

1-1-2003

Which Hotel attributes Matter? A review of previous and a framework for future research

Sara Dolnicar

University of Wollongong, s.dolnicar@uq.edu.au

T. Otter

University of California, USA, thomas.otter@ucr.edu

Follow this and additional works at: <https://ro.uow.edu.au/commpapers>



Part of the [Business Commons](#), and the [Social and Behavioral Sciences Commons](#)

Recommended Citation

Dolnicar, Sara and Otter, T.: Which Hotel attributes Matter? A review of previous and a framework for future research 2003.

<https://ro.uow.edu.au/commpapers/268>

Which Hotel attributes Matter? A review of previous and a framework for future research

Abstract

A lot of effort has been made in the last decades to reveal, which hotel attributes guest care about. Due to the high costs that are typically involved with investments in the hotel industry, it makes a lot of sense to study, which product components the travellers appreciate. This study reveals that hotel attribute research turns out to be a wide and extremely heterogeneous field of research. The authors review empirical studies investigating the importance of hotel attributes, provide attribute rankings and suggest a framework for past and future research projects in the field, based on the dimensions "focus of research", "risk versus utility" and "trade-off versus no trade-off questioning situation".

Keywords

hotel attributes, literature review, systematics of hotel attribute studies

Disciplines

Business | Social and Behavioral Sciences

Publication Details

This paper was originally published as: Dolnicar, S & Otter, T, Which Hotel Attributes Matter? A Review of Previous and a Framework for Future Research, in Griffin, T & Harris, R (eds.) Proceedings of the 9th Annual Conference of the Asia Pacific Tourism Association (APTA), University of Technology Sydney, 2003, 1, 176-188.

Which Hotel attributes Matter?

A review of previous and a framework for future research

Full Paper

Name(s) of Authors: (please fill in the complete details for every author of this paper.

Dr Sara Dolnicar

School of Management, Marketing & Employment Relations

University of Wollongong

Northfields Ave

Wollongong, NSW, Australia 2522

Tel: (02) 4221 3862

Fax: (02) 4221 4154

Email address: sara_dolnicar@uow.edu.au

Dr. Thomas Otter

A. Gary Anderson Graduate School of Management

University of California, Riverside

900 Univ. Ave.,

Riverside, CA, USA 92521-0203

Tel: (++1) (909) 787 4589

Fax: (++1) (909) 787 3970

Email address: thomas.otter@ucr.edu

Acknowledgements

This study was conducted during both Sara Dolnicar's and Thomas Otter's appointment at the Vienna University of Economics and Business Administration. It was supported by the Austrian Science Foundation (FWF) under grant SFB#010 ('Adaptive Information Systems and Modelling in Economics and Management Science').

Which Hotel attributes Matter?

A review of previous and a framework for future research

Abstract

A lot of effort has been made in the last decades to reveal, which hotel attributes guest care about. Due to the high costs that are typically involved with investments in the hotel industry, it makes a lot of sense to study, which product components the travellers appreciate. This study reveals that hotel attribute research turns out to be a wide and extremely heterogeneous field of research. The authors review empirical studies investigating the importance of hotel attributes, provide attribute rankings and suggest a framework for past and future research projects in the field, based on the dimensions “focus of research”, ”risk versus utility” and “trade-off versus no trade-off questioning situation”.

Keywords: hotel attributes, literature review, systematics of hotel attribute studies

Introduction

Few issues in tourism research are so practically relevant to the industry as the investigation of the role hotel attributes play in the consumers' minds. Knowing the attributes that determine accommodation choice, the features that are perceived as being important in a hotel and the hotel characteristics that lead to higher customer retention enables hotel managers to make optimal hotel development decision. For instance, if a swimming pool is not of interest for the target market served, the money for a huge investment can easily be saved without negative market consequences.

Because of this practical relevance, this area of research is strongly developed and numerous attempts have been made to empirically identify THE most crucial aspects of the hotel offer as perceived by consumers. These endeavours are very heterogeneous in terms of (1) the hotel characteristics studied, (2) the methodology, and (3) the fundamental concepts underlying the definition of "important hotel attributes".

The aim of this review is to examine empirical studies published in the last decades with respect to these three dimensions of heterogeneity. In addition, (1) rankings of hotel product / service areas and single important hotel attributes, and (2) a framework for the classification of research approaches within the field of hotel attribute studies are provided.

Hotel Attributes

For the purpose of reviewing past approaches, 21 studies published between 1984 and 2000 in hospitality, tourism research and business journals (Interfaces, International Journal of Contemporary Hospitality Management, International Journal of Hospitality Management, Journal of Business Research, Journal of Hospitality and Leisure Marketing, Journal of Travel

and Tourism Marketing, Journal of Travel Research, The Cornell Hotel and Restaurant Administration Quarterly, The Service Industries Journal, Tourism Management) were examined. A total of 173 attributes were extracted. Very similar items were classified together. These attributes are given in Table 1 (where the categorisation only aims at easing reading). The first (fourth) column of this table includes the hotel area the items were assigned to. The attributes are listed in the second (fifth) column, followed by the number of empirical studies including each particular attribute.

