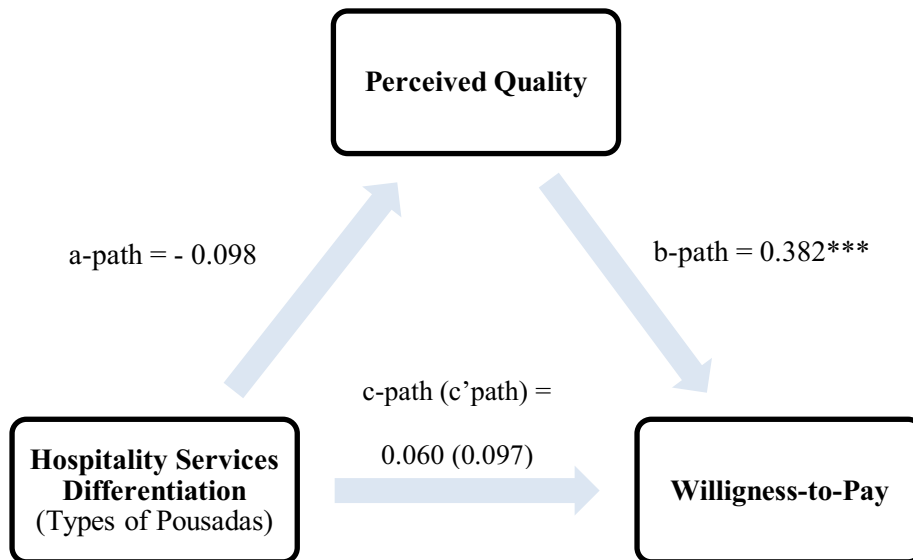
Figure 7 - Mediation Model for Perceived Quality

***significant at p<0.1%, **significant at p<1%, *significant at p<5%

The main conclusion to take from this analysis, since a-path is not significant, is that people have the same quality perception for all three of the Pousadas, without significant differentiation.

Looking at the **mediating effect that Brand Loyalty** has on the relationship between the different types of Pousadas and WTP (Appendix XVI), the a-path and b-path are the estimation of the hospitality services differentiation on the brand loyalty and the estimation of brand loyalty on willingness-to-pay, respectively. In this case only b-path is significant.

From the figure bellow, since c'path is slightly higher than c-path (0.066>0.060) and neither are significant, it means that brand loyalty has no mediating effect in the relationship between hospitality differentiation services and willingness-to-pay.
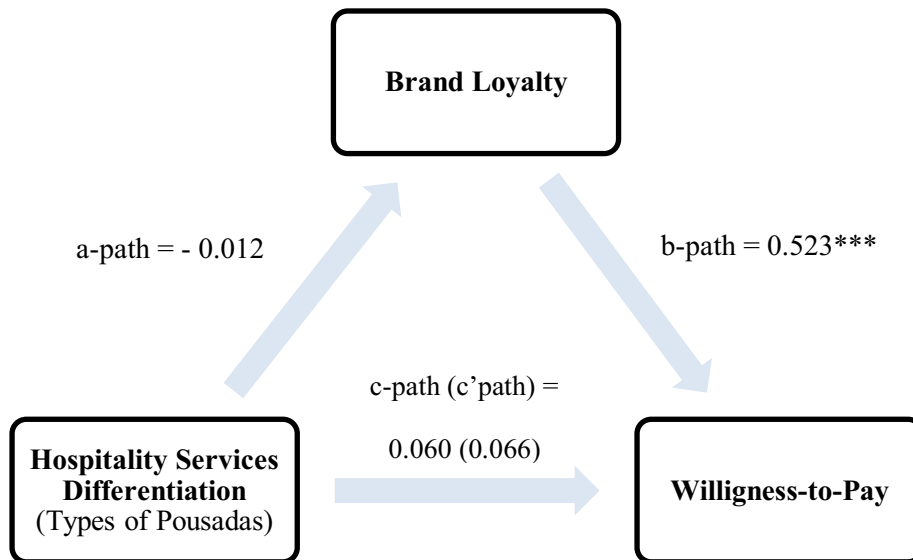
Figure 8 - Mediation Model for Brand Loyalty

***significant at p<0.1%, **significant at p<1%, *significant at p<5%

The main conclusion to take from this analysis, since a-path is not significant, is that people have the same loyalty for all three of the Pousadas, without significant differentiation.

Concerning the **mediating effect that Overall Brand Equity** has on the relationship between the different types of Pousadas and WTP (Appendix XVII), the a-path and b-path are the estimation of the hospitality services differentiation on the overall brand equity and the estimation of overall brand equity on willingness-to-pay, respectively. In this case only b-path is significant.

From the figure bellow, since c'path is slightly higher than c-path (0.061>0.060) and neither are significant, it means that overall brand equity has no mediating effect in the relationship between hospitality differentiation services and willingness-to-pay.
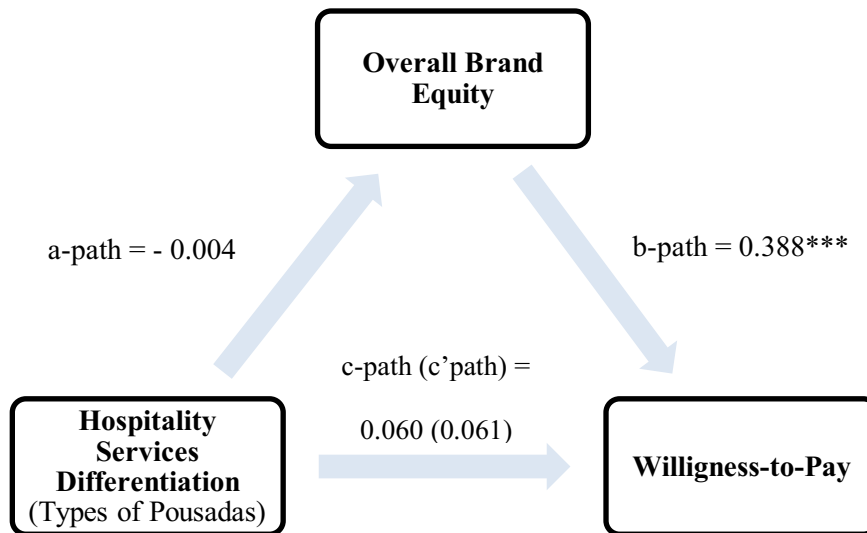
Figure 9 - Mediation Model for Overall Brand Equity

