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GUEST SATISFACTION AND GUEST LOYALTY STUDY

FOR HOTEL INDUSTRY

By

Danijel Carev

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Name: Danijel Carev   Date: 11/28/2008   UID# _____

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Thesis Committee: (1)   Dr. James Jacobs, Jr.   (Chairperson)

                 (2)   Dr. Thomas Maier

           OR   (3) _____

Number of Credits Approved: 4

cc.   Department Student Record File – Original Student

ABSTRACT

Common perception by practitioners in the hotel industry today that a satisfied guest would become a repeat customer was considered as a major subject of this research. It determined the extent to which satisfaction fostered loyalty. Interviewing guests and demonstrating the expression of visual experience through photography illustrated the guests´ propensity for recommending and returning to the hotel as a repeat customer. Using a provided digital camera, participating guests were asked to photograph whatever caught their eye to illustrate the hotel as being meaningful. In examining factors such as ambience, service, as well as with the guest's overall satisfaction with the hotel along with their loyalty behavior, this study analyzed the relationship between customer satisfaction and customer loyalty. Additionally, this study explored factors promoting guest loyalty with the purpose of proposing a method to assist hotels in identifying attributes increasing customer loyalty.

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CHAPTER 1 - INTRODUCTION

The concept of delivering quality service for ensuring guests satisfaction to achieve guests' loyalty and subsequent repeat business has always been a normal assumption on the part of many theorists and practitioners (Bowen and Chen, 2001). What value does a satisfied guest really return to the hotel industry? Further, is guest loyalty really critical to a successful business in the hotel industry?

The main discussion is whether high quality service actually encourages to satisfied guests to return for repeat visits to the same hotel, and conversely, whether low quality service leads to low satisfaction, discouraging guests from returning. This assumption is a widely-held belief, provided the hotel offers quality service to gain guest satisfaction and, in return guest loyalty.

Due to increasing global market competition, many hotel companies are facing challenges in retaining customers. Some market researches have proven that most hotel companies in Europe and in the U.S. will lose half their customers over a span of five years (Ganesh, Arnold and Raynolds, 2000). By raising satisfaction or quality standards, companies gradually raise guests' expectation level, which then makes it more difficult and more costly to please them. Holding onto a returning guest is important to a hotel because over time they reduce the cost of service. A returning guest knows the product; requires less information;

purchases more services; is will to pay higher prices for those services; and willingly offers word-of-mouth recommendations to others (Ganesh, Arnold, and Reynolds, 2000).

Researchers and marketers have begun to question the actual return on the hotel's investment; specifically, spending more on quality improvements with the purpose of satisfying customers (Zeithaml, Berry, and Parasuraman, 1996). This question continues to surface even though the market clearly demonstrates that customer always seeks quality regardless of how much he or she pays (Gitomer, 1998). In this light, some researches argue that improving service quality alone does not achieve desired customer loyalty. Rather, improvement of overall customer satisfaction is what leads to greater loyalty and repeat customer (Rungting, 2004).

For this reason and for the purpose of this work, research on customer loyalty focused primarily on customer satisfaction.

Common Perception

Common dimensions of service satisfaction include: service quality, product quality, price, and location. Researchers suggest the "people factor" (i.e., service quality) may be the most salient of these dimensions in determining overall satisfaction and in securing repeat business in the service industries (Ganesh, Arnold, and Reynolds, 2000; Yüksel and Yüksel, 2002). Therefore, satisfaction with a product or service offered

has been identified as a key determinant for loyalty and, perhaps more important, a company's profitability.

It is also commonly known that there is a positive relationship between customer loyalty and profitability. Reichheld and Sasser (1990) found that when a company retains just 5 percent more of its customers, profits increase by 25 percent to 125 percent. Gould (1995) helped consolidate the interest in loyalty through his research in support of Reichheld and Sasser's work. Along that line, marketers are seeking information on how to build customer loyalty.