Table 1: Hotel attributes under investigation in the last two decades

Field	Item	Freq. of inclusions	Field	Item	Freq. of inclusions
Image		13	Services		20
	Operating company	2		Room availability	3
	Brand familiarity	3		Reservation handling	3
	Brand image	4		Reservation reliability	2
	Brand recommendation	3		Specific room requests possible	1
	Segment brand image	3		Central "800" reservation number	1
	star rating	2		Warm welcoming	1
	Reputation	10		Reception	3
	Professional corporate image	2		Check in and check out speed	6
Price / Value		16		Check in and out anytime	3
	Price of accommodation	14		Pre-arranged check-in	3
	Value for Money	6		Expedited registration at return visit	1
	Discount rate	5		Luggage handling availability	2
	Free parking	2		Bell service	4
	Free newspapers	3		Concierge services	2
	Free breakfast	5		Laundry service	6
	F&B prices	5		Valet parking	6
	Free local calls	2		Wake up service	5
	Free cable TV	2		Secretarial services / Business centre	7
	Tie-in with airline frequent traveller	4		Airport transportation	3
Hotel		19		Car rentals and airline reservation	1
	Size	2		(24 hour) room service	10
	Architecture	3		No surcharge for long distance calls	2
	Hotel decoration	5		Frequent guest program	5
	Cleanliness	8		Presence of manager	1
	Aesthetics	7		Housekeeping	6
	clientele	1		Friendliness of staff	15
	Elevators	2		Staff attentiveness	5
	Legible, visible signs in public areas	2		Service professionalism /quality	12
	Wide doorways	1		Service customisation	4
	Low pile carpet	1		Appearance of service personnel	3

	Public space	2		Addressing guests by name	4
	Entertainment in lounge / bar	1		Service speed	9
	Medical facilities	3		Service efficiency	3
	In-house library	1		Extra assistance	4
	Shops	5		Complaint responsiveness	1
	Games room	3		Upgrades provided when available	1
	Parking facilities	9		Hotel calls when booked out at regular visit time	1
	Health /fitness facilities	9		Help with all other bookings	1
	Recreation / leisure facilities	4		Cooperation with other companies	1
	Swimming pool	8		Programs for children	2
	Sauna	6	Marketing		8
	Meeting rooms	7		Travel agent recommendation	3
	Audio-visual equipment	2		Word of mouth	1
	Copy machine	3		Communication with intermediaries	1
	Fax machine	4		Deals and incentives for intermediaries	1
	Lighting equipment	3	F&B		16
	Executive floor	1		Restaurant facilities	9
	Reservation system	3		Full-service restaurant	5
Room		18		Gourmet / speciality restaurants	6
	Standard of bedrooms	6		24 hour coffee shop	3
	Cleanliness	12		Vending machines	3
	Size	7		Atmosphere	1
	Comfort	5		Quality	7
	Aesthetics	4		Food service quality	4
	Quite / soundproof rooms	9		Quality of wine list/drinks	1
	Luxury size rooms	1		Variety	5
	Executive bedrooms	6		dining hours	3
	Suites	4		Large printing on menus	1
	Well-maintained furnishings	5		Dietary menus	2
	Handicap accessible rooms	2		Small food portions	1
	Non-smoking	7		Bar/lounge	5
	Easily manoeuvred door handles	1		Hygiene	1
	Comfort of bed	10	Others		
	Large size beds	2		Gifts	1
	Extra blankets	1		Hotel newsletter	1
	Bedside controls	1		Adequacy of bill	1
	Night light in bathroom	1		Hours of operation	1
	Bath size	6		Quality seems assured	2
	Bathroom amenities	9	Security		13
	Grab-bars in bathroom	1		Security of hotel	3
	Hot water supply	2		Security of room	4
	Bathroom furniture	4		Security of area	3
	Bathroom cleanliness	7		Fire safety of hotel	1
	Good quality towels	4		Loud fire alarm	1
	Plenty of towels	2		24 hour video security	1
	Hair dryer	2		Fire alarm & safety equipment	1
	Bathrobe	2		Security personnel on floors	2
	Kitchenette	2	Location		18
	In-room coffee/tee	2		Convenient	12
	In-room check out	2		Convenient parking	3
	tee/coffee making facilities in room	2		Convenient to airport	3
	Ice	1		Convenient to downtown	2
	Work equipment	2		Convenient to business	1

Computer	4	Well-lit public areas	1
Entertainment	1	Restaurants	1
TV / radio	4	Landscaping	4
Remote controls for TV	2	Quite area	4
Telephone	2		
In-room temperature control mechanism	5		
In-room safe	3		
In-room VCR	2		
Mini-bar	3		
In-room whirlpool/tub	3		
Iron and ironing board	2		

The frequency values indicate that some attributes are included in nearly every study. Using the areas (rather than the attributes) as unit of analysis and the number of attributes in each area as indicator of the importance it can be noticed that “image”, “price/value”, “location”, “security”, “marketing” and even “food and beverage (F&B)” consist of comparatively few attributes, whereas the “hotel” as a whole, the “room”, and the “services” provided at the hotel include a very wide variety of different and not necessarily interrelated attributes.