***significant at p<0.1%, **significant at p<1%, *significant at p<5%

Finally, analyzing the **mediating effect that Brand Equity** has on the relationship between the different types of Pousadas and WTP (Appendix XVIII), the a-path and b-path are the estimation of the hospitality services differentiation on the overall brand equity and the estimation of overall brand equity on willingness-to-pay, respectively. In this case only b-path is significant. From the figure bellow, since c'path is higher than c-path (0.108>0.060) and neither are significant, it means that brand equity has no mediating effect in the relationship between hospitality differentiation services and willingness-to-pay.
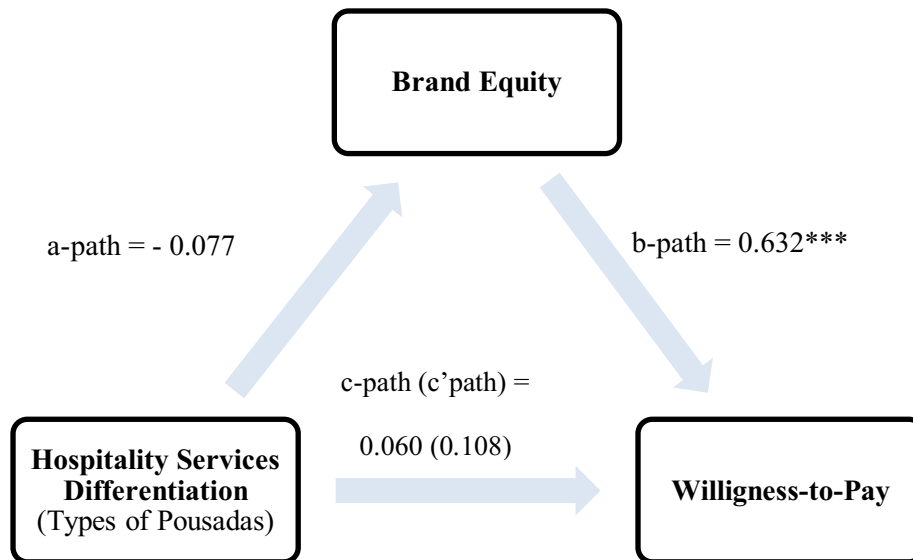
Figure 10 - Mediation Model for Brand Equity

***significant at p<0.1%, **significant at p<1%, *significant at p<5%

The a-path and b-path are the estimation of the hospitality services differentiation on the overall brand equity and the estimation of overall brand equity on willingness-to-pay, respectively. In this case one b-path is significant.

From these results, **hypothesis 2 is not verified,** Brand Equity (and most of its dimensions) do not have a mediating effect on the relationship between Hospitality Services Differentiation and Willingness-to-Pay.

4.5 Hypothesis Overview

Hypothesis	Description	Results
H1	Hospitality services differentiation positively impacts willingness-to-pay.	Not Significant
H1a	Pousadas Historic have higher willingness-to-pay than Pousadas Monument or Charming.	Not Significant
H2	Brand Equity mediates the relationship between Hospitality Services Differentiation and Willingness-to-Pay.	Not Significant

Figure 11 - Hypothesis Overview

CHAPTER 5: CONCLUSIONS AND LIMITATIONS

This dissertation, as stated previously, aimed to determine the relationship between hospitality services differentiation, which is represented by the different types of Pousadas de Portugal, and consumers' willingness-to-pay and, whether or not brand equity, and its dimensions, explained this relationship. The following chapter presents the main findings, summarizes results, and provides conclusions by combining the results with the reviewed literature. Plus, research limitations and both, managerial and academic implications will be identified, as well as future research proposed.

5.1 Main Findings & Conclusions

The study of this thesis started with the determination of the most suited example of hospitality services differentiation, which was the three different types of Pousadas de Portugal, Pousada Monument, Historic and Charming. After, to minimize confusion regarding location three fictional Pousadas were created, one of each type, all placed in Lisbon and, a focus group was set to determine the main and most appealing features of each Pousada. Next, the main survey was conducted online, allowing the gather of data. The survey design aimed to study the three different types of Pousadas de Portugal under a similar scenario ("Imagine that you are going on a trip to Lisbon, and you are looking online looking for a place to stay. You find in Pousadas de Portugal website the below Hotel information"). The first stimuli described Pousadas Monument and their key details, the second included information about Pousadas Historic, while the second was regarding Pousadas Charming.
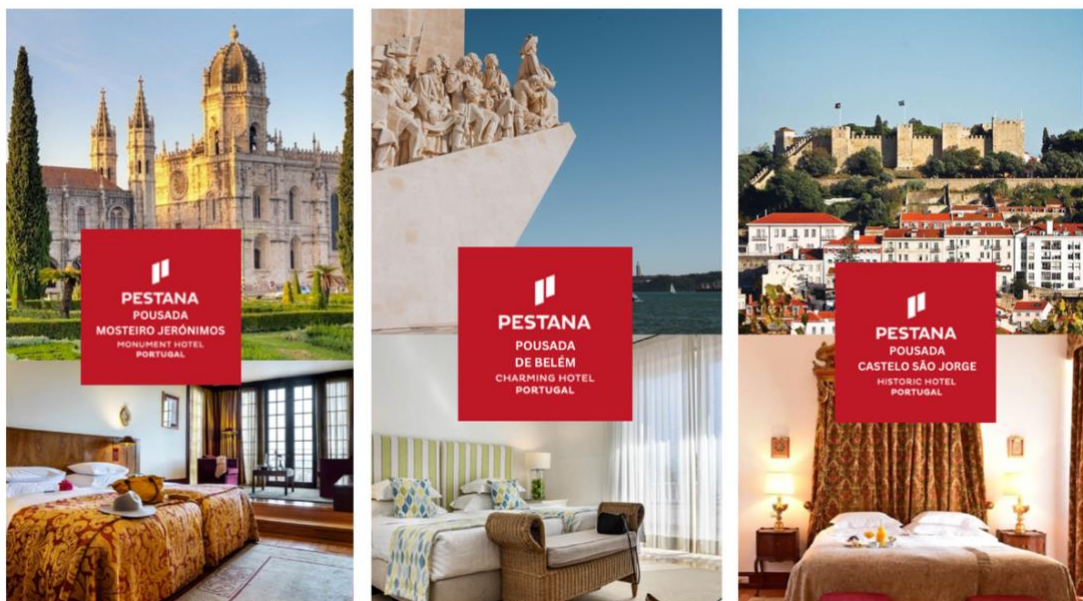
Figure 11 - The Three Stimuli

In the online survey all respondents were randomly given one of the three stimuli with the goal of answering the proposed researches questions and correspondent hypothesis.