The increased profit from loyalty comes from reduced marketing cost, increased sales, and reduced operational cost (Bowen and Chen, 2001). Loyal customers are less likely to switch because of price. In addition, they make more purchases than similar non-loyal customers (Reichheld and Sasser, 1990). Raman (1999) states, loyal customers serve as a "fantastic marketing force" by providing recommendations and by spreading positive word-of-mouth, forming the best available advertising activities a company can get.

Loyal customers increase sales by purchasing a wider variety of the hotel's products and by making more frequent purchases. Bowen and Shoemaker (1998) found loyal hotel guests had higher food and beverage purchases than non-loyal guests. They also found loyal guests cost less to serve; in part because they know the product and require

less information. They even serve as part-time employees. The authors have collected anecdotes from service employees, stating how loyal guests are eager to serve as employees, and in a way, act as positive Public Relations Agents for the hotel by, telling other guests about the great restaurants in the hotels. Therefore, loyal customers represent an information source for the other guests.

Therefore, in this study focusing on the reasons why guests rate higher scores for satisfaction may lead to better understanding of the customer loyalty.

Problem Statement

Improving customer satisfaction is a critical component of the hospitality industry's value proposition to the guests (Siguaw a. Enz, 1999). Consequently, the hospitality industry spends millions of dollars per year to better assess guest satisfaction and understand the elements of loyalty. With an understanding of what causes guests to stay and to return, hoteliers can act to increase loyalty.

Purpose of the Study

The main purpose of this study is to examine the relationship between customer satisfaction and customer loyalty in the hotel industry in Croatia. The main objectives are to develop and implement a method for hotels to identify attributes increasing customer loyalty. A second purpose is to produce a methodology, which can be replicated by other

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hotels. Finally, this study re-examines the antecedents of loyalty to determine what creates loyalty towards a hotel.

Hypothesis

For the purpose of this study, a *loyal guest* is defined as a customer who holds favorable attitudes towards the company; commits to the repurchase of the product or service; and recommends the product or service to others.

This research addresses a number of questions, which examine the relationship between guest satisfaction and guest loyalty in the hotel context. Accordingly, we can offer the following hypotheses:

- H1: Hotel service system design elements are positively related to guest loyalty.

- H2: Guest satisfaction with reception, guestroom, food and beverage, ambience, and price is positively related to guest loyalty.

- H3: Satisfied guests exhibit higher levels of purchase involvement than dissatisfied guests.

- H4: Satisfied guests provide stronger positive word-of-mouth advertising than dissatisfied guest.

Methodology

To test these hypotheses, research has been conducted at Hotel Bristol in Opatija, which is located in northwestern part of Croatia. The hotel is a 4-star property, located in the city centre, across the central city park and only a few steps from the sea side.

The photo-elicitation technique has been used as a way of soliciting guest feedback. This technique encourages guests to use images and descriptions in responding to a hotel's design and amenities. In a photo-elicitation assessment, the hotelier simply gives participating guests the use of a digital camera to photograph whatever catches their eye as being meaningful; both inside and outside of the hotel area. This new image-based approach in guest feedback in contrast with traditional written surveys has been introduced in the hotel property for the first time.

Guest participants have been taking the photographs of hotel's service system design elements they consider important then discussed those photographs in a personal interview. Along with use of a digital camera, guests were asked to complete an information sheet. This information sheet requested contact information, demographic information, the use of the hotel (e.g., frequency of stays, length of relationship, factors considered in making a reservation, and type of

traveler), as well as responses to a brief set of satisfaction and loyalty scales. In addition to three items for ambience, service, and overall satisfaction, scale items measure the loyalty behavior items such as commitment to repurchase the product/service and recommendation the product to others.

Significance of the Study

To identify attributes increasing customer loyalty, hotel companies need to consider what happens before, during, and after the guest interacts with the property. In that light, it is important to look closely at what is measured and the way it is measured.