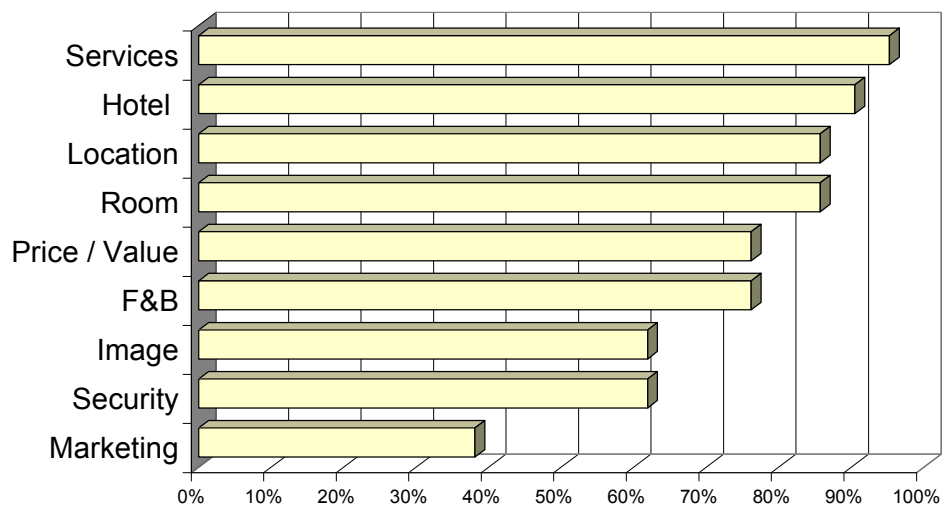
The hotel areas used here seem to be well mirrored by the extensive literature review conducted by Clow et al (1994), who suggest a grouping into (1) security, (2) quality and dependability of service, (3) reputation and name familiarity, (4) physical appearance, (5) location and (6) price. This distinction also enables a reasonable division into tangible and intangible characteristics.

Callan (1995, 1998) lists 166 hotel attributes under following headings: (1) location, (2) image, (3) price / value, (4) competence, (5) access, (6) security, (7) additional services, (8) tangibles-bedroom, (9) tangibles-other, (10) leisure facilities and (11) service provider. This way Callan copes with the heterogeneity of services (divided into service provider, competence and additional services) and hotel (tangibles-other, leisure facilities).

Beside the amount of heterogeneity within each single hotel area it is interesting to construct a ranking of areas on the basis of the number of empirical studies using at least one single item from each field.

Fig. 1 provides a ranking for the 21 studies under consideration. As can be seen, 95 percent of the studies include service items, 90 percent include attributes of the hotel, 86 percent use items from the location and room category for the survey conducted, F&B and price/value items are presented to the respondents in 76 percent of all studies, image and security in 62 percent of the cases and marketing issues seem of importance to no more than 38 percent of the research teams.

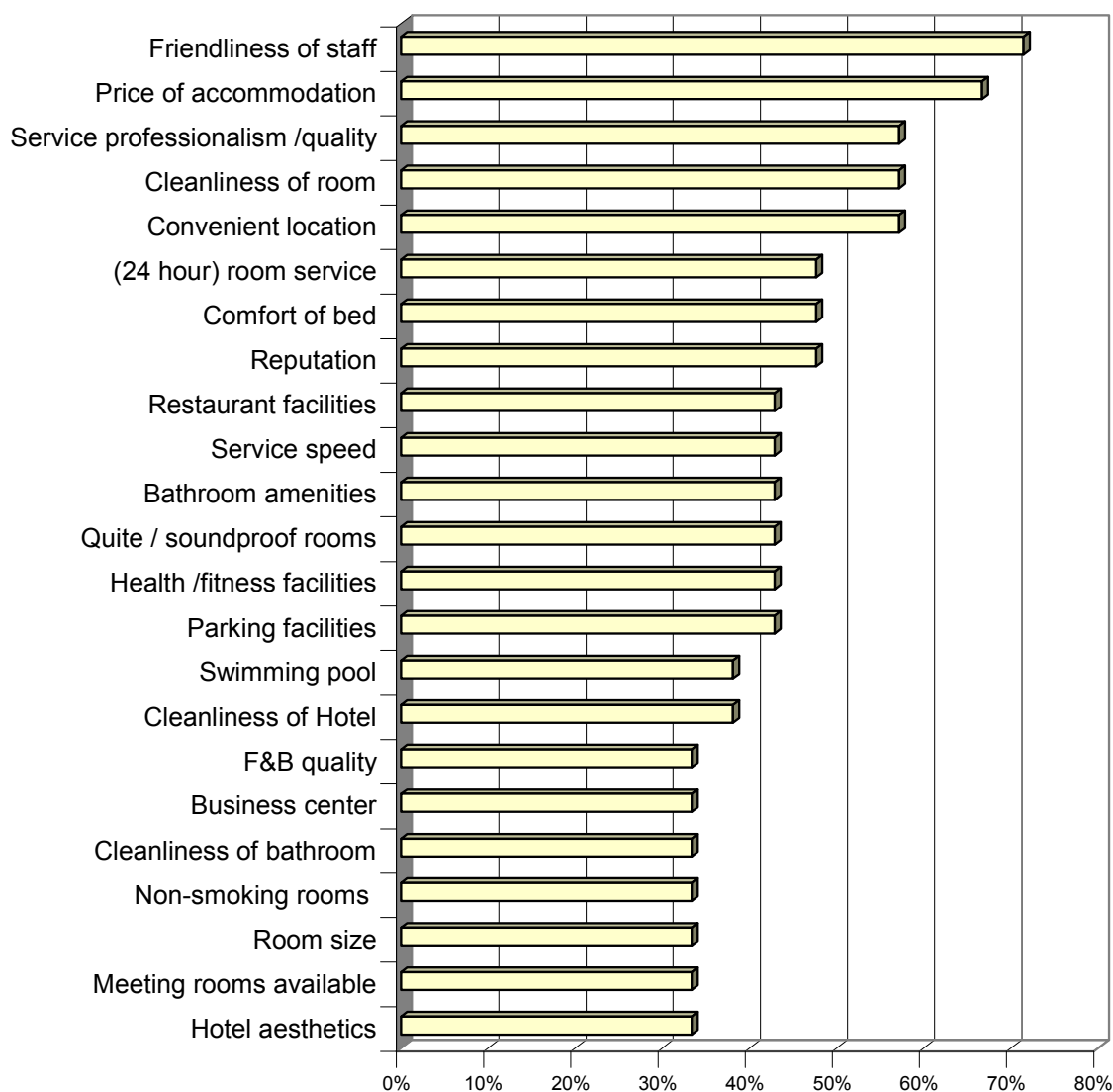
Fig. 1: Frequency ranking of hotel areas studied