5.1.1 The Impact of Hospitality Services Differentiation on Willingness-to-Pay

The first proposed research question in this dissertation meant to explain how hospitality services differentiation, which is represented by the different types of Pousadas de Portugal (Monument, Historic and Charming), impacts consumers' willingness-to-pay.

From the data analysis it is possible to draw the conclusion that there is no significant relationship between the variables, meaning that hospitality services differentiation neither impacts positively or negatively consumers' willingness-to-pay.

The results of this relationship are not necessarily supported by literature about the subject, because Pousadas de Portugal are seen as an example of vertical integration, therefore, there should be some level of variation on willingness-to-pay. However, it is not clear how the trait of being vertically differentiated impacts willingness-to-pay since consumers do not show different levels of willingness-to-pay for the different types of Pousadas.

One main conclusion that may be taken is that the overall differentiation between Pousadas is not clear and, therefore, consumers assume them as the same, hence the no significant variation on the willingness-to-pay. This statement is strengthened with the fact that respondents, independently of the stimuli to which they were exposed to, all gave, on average, the same level of willingness-to-pay (on a scale from 1 to 5, ascending feelings, the Monument stimuli had 2.24, Historic 2.13 and Charming 2.35).

5.1.2 The Mediating Impact of Brand Equity in the Relationship between Hospitality Services Differentiation and Willingness-to-Pay

The second proposed research question aims to understand what is the impact of brand equity in the relationship between hospitality services differentiation and willingness-to-pay.

Although the relationship between variables was non-existent it was still interesting to study the possible relationships between the variables and brand equity. However, first, the main conclusion to draw is, since there is no significant relationship between the variables, brand equity is not a mediator of the model.

Nevertheless, when looking at the relationship between brand equity and willingness-to-pay there is a high statistical significancy which shows that brand equity highly impacts consumer's

willingness-to-pay, therefore Pousadas de Portugal could have better brand equity presence as to generate difference in consumers' willingness-to-pay.

Regarding the relationship between Pousadas de Portugal and brand equity there were interesting conclusions to take, because although there was no significant relationship between the variables (which enhances the results from the first research questions), the relevant inferences emerged whilst the study of the relationship between Pousadas de Portugal and the dimensions of brand equity.

From all the dimensions, brand awareness is the only variable that has a significant relationship with the different types of Pousadas, which shows that respondents are indeed aware of the existence of three types of Pousadas (even if they cannot differentiate between them). For the others variables, perceived quality, brand loyalty and overall brand equity, there is no significant difference, therefore, all three Pousadas are almost seen as the same, which means that respondents are not loyal to one Pousada specifically but instead are loyalty to the brand Pousadas de Portugal as a whole and, the same happens for perceived quality, meaning that respondents, for instance, do not perceived Pousadas Monument with better quality than Pousadas Historic, but know that Pousadas de Portugal, as a whole, are of high quality.

These results enhance what was stated above, that Pousadas de Portugal are not clearly differentiated, since although they present themselves with three different types, apparently very different from each other, in reality, consumers cannot tell them apart and, instead, evaluate each Pousada type with the knowledge they have of the overall brand of Pousadas de Portugal.

5.2 Managerial & Academic Implications

The results from this dissertation are an important discovery under their context, since it shows that although brands might communicate, and understand internally, that they are differentiated with services with unique details, it is important that those differences are clearly understood from customers.

Also, it challenges the fact that the brand Pousadas de Portugal is strong as a whole and not so much individually.

5.3 Limitations and Further Research

It is important to account for several limitations that come with this dissertation study. First, readers must keep in mind money and time constraints. Also, the sample used is not representative of whole Pousadas de Portugal consumers, since it was collected with a

convenience sampling technique with random demographics distribution, therefore, in the future, to have better and more reliable results, a larger sample with demographics evenly distributed should be used.

Secondly, this study was set using a well-established brand which created a limitation because of possible bias and previous experiences that responders could have had with the brand, although a fictitious scenario was created. Nevertheless, brand should always remember that consumers opinions are based on previous knowledge and experiences.

Lastly, an important limitation to account for is that responders had different levels of attention when answering the survey and many used their memory and previous knowledge of the brand to give responses.

Regarding future researches, this master's thesis is a good starting point, since its main conclusion is that the differentiation between the types of Pousadas does not make sense, it is not standard and, most importantly, is unremarkable and unknown for consumers, there is the opportunity to further investigate how Pousadas de Portugal could better differentiate and if there is even the need for that differentiation, because the brand Pousadas de Portugal already has a strong presence of the consumers' minds.

It would also be intriguing, in a more general level, to do the same type of study with a different category that is not hospitality, to compare results and how the example behaves in impacting willingness-to-pay.

REFERENCE LIST

Barber, N., Kuo, P. J., Bishop, M., & Goodman, R. (2012). Measuring psychographics to assess purchase intention and willingness to pay. Journal of Consumer Marketing, 29(4), 280–292. https://doi.org/10.1108/07363761211237353

Becerra, M., Santaló, J., & Silva, R. (2013). Being better vs. being different: Differentiation, competition, and pricing strategies in the Spanish hotel industry. Tourism Management, 34, 71–79. https://doi.org/10.1016/j.tourman.2012.03.014

Bougenvile, A., & Ruswanti, E. (2017). Brand Equity on Purchase Intention Consumers' Willingness to Pay Premium Price Juice. IOSR Journal of Economics and Finance, 08(01), 12–18. https://doi.org/10.9790/5933-0801031218

Breidert, C., Hahsler, M., & Reutterer, T. (2006). A REVIEW OF METHODS FOR MEASURING WILLINGNESS-TO-PAY. In Innovative Marketing (Vol. 2, Issue 4).