Customer satisfaction is a crucial part of loyalty, but customer loyalty cannot be achieved by satisfaction alone. An enterprise can offer satisfaction without loyalty, but not loyalty without satisfaction (Kirkby et al., 2003). Thus, this study provides insights into customer loyalty by examining customer satisfaction and service quality.

The primary goal of the present study was to provide a framework for other hotels to use in replicating this research process for their own marketing research.

The short-range consequences of this study were to better understand current service quality, guest satisfaction, and loyalty of the hospitality industry with participant observation from visitors of a subject hotel. It provided managers with insights as to why guests leave satisfied

or dissatisfied from their property and where short-term improvements need to be made to retain business and guests.

As a result of this study, long-range consequences were that hotels should use survey-based feedback on a continuing basis. This result helps managers make effective operational decisions. In addition, it aids managers in adjusting service system design elements and amenities so as to meet or even exceed guest demands.

Summary

Customer satisfaction has been heavily emphasized in the hospitality industry. Most recently, more and more researches have reported that even though customers had been satisfied or very satisfied with their original provider, they still switch to a different provider (Skogland & Siguaw, 2004). Thus, if the companies want to increase customer loyalty, then they need to consider ways to build a relationship with customers, including the way satisfaction influences their decision to return to the same hotel.

Chapter One of this paper delineated the purpose and objectives of the study. It presented research questions, definitions, assumptions, and delimitations of the study. A review of literature in support of the research questions follows. The researcher determined that the primary areas of the study were customer satisfaction and customer loyalty. These areas were identified as a result of current marketing literature, which strongly

suggests a connection between customer satisfaction and customer loyalty.

CHAPTER 2 - LITERATURE REVIEW

Introduction

This chapter reviews the literature on loyalty and customer satisfaction. Although the major focus is on customer satisfaction in service organizations, this chapter begins with a brief review of the importance of customer loyalty in the hotel industry. This is followed by a review of loyalty literature, which results in the construction of a definition of service loyalty for use in this study. Next, factors thought to influence the development of loyalty are discussed. In particular, emphasis is on customer satisfaction as the most important determinant for loyalty. Afterwards, the photo-elicitation approach is explained as a method for collecting guest feedback. This chapter concludes with a discussion of how services differ from each other and how customer satisfaction may differ across services.

The Importance of Customer Loyalty in the Hotel Industry

The hotel industry today has been recognized as a global industry, with producers and consumers spread around the world (Kandampully et al., 2000). The use of hotel facilities such as: guestroom, restaurant, bar, spa or wellness services, is no longer considered a luxury. For many people, these services have become an integral component of their lifestyle. Moreover, in the last two decades, demand for supply of hospitality services beyond that of traditional services intended for

travelers have escalated the growth of the hospitality industry globally, leading to intense competition in the marketplace (Kandampully et al., 2000).

According to Kandampully and Suhartanto (2000), one of the greatest challenges facing hotel organizations today is the ever-growing volume and pace of competition. Competition has major implications for the customer, providing increased choice, greater value for money, and augmented level of service. Additionally, there is little to distinguish one hotel's products and services from another. Thus, it is imperative for hotel organizations to gain a competitive advantage.

To gain a competitive advantage, hotel operators are using two commonly-known strategies. They are:

1. Providing low-cost leadership through price discounting, and

2. Developing customer loyalty by providing unique benefits to customers.

Hotels that attempt to improve their market share by discounting price run the serious risk of having a negative impact on hotel's medium- and long-term profitability. Thus, it is quality of service rather than price that has become the key to a hotel's ability to differentiate itself from its competitors and to gain customer loyalty (Kandampully et al., 2000).