Breaking the hotel areas down to single attributes gives the item ranking visualised in Fig. 2. Again, ranks are determined by counting the number of studies including every single item in their research design. The one item used most frequently turns out to be the friendliness of staff, (71 percent) followed by the price (67 percent). More than half of the researchers include the location convenience, the cleanliness of the room and the service quality into the

criteria list to be presented to the respondents. The remaining hotel features are used in less than half of the studies, confirming the fact, that the overlap of criteria - unfortunately - is not very high, indicating a low extent of agreement among experts concerning the major hotel attributes relevant to the consumers.

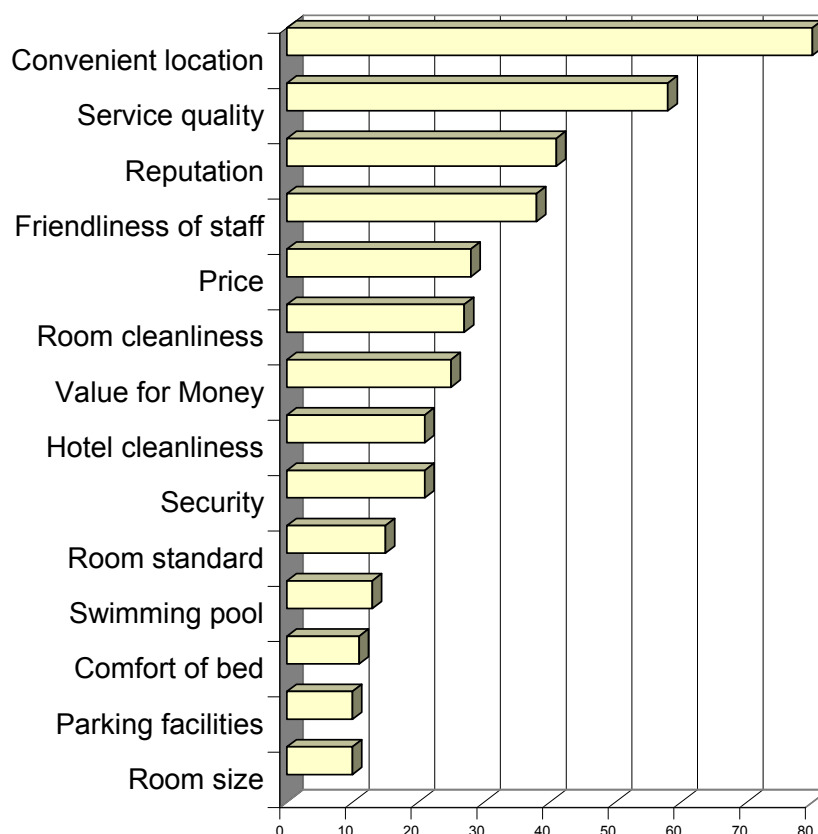
Fig. 2: Item ranking



Finally the review allows some insight into the results of the empirical studies as well. Fig. 4 lists the top ranking hotel attributes from all studies that result in a ranking list (12 out of the

21 reported surveys). The top 10 attributes were included in this analysis, with weights from 10 (for the top ranking characteristic) to 1 (10th rank in the original study results) assigned to the single items. It turns out that “convenience of the location” is the most important criterion, as it ranked first in four of the studies and second in another three. The next most important factor is “service quality”, followed by “reputation” and “friendliness of staff”. Of course, these results have to be treated and cited with care, as they include studies with different definitions of importance, different target groups and different item lists in the questionnaire.