Budac, C., & Baltador, L. (2013). The Value of Brand Equity. Procedia Economics and Finance, 6, 444–448. https://doi.org/10.1016/s2212-5671(13)00161-5

Christodoulides, G., Cadogan, J. W., & Veloutsou, C. (2015). Consumer-based brand equity measurement: Lessons learned from an international study. International Marketing Review, 32(3–4), 307–328. https://doi.org/10.1108/IMR-10-2013-0242

David A. Aaker. (1996). Measuring Brand Equity Across Products and Markets.

Dos, R., Ferrelra, S., & Thisse, J.-F. (1996). Horizontal and vertical differentiation: The Launhardt model • a ge. In International Journal of Industrial International Journal of Industrial Organization Organization ELSEVIER (Vol. 14).

Gilmore, J. H., & J. Pine. (2002). Differentiating hospitality operations via experiences. Cornell Hotel and Restaurant Administration Quarterly 43, 43(3), 87–96.

Hamid, M., Ali, M., & Furman, A. (2012). Factors Affecting the Brand Recognition; An Exploratory Study. https://www.researchgate.net/publication/296762822

Heo, C. Y., & Hyun, S. S. (2015). Do luxury room amenities affect guests' willingness to pay? International Journal of Hospitality Management, 46, 161–168. https://doi.org/10.1016/j.ijhm.2014.10.002

Hsu, T. H., Hung, L. C., & Tang, J. W. (2012). An analytical model for building brand equity in hospitality firms. Annals of Operations Research, 195(1), 355–378. https://doi.org/10.1007/s10479-011-0990-4

Keller, K. L. (1993). Conceptualizing, Measuring, and Managing Customer-Based Brand Equity. In Source: Journal of Marketing (Vol. 57, Issue 1).

Malhotra, N. K., Nunan, D., & Birks, D. F. (n.d.). AN APPLIED APPROACH. www.pearson.com/uk

Mikhailitchenko, A., Javalgi, R. (Raj) G., Mikhailitchenko, G., & Laroche, M. (2009). Cross-cultural advertising communication: Visual imagery, brand familiarity, and brand recall. Journal of Business Research, 62(10), 931–938. https://doi.org/10.1016/j.jbusres.2007.11.019

Mosaku, T. (n.d.). Competitive Advantage-creative and sustaining.

Netemeyer, R. G., Krishnan, B., Pullig, C., Wang, G., Yagci, M., Dean, D., Ricks, J., & Wirth, F. (2004). Developing and validating measures of facets of customer-based brand equity. Journal of Business Research, 57(2), 209–224. https://doi.org/10.1016/S0148-2963(01)00303-4

Nunnally, J. C. (n.d.). An Overview of Psychological Measurement.

Porter, M. E. (1996). What is Strategy? Harvard Business Review, 61–78.

Rabiee, F. (2004). Focus-group interview and data analysis. Proceedings of the Nutrition Society, 63(4), 655–660. https://doi.org/10.1079/pns2004399

Riorini, S. V. (2017). How to Improve Brand Equity in Tourism. In European Research Studies Journal: Vol. XX. https://www.forbes.com

Simoes, C., & Dibb, S. (2001). Rethinking the brand concept: New brand orientation. In Corporate Communications.

Sürücü, Ö., Öztürk, Y., Okumus, F., & Bilgihan, A. (2019a). Brand awareness, image, physical quality and employee behavior as building blocks of customer-based brand equity: Consequences in the hotel context. Journal of Hospitality and Tourism Management, 40, 114–124. https://doi.org/10.1016/j.jhtm.2019.07.002

Sürücü, Ö., Öztürk, Y., Okumus, F., & Bilgihan, A. (2019b). Brand awareness, image, physical quality and employee behavior as building blocks of customer-based brand equity: Consequences in the hotel context. Journal of Hospitality and Tourism Management, 40, 114–124. https://doi.org/10.1016/j.jhtm.2019.07.002

Tavitiyaman, P., Zhang, H. Q., Wei, J., & Saiprasert, W. (2018). Moderating effect of hotel markets on differentiation strategies and performance. Anatolia, 29(3), 379–392. https://doi.org/10.1080/13032917.2018.1428903

Voelckner, F. (2006). An empirical comparison of methods for measuring consumers' willingness to pay. In Marketing Letters (Vol. 17, Issue 2, pp. 137–149). https://doi.org/10.1007/s11002-006-5147-x

Wong, T., & Wickham, M. (2015). An examination of Marriott's entry into the Chinese hospitality industry: A Brand Equity perspective. Tourism Management, 48, 439–454. https://doi.org/10.1016/j.tourman.2014.12.014

Yoo, B., Donthu, N., & Lee, S. (2000). An examination of selected marketing mix elements and brand equity. Journal of the Academy of Marketing Science, 28(2), 195–211. https://doi.org/10.1177/0092070300282002

Introduction:

Dear respondent,

Thank you for contributing with your time to participate in this study. My name is Carolina Carneiro, and this study is as part of my master thesis at Católica LisbonSchool of Business and Economics.

Keep in mind that there are no right or wrong answers - I am just interested in your sincere opinions and perceptions. It will take about 5 minutes to complete, and all answers are anonymous, only to be used for the purpose of this dissertation.

I deeply appreciate the time you took to help me graduate by answering this survey.

Have a nice day :)

Block 1 – Screening Questions:

Q – Do you usually stay at hotels when traveling?

- Yes
- No

Q – On average, how many times have you stayed at a Hotel in the past year?

- 1 times
- 2-3 times
- 4-6 times
- 7 times or more

Q – On average, how often have you researched Hotel options in the past year?

- Never
- Rarely
- Occasionally
- Often
- Always

Q – What is your usual purpose when staying in a Hotel?

- Business
- Leisure/Family

Q – Have you heard of Pousadas de Portugal Hotels?

- Yes
- No

Q – Have you ever stayed at Pousadas de Portugal Hotels?

- Yes
- No

Block 2/3/4 – Monument/Historic/Charming Stimuli:

Monument:

Imagine that you are going on a trip to Lisbon, and you are looking online looking for aplace to stay. You find in Pousadas de Portugal website the below Hotel information:The Monastery preserves features of its original architecture, like the cloisters in theinner courtyard, and offers guests unique and architectural experiences.The rooms are former monks' cells, with all the modern comfort, ideal for those looking for historic weekend.

Historic:

Imagine that you are going on a trip to Lisbon, and you are looking online looking for aplace to stay. You find in Pousadas de Portugal website the below Hotel information:This luxury hotel offers you a classical and royal experience with a magnificentpanoramic view from the Castle over Lisbon.The rooms are spacious and worthy ofroyalty for an intimate and noble experience with the comfort of modern age.

Charming:

Imagine that you are going on a trip to Lisbon, and you are looking online looking for aplace to stay. You find in Pousadas de Portugal website the below Hotel information: Enjoy this relaxed and family-friendly hotel, in Belém, one of Lisbon's most strikingareas. The rooms are ideal for those looking for rest and comfort and, near the river, itis possible to enjoy beautiful sunsets from the balcony of the rooms.

Q - Please indicate your level of agreement with the following statements:

BRAND AWARENESS	Strongly Disagree	Somewhat Disagree	Neither agree or disagree	Strongly Agree	Somewhat Agree
I know what a Pousada de Portugal looks like.					
I can recognize a Pousada de Portugal among other competing brands.					
I am aware of Pousadas de Portugal.					
Some characteristics of Pousadas de Portugal come to mind quickly.					
I can quickly recall the symbol or logo of Pousadas de Portugal.					
I have difficulty in imagining Pousadas de Portugal in my mind.					

PERCEIVED QUALITY	Strongly Disagree	Somewhat Disagree	Neither agree or disagree	Strongly Agree	Somewhat Agree
Pousadas de Portugal are of high quality.					
The likely quality of Pousadas de Portugal is extremely high.					
The likelihood that Pousadas de Portugal would be functional is very high.					
The likelihood that Pousadas de Portugal is reliable is very high.					

	Strongly Disagree	Somewhat Disagree	Neither agree or disagree	Strongly Agree	Somewhat Agree
Pousadas de Portugal must be of very good quality.					
Pousadas de Portugal appears to be of very poor quality.					
Pousadas de Portugal are of high quality.					

BRAND LOYALTY	Strongly Disagree	Somewhat Disagree	Neither agree or disagree	Strongly Agree	Somewhat Agree
I consider myself to be loyal to Pousadas de Portugal.					
Pousadas de Portugal would be my first choice.					
I will not buy other brands if Pousadas de Portugal are available.					

OTHER BRAND EQUITY	Strongly Disagree	Somewhat Disagree	Neither agree or disagree	Strongly Agree	Somewhat Agree
It makes sense to buy Pousadas de Portugal instead of any other brand, even in they are the same.					
Even if another brand has the same features as Pousadas de Portugal, I would prefer to buy Pousadas de Portugal.					
If there is another brand as good as Pousadas de Portugal, I prefer to buy Pousadas de Portugal.					
If another brand is not different from Pousadas de Portugal in any way, it seems smarter to purchase Pousadas de Portugal.					

WTP	Strongly Disagree	Somewhat Disagree	Neither agree or disagree	Strongly Agree	Somewhat Agree
The price of Pousadas de Portugal would have to go up quite a bit before I would switch to another brand.					
I am willing-to-pay a higher price for Pousadas de Portugal than for another brand of Hotels.					
I am willing-to-pay a lot more for Pousadas de Portugal than other brands.					

Q – How much more are you WTP for Pousadas de Portugal over other brands:

| | 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

% price increase ()

Q – Please indicate your level of agreement with the following statements:

Manipulation Question	Strongly Disagree	Somewhat Disagree	Neither agree or disagree	Strongly Agree	Somewhat Agree
The image and description that I saw were regarding a religious Hotel with original and classical arquitecture.					
The image and description that I saw were regarding a luxurious and royal Hotel.					
The image and description that I saw were regarding a family-friendly Hotel.					

Block 5 – Knowledge on Pousadas de Portugal:

Q – Did you know that Pousadas de Portugal has 3 types – Monument, Historic and Charming?

- Yes
- No

Q – Have you ever stayed at Pousadas Monument?

- Yes
- No
- Not sure if it was Monument

Q – Have you ever stayed at Pousadas Historic?

- Yes
- No
- Not sure if it was Historic

Q – Have you ever stayed at Pousadas Charming?

- Yes
- No
- Not sure if it was Charming

Block 6 – Demographics:

Now you are moving on the final stage of this questionnaire. Please let me know a little bit about yourself.

Q – What is your gender?

- Male
- Female
- Prefer not to say

Q – What is your age?

Q – What is your nationality?

- Portuguese
- German
- Italian
- Spanish
- French
- English
- Other

Q - What is the highest degree you have completed?

- High School Graduate
- Bachelor Degree
- Master Degree/MBA
- PhD

Q - What is your current occupation?

- Student
- Student-Worker
- Employed
- Unemployed
- Retired

Q - What is your monthly gross income?

- Less than €500
- €500-€999
- €1000-€1999
- €2000-€2999
- €3000-€3999
- €4000-€4999
- €5000 or more
- I prefer not to say

Palavras que lembram Pousadas _____

😄 🙂 😐 ☹️ 😵

1.   2.   3.   4.   5.

Appendix III: Constructs Items

Brand Equity	*Brand Awareness & Brand Associations*	(Yoo et al., 2000)and Christodoulides et al., 2015) I know what x looks like. I can recognize x among other competing brand. I am aware of x. Some characteristics of x come to mind quickly. I can quickly recall the symbol or logo of x. I have difficulty in imagining x in my mind.
	Perceived Quality	(Yoo et al., 2000) X is of high quality. The likely quality of x is extremely high. The likelihood that x would be functional is very high. The likelihood that x is reliable is very high. X must be of very good quality. X appears to be of very poor quality.
	Brand Loyalty	(Yoo et al., 2000) I consider myself to be loyal to x. X would be my first choice. I will not buy other brands if X is available at the store.
	Overall Brand Equity	(Yoo et al., 2000) It makes sense to buy x instead of any other brand, even if they are the same. Even if another brand has same features as x, I would prefer to buy x. If there is another brand as good as x, I prefer to buy x. If another brand is not different from x in any way, it seems smarter to purchase x.