Fig. 3: Ranking of "important" hotel attributes based on the literature review



Methodologies applied

Focusing on the primary goal as formulated by the authors of the publications included in this study, it becomes obvious that not only the criteria allow a high extent of freedom, but also the fundamental perspective of approaching the problem.

A number of authors studied the importance of hotel attributes without specifically focusing on the behaviour influenced by these importance statements. Weaver and Oh (1993) investigated this issue for business travellers, Schaefer, Illum and Margavio (1995) chose the same approach asking tour operators instead of tourists directly, and Pannell Kerr Foster Ass. (1993) focused on the regular hotel guests.

A second group of studies emphasised the matter of hotel choice and thus draws the attention of the respondents to this particular interpretation of the importance rating. Anath *et al.* (1992) focus on the sub-market of mature travellers and find significant differences between younger and older hotel guests in their choice criteria. Both McCleary, Weaver and Hutchinson (1993) and Griffen, Shea and Weaver (1996) explore the business traveller segment. Clow, Garretson and Kurtz (1994) use a causal modelling approach to study determinants for the next hotel choice based on household panel data and find that past experience is one of the most fundamental influencing factors in this context, as it strongly influences the ratings of all other crucial issues. As can be seen in Table , all studies mentioned so far used the same kind of questionnaire design: respondents were asked to state the importance value they personally associated with each of the attributes listed. Either five or seven point rating scales were used as response format. A different approach was chosen by Dube and Renaghan (2000). They asked 469 travellers directly to indicate (in open question format) the attributes that influences their hotel purchase decision, resulting in a 1275-item-list with the highest scoring attribute “location”, followed by “brand name and reputation”.

Extending the point of concentration from pure importance to multiple evaluations of the hotel attributes along different dimensions leads to a third group of studies conducted within the field of hotel attribute research. Saleh & Ryan (1992) used the Fishbein-model to compute single attribute impact on hotel selection of four star hotel guests. Both importance and salience were measured on a rating scale. Tsaur & Tzeng (1995) used a paired comparison approach to arrive at importance ratings for the attributes. Lewis (1984 a and b) used rating scales and investigated salience, determinance and importance during the stay. He finds significant differences in choice determining attributes between business and leisure travellers, with the item “hotel location” diverging very strongly, as business travellers are more concerned about this issue.

Table 2: Empirical studies investigating hotel attributes

	Focus	Valid for	Questionnaire design	Sample / response rate	Data analysis
Weaver & Oh 1993	importance	American Business Travellers	Importance, 5 point scale (56 items)	433 / 14%	mean values and group comparisons
Schaefer, Illum & Margavio 1995	importance	Motorcoach tour operators	Importance, 5 point scale (25 items)	201 / 22%	mean values and group comparisons
Pannell Kerr Forster Ass.	importance	regular hotel guests			frequency tables
Anath et al. 1992	importance for hotel selection	Mature segments	Importance, 5 point scale (57 items)	510 / 40%	descriptive & factor analysis
McCleary, Weaver & Hutchinson 1993	importance for hotel selection	Business travellers	Importance, 5 point scale (56 items)	433 / 14%	factor, discriminant analysis
Griffen, Shea & Weaver 1996	importance for hotel selection	business hotel guests	Importance, 5 point scale (56 items)	433 / 14%	discriminant analysis
Clow, Garretson & Kurtz 1994	importance for the next hotel decision	panel households	Importance, 7 point scale (14 items)	181 / 62%	causal modelling
Dube & Renaghan 1999 and 2000	attributes used in hotel selection	leisure, business, meeting, convention	Open question	469	frequency tables
Saleh & Ryan 1992	importance for hotel choice	Four star hotel guests	Importance and performance, 5 point scale (30 items)	145	factor analysis
Tsaur & Tzeng 1995	importance, evaluation and utility	three star hotel guests	Attribute importance pairwise comparison, 9 point scale (27 items)	204	descriptive statistics
Lewis 1984 (b)	determinants of hotel selection	business and pleasure travellers	Determinance, salience and importance for the stay (66 items)	1314	descriptive statistics

Lewis 1984 (a)	grouping of choice-determining attributes, importance and perception	business travellers	Importance for choice, importance at stay, perception, 5 point scale (66 items)	1314	factor analysis, analysis of variance
Bowen & Shoemaker 1998	loyalty building	luxury hotel business travellers	Loyalty impact of benefits, 7 point scale (18 items)	892 / 18%	structural modelling approach
Barsky & Labagh 1992	customer satisfaction	business vs. pleasure travellers	Importance and performance (9 items)	100	descriptive statistics
Gundersen, Heide & Olsson 1996	satisfaction	business travellers	Satisfaction, (22 items) 7 point scale	375 / 41%	causal modelling
Cadotte & Turgeon 1988	critical hotel factors	hotel guests	Attribute ranking by number of complaints and compliments by management	260	descriptive
Saleh & Ryan 1991	service quality	four star hotel guests	Expectations, performance, 5 point scale (33 items)	200	gap analysis
Hartline & Jones 1996	service quality	hotel guests	Performance, service quality, service value, 5 point scales (8 items)	1351	causal modelling
Dube & Renaghan 2000	value creating attributes for intermediaries	Travel agents and meeting planners	Open questions	194	descriptive analysis
Wind, Green, Shifflet & Scarbrough 1989	evaluation and preference	hotel guests	Conjoint design (50 items)	601	hybrid conjoint analysis

A completely different research orientation is represented by Bowen & Shoemaker's (1998) exploration of factors influencing loyalty in luxury hotels. The central items emerging as highly important were service features. Physical appearance or equipment ranked lower than most characteristics within the hotel service area.