WTP	(Netemeyer et al., 2004) The price of x would have to up quite a bit before I would switch to another brand. I am willing to pay a higher price for x that for another brand of (service). I am willing to pay yy% more for x over other brands (0%, 5%, 10%, 15%, 20%, 25%, 30% or more). I am willing to pay a lot more for x than other brands.

Appendix IV: Data Characterization

Hotel Type

	N	%
Monument	86	31,3%
Historic	96	34,9%
Charming	93	33,8%

Appendix V: Mahalanobis Distance test

To do this test, a linear regression was done to determine the Mahalanobis distance for each responder answer, which, in the dataset, created a column named MAH_1. To determine if the distances were statistically significant, the calculation of the p-value was done by computing a new variable that corresponds to the Chi-square value with three degrees of freedom. From there, each observation had a p-value that if it were lower than 0.001 it meant that the observation was an outlier. As none of the p-values were that low, dataset did not have any outliers:
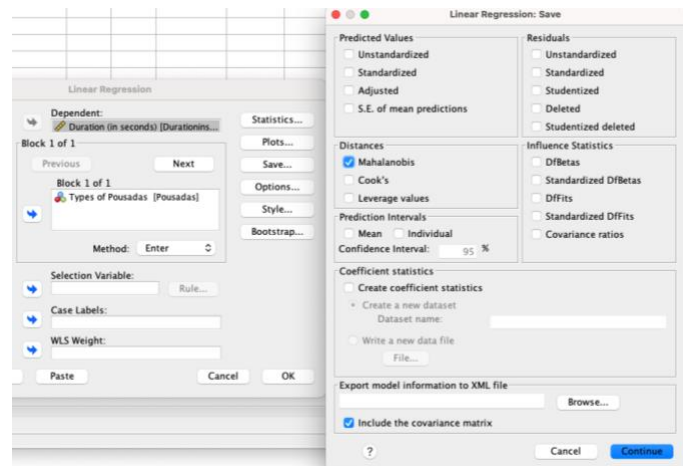
Appendix VI: Manipulation Test

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
MQ – Stimulus Pousada Monument description	Between Groups	62,327	2	31,163	20,010	<,001
	Within Groups	423,615	272	1,557		
	Total	485,942	274			
MQ – Stimulus Pousada Historic description	Between Groups	60,786	2	30,393	22,199	<,001
	Within Groups	372,399	272	1,369		
	Total	433,185	274			
MQ – Stimulus Pousada Charming description	Between Groups	51,736	2	25,868	18,326	<,001
	Within Groups	383,951	272	1,412		
	Total	435,687	274			

Appendix VII: Sample Characterization

Gender

	N	%
Male	111	40,36%
Female	163	59,27%
Prefer not to say	1	0,36%

Degree

	N	%
High School Graduate	56	20,36%
Bachelor Degree	136	49,45%
Master Degree/MBA	74	26,91%
PhD	9	3,27%

Occupation

	N	%
Student	54	19,64%
Student-Worker	14	5,09%
Employed	174	63,27%
Unemployed	9	3,27%
Retired	24	8,73%

Descriptive Statistics

	N		Minimum	Maximum	Sum	Mean		Std. Deviation	Variance	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error
Age	275	64	15	79	11528	41,92	,986	16,344	267,132	-,006	,147

Appendix VIII: Reliability Tests

Brand Awareness

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,859	,861	6

Perceived Quality

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,883	,883	6

Brand Loyalty

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,829	,830	3

Overall Brand Equity

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,889	,889	4

WTP before VS after reduction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,709	,690	4

Reliability Statistics

Cronbach's Alpha	N of Items
,773	3

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Mean BA questions	275	1	5	3,77	,934
Mean PQ questions	275	2	5	3,96	,712
Mean BL questions	275	1	5	2,40	1,019
Mean OBE questions	275	1	5	3,25	,997
Mean Brand Equity dimensions	275	2	5	3,34	,702
Mean WTP questions	275	1	5	2,24	,876
mean_wtp2	275	1,00	4,00	2,0055	,71191
Valid N (listwise)	275				

Appendix IX: Tests of Normality

Tests of Normality

		Kolmogorov–Smirnov[a]			Shapiro–Wilk		
	Types of Pousadas	Statistic	df	Sig.	Statistic	df	Sig.
Mean WTP questions	Monument	,093	86	,062	,957	86	,006
	Historic	,122	96	,001	,925	96	<,001
	Charming	,143	93	<,001	,950	93	,001
Mean Brand Equity dimensions	Monument	,054	86	,200[*]	,986	86	,493
	Historic	,056	96	,200[*]	,989	96	,576
	Charming	,044	93	,200[*]	,983	93	,255

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Appendix X: Test of Multicollinearity

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-,093	,260		-,355	,723		
	Types of Pousadas	,108	,057	,100	1,907	,058	,992	1,008
	Mean Brand Equity dimensions	,632	,065	,506	9,654	<,001	,992	1,008

a. Dependent Variable: Mean WTP questions

Appendix XI: Linear Regression for Hypothesis 1

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2,119	,143		14,839	<,001		
	Types of Pousadas	,060	,066	,055	,909	,364	1,000	1,000

a. Dependent Variable: Mean WTP questions

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,635	1	,635	,827	,364[b]
	Residual	209,525	273	,767		
	Total	210,160	274			

a. Dependent Variable: Mean WTP questions
b. Predictors: (Constant), Types of Pousadas

Appendix XII: Means Comparison for Hypothesis 1a

Descriptives

Mean WTP questions

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Monument	86	2,24	,814	,088	2,07	2,41	1	4
Historic	96	2,13	,864	,088	1,95	2,30	1	4
Charming	93	2,35	,935	,097	2,16	2,55	1	5
Total	275	2,24	,876	,053	2,14	2,34	1	5

Appendix XIII: LSD post-hoc test for Hypothesis 1a

Multiple Comparisons

Dependent Variable: Mean WTP questions
LSD

(I) Types of Pousadas	(J) Types of Pousadas	Mean Difference (I–J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Monument	Historic	,112	,130	,389	–,14	,37
	Charming	–,115	,131	,382	–,37	,14
Historic	Monument	–,112	,130	,389	–,37	,14
	Charming	–,226	,127	,076	–,48	,02
Charming	Monument	,115	,131	,382	–,14	,37
	Historic	,226	,127	,076	–,02	,48