Finally, a large group of researchers laid the main emphasis of their work on the understanding of satisfaction and service quality issues. Barsky & Labagh (1992) study the satisfaction issue by asking the respondents to evaluate the importance and the hotel performance on different hotel attributes, Gundersen, Heide & Olsson (1996) directly present a seven-point satisfaction scale to the business travellers and base a satisfaction model on the answers received. Cadotte & Turgeon (1988) classify hotel attributes according to their potential to cause satisfaction or dissatisfaction by analysing the frequencies of complaints

and compliments as stated by hotel managers. By comparing expectations and performance ratings of four star hotel guests, Saleh & Ryan (1991) study the service quality gap. Hartline & Jones (1996) investigate the same issue by means of a causal model based on a data set consisting of 1351 respondents.

One of the most complex projects in this field was a conjoint design study conducted by Wind, Green, Shifflet & Scarbrough (1989) including 50 attributes, which were rated by the respondents in numerous dimensions (evaluation of a well known hotel according to these attributes, unacceptable level of each attribute, preferred level of each attribute etc.). The “courtyard by Marriot” study led to a successful product introduction that seems to validate the results, which were worked out in detail for different market segments including a market share estimate based on the recommended redesign action.

In addition to the studies included in Table , other endeavours have been made to explore very specific hotel characteristic in detail. One such example is provided by Field (1999) who inquired into the supply and demand of smoke-free hotel rooms. These special focus studies were not included in the review.

To sum the insight from this literature review up: hotel attributes have always been an important issue that has attracted a lot of research attention. Unfortunately, the approaches differ very strongly in terms of attributes included, segments studied, questionnaire design, main focus and data analysis instruments. This fact makes it difficult to generalise results or even to end up with a list of THE 50 most important hotel attributes.

Framework for the classification of hotel attribute studies

The heterogeneity of research approaches makes it hard to keep the orientation within the field of hotel attribute studies and calls for a framework to ease the classification of past and future projects within this field.

Basically, publications on hotel attribute evaluation can be classified according to three dimension, as shown in Figure : “focus of research”, ”risk versus utility” and “trade-off versus no trade-off questioning situation”.

Turning the attention to the “focus of research” topic, the literature review conducted reveals following broad classes of studies:

- Relevant hotel attributes before the actual booking. Typical questions investigated so far include: Which hotel features determine or influence the hotel purchase decision? Which product modifications / developments should be made in order to increase demand?
- Relevant hotel attributes during the stay at the hotel. Typically following research questions are studied: Which hotel features induce satisfaction or dissatisfaction of consumers?
- Relevant hotel attributes after the hotel experience. Following issues within this field of interest are typically studied: Which hotel features increase loyalty of consumers? Which product modifications / developments should be made in order to motivate guests to come again and recommend the hotel to friends and relatives?

Of course, a wide variety of psychological constructs can be the focal point of research within every one of these fields: information processing, information retrieval, satisfaction, loyalty etc.

When critically reviewing the research conducted so far, it becomes obvious, that most studies centre around the before-purchase period. Unfortunately, the investigation of needs and feelings of the customers after the booking took place has not been a major research issue so far.

The second criterion used for classifying hotel attribute studies is the distinction between “trade-off” and “non-trade-off” –based questions. This distinction is relevant because it is the only possibility to realistically compare the influence of attributes. If, for instance, the authors of this paper were asked, what room they prefer, they would describe a luxury suite with marble floors, silk bedclothes, a nice little whirlpool in the bathroom and a super-extra-king-size TV screen. However, when it comes to paying the price for this luxury suite, the description of the optimal hotel room changes dramatically: a small room with a shower will do fine. Thus, forcing the respondent to evaluate attributes in a realistic trade-off situation makes a lot of sense within the field of hotel attribute research, especially when the influence on the purchase decision is explored. An example is provided by Wind, Green, Shifflet & Scarbrough (1989), who do not ask respondents to mark attributes they feel are desirable for them. Instead, they ask them to state which of the attributes they would be willing to pay for.

Finally, there are two perspectives of product evaluation. On the one hand, the consumer aims at maximising utility (Smith, 1776; Adams, 1965) and thus tries to get the best possible offer for the price he or she is willing to pay. On the other hand, consumers try to reduce risk in every purchase decision. In case of hotel selection decisions risk plays a major role, especially when the traveller neither is familiar with the destination nor with the hotel chain. Avoidance of risk might become a knock-out criterion under such circumstances, that makes all the grey shades determined by importance rating scales irrelevant. This issue has not been addressed

by many studies so far. Only Wind, Green, Shifflet & Scarbrough (1989) check for unacceptable attribute levels by explicitly asking respondents to mark such situations.