Appendix XIV: mediating effect of Brand Awareness in the relationship between the different types of Pousadas and WTP

Run MATRIX procedure:

*************** PROCESS Procedure for SPSS Version 4.2 beta ***************

Written by Andrew F. Hayes, Ph.D.   www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

****

Model : 4

Y : WTP_Mean

X : Pousadas

M : Brand_Aw

Sample

Size: 275

****

OUTCOME VARIABLE:

 Brand_Aw

Model Summary

R	R-sq	MSE	F	df1	df2	p
,169	,028	,850	8,004	1,000	273,000	,005

Model

	coeff	se	t	p	LLCI	ULCI
constant	4,165	,150	27,703	,000	3,869	4,461
Pousadas	-,195	,069	-2,829	,005	-,331	-,059

Standardized coefficients

	coeff
Pousadas	-,169

****

OUTCOME VARIABLE:

 WTP_Mean

Model Summary

R	R-sq	MSE	F	df1	df2	p
,153	,024	,754	3,273	2,000	272,000	,039

Model

	coeff	se	t	p	LLCI	ULCI
constant	1,552	,276	5,615	,000	1,008	2,096
Pousadas	,086	,066	1,307	,192	-,044	,216
Brand_Aw	,136	,057	2,389	,018	,024	,248

Standardized coefficients

	coeff
Pousadas	,079
Brand_Aw	,145

************************ TOTAL EFFECT MODEL *************************

OUTCOME VARIABLE:

 WTP_Mean

Model Summary

R	R-sq	MSE	F	df1	df2	p
,055	,003	,767	,827	1,000	273,000	,364

Model

	coeff	se	t	p	LLCI	ULCI
constant	2,119	,143	14,839	,000	1,838	2,401
Pousadas	,060	,066	,909	,364	-,069	,189

Standardized coefficients

	coeff
Pousadas	,055

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs

,060   ,066   ,909   ,364   -,069   ,189   ,055

Direct effect of X on Y

Effect   se   t   p   LLCI   ULCI   c'_cs

,086   ,066   1,307   ,192   -,044   ,216   ,079

Indirect effect(s) of X on Y:

Effect   BootSE   BootLLCI   BootULCI

Brand_Aw   -,027   ,015   -,060   -,003

Completely standardized indirect effect(s) of X on Y:

Effect   BootSE   BootLLCI   BootULCI

Brand_Aw   -,025   ,013   -,055   -,003

********************* ANALYSIS NOTES AND ERRORS **********************

Level of confidence for all confidence intervals in output:

95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

WARNING: Variables names longer than eight characters can produce incorrect output

when some variables in the data file have the same first eight characters. Shorter

variable names are recommended. By using this output, you are accepting all risk

and consequences of interpreting or reporting results that may be incorrect.

------ END MATRIX -----

Appendix XV: mediating effect of Perceived Quality in the relationship between the different types of Pousadas and WTP
Run MATRIX procedure:

************** PROCESS Procedure for SPSS Version 4.2 beta **************

          Written by Andrew F. Hayes, Ph.D.   www.afhayes.com

     Documentation available in Hayes (2022). www.guilford.com/p/hayes3

****

Model : 4

   Y : WTP_Mean

   X : Pousadas

   M : Perceive

Sample

Size: 275

****

OUTCOME VARIABLE:

 Perceive

Model Summary

        R   R-sq   MSE   F   df1   df2   p
      ,111   ,012   ,502   3,431   1,000   273,000   ,065

Model

          coeff   se   t   p   LLCI   ULCI
constant   4,158   ,115   36,002   ,000   3,931   4,386
Pousadas   -,098   ,053   -1,852   ,065   -,202   ,006

Standardized coefficients

          coeff
Pousadas   -,111

****

OUTCOME VARIABLE:

WTP_Mean

Model Summary

R	R-sq	MSE	F	df1	df2	p
,313	,098	,697	14,800	2,000	272,000	,000

Model

	coeff	se	t	p	LLCI	ULCI
constant	,531	,326	1,628	,105	-,111	1,173
Pousadas	,097	,063	1,545	,123	-,027	,221
Perceive	,382	,071	5,356	,000	,242	,522

Standardized coefficients

	coeff
Pousadas	,090
Perceive	,310

*********************** TOTAL EFFECT MODEL ***************************

OUTCOME VARIABLE:

WTP_Mean

Model Summary

R	R-sq	MSE	F	df1	df2	p
,055	,003	,767	,827	1,000	273,000	,364

Model

	coeff	se	t	p	LLCI	ULCI
constant	2,119	,143	14,839	,000	1,838	2,401
Pousadas	,060	,066	,909	,364	-,069	,189

Standardized coefficients

	coeff
Pousadas	,055

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
,060	,066	,909	,364	-,069	,189	,055

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_cs
,097	,063	1,545	,123	-,027	,221	,090

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Perceive	-,037	,020	-,080	-,001

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Perceive	-,035	,018	-,073	-,001

********************* ANALYSIS NOTES AND ERRORS **********************

Level of confidence for all confidence intervals in output:

 95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

 5000

WARNING: Variables names longer than eight characters can produce incorrect output
when some variables in the data file have the same first eight characters. Shorter
variable names are recommended. By using this output, you are accepting all risk
and consequences of interpreting or reporting results that may be incorrect.

------ END MATRIX -----

Run MATRIX procedure:

************** PROCESS Procedure for SPSS Version 4.2 beta **************

Written by Andrew F. Hayes, Ph.D.   www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

****

Model : 4

Y : WTP_Mean

X : Pousadas

M : Brand_Lo

Sample

Size: 275

****

OUTCOME VARIABLE:

 Brand_Lo

Model Summary

R	R-sq	MSE	F	df1	df2	p
,010	,000	1,042	,025	1,000	273,000	,875

Model

	coeff	se	t	p	LLCI	ULCI
constant	2,427	,166	14,580	,000	2,099	2,754
Pousadas	-,012	,076	-,158	,875	-,162	,138

Standardized coefficients

        coeff

Pousadas   -,010

****

OUTCOME VARIABLE:

 WTP_Mean

Model Summary

    R   R-sq   MSE   F   df1   df2   p
  ,611   ,374   ,484   81,175   2,000   272,000   ,000

Model

         coeff   se   t   p   LLCI   ULCI
constant   ,849   ,151   5,616   ,000   ,552   1,147
Pousadas   ,066   ,052   1,266   ,207   -,037   ,168
Brand_Lo   ,523   ,041 12,690   ,000   ,442   ,604

Standardized coefficients

        coeff

Pousadas   ,061

Brand_Lo   ,609

*********************** TOTAL EFFECT MODEL ***************************

OUTCOME VARIABLE:

 WTP_Mean

Model Summary

    R   R-sq   MSE   F   df1   df2   p
  ,055   ,003   ,767   ,827   1,000   273,000   ,364

Model

         coeff   se   t   p   LLCI   ULCI

constant	2,119	,143	14,839	,000	1,838	2,401
Pousadas	,060	,066	,909	,364	-,069	,189

Standardized coefficients

	coeff
Pousadas	,055

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
,060	,066	,909	,364	-,069	,189	,055

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_cs
,066	,052	1,266	,207	-,037	,168	,061

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Brand_Lo	-,006	,040	-,084	,073

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Brand_Lo	-,006	,037	-,078	,067

********************* ANALYSIS NOTES AND ERRORS *********************

Level of confidence for all confidence intervals in output:

95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

WARNING: Variables names longer than eight characters can produce incorrect output

when some variables in the data file have the same first eight characters. Shorter

variable names are recommended. By using this output, you are accepting all risk

and consequences of interpreting or reporting results that may be incorrect.

------ END MATRIX -----

Appendix XVII: mediating effect of Overall Brand Equity in the relationship between the different types of Pousadas and WTP

Run MATRIX procedure:

************** PROCESS Procedure for SPSS Version 4.2 beta **************

Written by Andrew F. Hayes, Ph.D.   www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

****

Model : 4

   Y : WTP_Mean

   X : Pousadas

   M : Overall_

Sample

Size: 275

****

OUTCOME VARIABLE:

 Overall_

Model Summary

R	R-sq	MSE	F	df1	df2	p
,003	,000	,997	,003	1,000	273,000	,957

Model

	coeff	se	t	p	LLCI	ULCI
constant	3,254	,163	19,983	,000	2,933	3,574
Pousadas	-,004	,075	-,054	,957	-,151	,143

Standardized coefficients

	coeff
Pousadas	-,003

****

OUTCOME VARIABLE:

 WTP_Mean

Model Summary

R	R-sq	MSE	F	df1	df2	p
,445	,198	,620	33,610	2,000	272,000	,000

Model

	coeff	se	t	p	LLCI	ULCI
constant	,857	,201	4,254	,000	,460	1,253
Pousadas	,061	,059	1,039	,300	-,055	,177
Overall_	,388	,048	8,136	,000	,294	,482

Standardized coefficients

	coeff
Pousadas	,056
Overall_	,442

*********************** TOTAL EFFECT MODEL ***************************

OUTCOME VARIABLE:

 WTP_Mean

Model Summary

R	R-sq	MSE	F	df1	df2	p
,055	,003	,767	,827	1,000	273,000	,364

Model

	coeff	se	t	p	LLCI	ULCI
constant	2,119	,143	14,839	,000	1,838	2,401
Pousadas	,060	,066	,909	,364	-,069	,189

Standardized coefficients

	coeff
Pousadas	,055

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
,060	,066	,909	,364	-,069	,189	,055

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_cs
,061	,059	1,039	,300	-,055	,177	,056

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Overall_	-,002	,028	-,058	,057

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Overall_	-,001	,026	-,053	,052

********************** ANALYSIS NOTES AND ERRORS **********************

Level of confidence for all confidence intervals in output:

  95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

  5000

WARNING: Variables names longer than eight characters can produce incorrect output

when some variables in the data file have the same first eight characters. Shorter

variable names are recommended. By using this output, you are accepting all risk

and consequences of interpreting or reporting results that may be incorrect.

------ END MATRIX -----

Appendix XVIII: mediating effect of Brand Equity in the relationship between the different types of Pousadas and WTP
Run MATRIX procedure:

*************** PROCESS Procedure for SPSS Version 4.2 beta ***************

        Written by Andrew F. Hayes, Ph.D.   www.afhayes.com

    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

****

Model : 4

  Y : WTP_Mean

  X : Pousadas

  M : Brand_Eq

Sample

Size: 275

****

OUTCOME VARIABLE:

Brand_Eq

Model Summary

R	R-sq	MSE	F	df1	df2	p
,089	,008	,491	2,179	1,000	273,000	,141

Model

	coeff	se	t	p	LLCI	ULCI
constant	3,501	,114	30,656	,000	3,276	3,726
Pousadas	-,077	,052	-1,476	,141	-,180	,026

Standardized coefficients

	coeff
Pousadas	-,089

****

OUTCOME VARIABLE:

WTP_Mean

Model Summary

R	R-sq	MSE	F	df1	df2	p
,507	,257	,574	47,152	2,000	272,000	,000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-,093	,260	-,355	,723	-,605	,420
Pousadas	,108	,057	1,907	,058	-,004	,220
Brand_Eq	,632	,065	9,654	,000	,503	,761

Standardized coefficients

	coeff
Pousadas	,100
Brand_Eq	,506

************************** TOTAL EFFECT MODEL **************************

OUTCOME VARIABLE:

 WTP_Mean

Model Summary

R	R-sq	MSE	F	df1	df2	p
,055	,003	,767	,827	1,000	273,000	,364

Model

	coeff	se	t	p	LLCI	ULCI
constant	2,119	,143	14,839	,000	1,838	2,401
Pousadas	,060	,066	,909	,364	-,069	,189

Standardized coefficients

	coeff
Pousadas	,055

************* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *************

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_cs
,060	,066	,909	,364	-,069	,189	,055

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_cs
,108	,057	1,907	,058	-,004	,220	,100

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Brand_Eq	-,049	,033	-,116	,016

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
Brand_Eq	-,045	,031	-,107	,015

*********************** ANALYSIS NOTES AND ERRORS ***********************

Level of confidence for all confidence intervals in output:

 95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

 5000

WARNING: Variables names longer than eight characters can produce incorrect output

when some variables in the data file have the same first eight characters. Shorter

variable names are recommended. By using this output, you are accepting all risk

and consequences of interpreting or reporting results that may be incorrect.

------ END MATRIX -----