Figure 4: Classification framework for hotel attribute studies

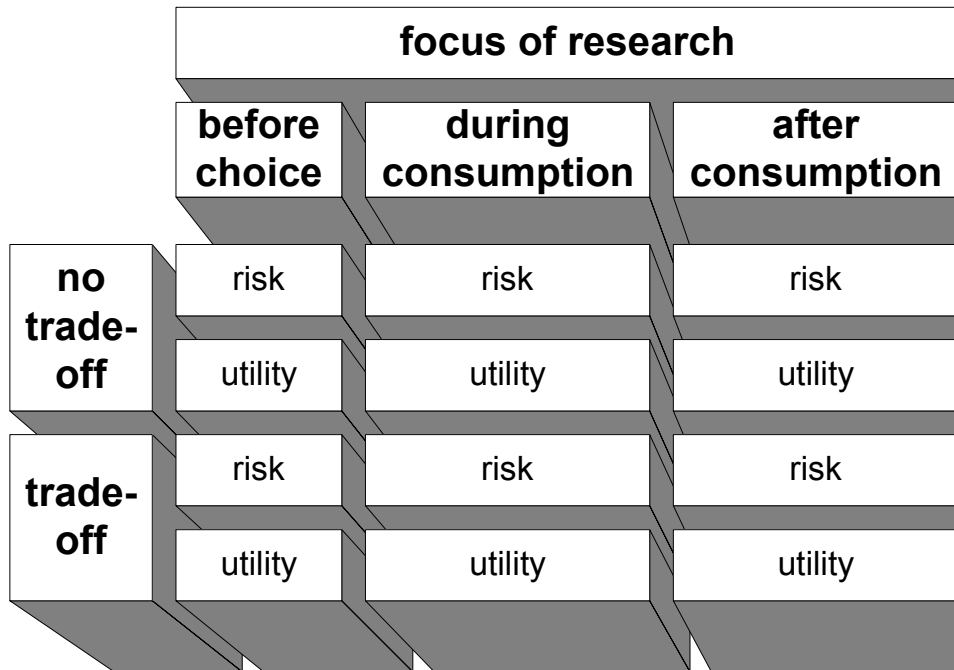


Figure summarises the framework proposed. The aim of the framework is to both provide a rough structure to classify past research and – more importantly – demonstrate which issues have not been treated sufficiently in the past and thus should be focused on more strongly in the future: (1) attribute importance during and after the stay at the hotel, (2) measurement of attribute importance under the trade-off condition (in order to increase the validity of the results for real world recommendations to be deducted) and (3) investigation of risk factors, that are strong enough to rule out any compensatory model of hotel attribute importance constructed.

Conclusions and future work

Not only does the field of “hotel attribute research” attract a lot of attention among researchers within the field of tourism and hospitality, the studies investigating the importance of both tangible and intangible hotel characteristics are extremely heterogeneous in terms of the primary research interest, the market segment studied, the attributes included in the survey, the questionnaire design chosen and the data analysis techniques applied. This wide variety of studies with different orientation unfortunately makes it impossible to derive general results about the importance of hotel attributes for the universe of tourists. The framework suggested for the classification of empirical studies within this field of research offers a three-dimensional grid that helps to structure the kinds of results provided by different research groups. The three dimensions considered include the primary research interest, the risk versus utility approach and if a trade-off situation is created for the respondent. Beside these criteria it is obviously important to distinguish the segments studied when comparing results of different surveys.

Future research within the field of hotel attribute importance should fill the gaps that become obvious when reviewing the literature of the past decades: First, the focus should not exclusively be laid on the pre-purchase period. Second, the influence of cost should not be ignored, thus increasing the number of trade-off studies and finally, the strict belief in an entirely compensatory model should be relaxed. By doing so, risks could be revealed that overrule other hotel preferences. Knowledge about these risks as perceived by customers could mean a strong competitive advantage for hotels successfully reducing these fearful feelings instead of listing numerous attractive attributes. A shift in these directions will most probably automatically lead to increased usage of more complex survey instruments as e.g. the conjoint design as compared to the predominantly used rating scales. Another issue that

would be highly interesting in the future is the systematic investigation of differences between typical hotel market segments, as this would generate maximum utility for hotel businesses.

References

- Adams, J.S. (1965). Inequity in social exchange, in: Berkowitz (ed.), *Advances in Experimental Social Psychology*. New York: Academic Press.
- Ananth, M., DeMicco, F.J., Moreo, P.J., & Howey, R.M. (1992). Marketplace Lodging Needs of Mature Travellers. *The Cornell Hotel and Restaurant Quarterly*, August 1992, 12-24.
- Balmer, S., & Baum, T. (1993). Applying Herzberg's Hygiene Factors to the Changing Accommodation Environment. *International Journal of Contemporary Hospitality Management*, 5, 32-35.
- Barsky, J.D., & Labagh, R. (1992). A Strategy for Customer Satisfaction. *The Cornell Hotel and Restaurant Administration Quarterly*, Oktober 1992, 32-40.
- Bowen, J.T., & Shoemaker, S. (1998). Loyalty: A Strategic Commitment. *The Cornell Hotel and Restaurant Administration Quarterly*, February 1998, 12-25.
- Callan, R.J. (1995). Hotel classification and grading schemes, a paradigm of utilisation and user characteristics. *International Journal of Hospitality Management*, 14, 271-284.
- Callan, R., & Lefebvre, C. (1997). Classification and grading of UK lodges: do they equate to managers' and customers' perceptions? *Tourism Management*, 18, 417-424.
- Callan, R.J. (1998). Attributional Analysis of Customers' Hotel Selection Criteria by U.K. Grading Scheme Categories. *Journal of Travel Research*, 36, 20-34.
- Cadotte, E.R., & Turgeon, N. (1988). Key Factors in Guest Satisfaction. *The Cornell Hotel and Restaurant Administration Quarterly*, February 1988, 45-51.
- Clow, K.E., Garretson, J.A., & Kurtz, D.L. (1994). An Exploratory Study into the Purchase

- Decision Process Used by Leisure Travellers in Hotel Selection. *Journal of Hospitality and Leisure Marketing*, 4, 53-71.
- Dube, L., & Renaghan, L.M. (1999). Building Customer Loyalty. *The Cornell Hotel and Restaurant Administration Quarterly*, Oktober 1999, 78-88.
- Dube, L., & Renaghan, L.M. (1999). How Hotel Attributes Deliver the Promised Benefits. *The Cornell Hotel and Restaurant Administration Quarterly*, October 1999, 89-95.
- Dube, L., & Renaghan, L.M. (2000a). Creating Visible Customer Value – How Customers View Best-practice Champions. *The Cornell Hotel and Restaurant Administration Quarterly*, February 2000, 62-72.
- Dube, L., & Renaghan, L.M. (2000b). Marketing your Hotel to and through Intermediaries – An Overlooked Best Practice. *The Cornell Hotel and Restaurant Administration Quarterly*, February 2000, 73-83.
- Field, A. (1999). Clean Air at night. Supply and Demand of Smoke-free Hotel Rooms. *Cornell Hotel and Restaurant Administration Quarterly*, February 1999, 60-67.
- Griffin, R.K., Shea, L., & Weaver, P. (1996). How Business Travellers Discriminate Between Mid-Priced and Luxury Hotels: An Analysis Using a Longitudinal Sample. *Journal of Hospitality and Leisure Marketing*, 4, 63-75.
- Gundersen, M.G., Heide, M., & Olsson, U.H. (1996). Hotel Guest Satisfaction among Business Travellers. *The Cornell Hotel and Restaurant Administration Quarterly*, April 1996, 72-81.
- Halstead, D., & Page, T.J. Jr. (1992). The effects of satisfaction and complaining behavior on consumers repurchase behavior. *Journal of Satisfaction, Dissatisfaction and Complaining Behavior*, 5, 1-11.
- Hartline, M.D., & Jones, K.C. (1996). Employee Performance Cues in a Hotel Service Environment: Influence on Perceived Service Quality, Value, and Word-of-Mouth

- Intentions. *Journal of Business Research*, 35, 207-215.
- Lewis, R.C. (1984a). Isolating Differences in Hotel Attributes. *The Cornell Hotel and Restaurant Administration Quarterly*, November 1984, 64-77.
- Lewis, R.C. (1984b). The Basis of Hotel Selection. *The Cornell Hotel and Restaurant Administration Quarterly*, May 1984, 54-69.
- McCleary, K.W., Weaver, P.A., & Hutchinson, J.C. (1993). Hotel Selection Factors as they relate to business travel situations. *Journal of Travel Research*, Fall 1993, 42-48.
- Pannell KERR Forster Associates (1993). Factors influencing the design of hotels. *International Journal of Contemporary Hospitality Management*, 5, 17-19.
- Saleh, F., & Ryan, Ch. (1991). Analysing Service Quality in the Hospitality Industry Using the SERVQUAL Model. *The Service Industries Journal*, 11, 324-343.
- Saleh, F., & Ryan, Ch. (1992). Client perceptions of hotels. *Tourism Management*, June 1992, 163-168.
- Schaefer, A., Illum, S., & Margavio, T. (1995). The Relative Importance of Hotel Attributed to Motorcoach Tour Operators. *Journal of Hospitality and Leisure Marketing*, 3, 65-80.
- Smith, A. (1776) *The Wealth of Nations*. Harmondsworth: Penguin.
- Smith, R.A., & Lesure, J.D. (1999). The U.S. Lodging Industry Today. *The Cornell Hotel and Restaurant Administration Quarterly*, February 1999, 18-25.
- Tsaur, Sh.-H., & Gwo-Hsiung, T. (1995) Multiattribute Decision Making Analysis for Customer Preference of Tourist Hotels. *Journal of Travel and Tourism Marketing*, 4, 55-69.
- Weaver, P.A., & Oh, H.C. (1993) Do American Business Travellers Have Different Hotel Service Requirements? *International Journal of Contemporary Hospitality Management*, 5, 16-21.
- Wind, J., Green, P.E., Shifflet, D., & Scarbrough, M. (1989) Courtyard by Marriott:

Designing a Hotel Facility with Consumer-Based Marketing Models. *Interfaces*, 19, 25-47.