Due to the importance of customer loyalty, companies are trying to enhance their customers' loyalty through retention programs and

relationship marketing strategies (Hallowell, 1996). Customer loyalty is important because loyal customers bring many benefits to a firm. According to Reichheld and Teal (1996), the various advantages of customer loyalty include: a continuous stream of profit, reduction of marketing cost, growth of per-customer revenue, decrease in operating cost, increase in referral, increase in price premium, and switching barriers among loyal customers who do not easily surrender to the competitors' promotion efforts. Considering these benefits, customer loyalty is a necessary prerequisite for the future survival of hotel organizations (Reichheld and Teal, 1996; Reinartz and Kumar, 2000; Yi an Jeon, 2003).

A Definition of Customer Loyalty

Customers display varying degrees of loyalty, commitment, or allegiance in various aspects of their daily interactions. Loyalty also occurs in consumption situations, and has received much attention in the marketing literature (Kandampully et al., 2000). Generally, the term, *customer loyalty*, has been described as occurring when customers:

1. Repeatedly purchase a good service over time, and

2. Hold favorable attitudes towards a good service.

Customer loyalty consists of three separate dimensions: behavioral, attitudinal, and composite. *Behavioral* loyalty considers measurements of consistent, repetitious purchase behavior as an indicator of loyalty. In particular, it interprets a form of customer behavior directed towards a particular brand over time (Bowen and Shoemaker, 1998).

Researchers (Ehrenberg, Goodhardt, and Barwise, 1990; Krishnamuthi and Raj, 1991) measured loyalty exclusively on behavioral dimensions. The problem with this type of measurement, as Dick and Basu (1994) pointed out, is that it provides limited understanding of the factors underlying repeat purchase. Another problem with the behavioral approach is that repeat purchases are not always the result of a psychological commitment towards the brand (TePeci, 1999). For example, a traveler may stay at a hotel because it is the most convenient location. When a new hotel opens across the street, they switch because the new hotel offers better value. Thus, repeat purchase does not always mean commitment (Bowen and Chen, 2001).

The *attitudinal* measurements of loyalty use attitudinal data to reflect the emotional and psychological attachment inherent in loyalty. The attitudinal measurements are concerned with the sense of loyalty, engagement, and allegiance. There are instances when a customer

holds a favorable attitude towards a hotel, but he/she does not stay at the hotel (Toh et all., 1993). *Attitudinal dimensions* refer to a customer's intention to repurchase and recommend, which are good indicators of a loyal customer (Getty and Thompson, 1994). A guest could hold a hotel in high regard, recommend the hotel to others, but feel the hotel was too expensive for him/her to use on regular basis.

The third approach, *composite* measurement of loyalty, combines the first two dimensions (behavioral and attitudinal) and measures loyalty by customers' products preferences, propensity of brand-switching, frequency of purchase, and total amount of purchase (Pritchard and Howard,1997; Hunter, 1998; Wong at al., 1999). The use of both attitude and behavior in loyalty definition substantially increases the predictive power of loyalty hence, composite measurement has been generally acknowledged as a two-dimensional construct that enables researchers to understand customer loyalty in several fields, such as retailing, recreation, upscale hotels, and airlines (Pritchard and Howard, 1997).

Based on the review of loyalty concepts, composite approach to customer loyalty, which includes attitudinal and behavioral aspects, was adopted for this study. Customer loyalty consists of both an attitudinal commitment to the relationship (such as price insensitivity), as well as other, more-overt loyalty behavior (such as positive word of mouth and repeat patronage) (Oliver, 1999). Therefore, *loyal customers* or *loyal*

guests are guests who hold favorable attitudes towards the hotel, commit to repurchase the product/service, and recommend the hotel to others.

This definition of guest loyalty suggests that the loyal guest is a matter of degree, ranging from the completely loyal to one who never considers using a hotel in the future. According to this definition, an extremely loyal guest would be described as one who:

1. Regularly uses a hotel,

2. Really likes the hotel and thinks very highly of it, and

3. Does not ever consider using another hotel in this region.

Conversely, at the other end of the continuum, an extremely "non-loyal" guest:

1. Does not use the hotel again,

2. Has negative feelings towards the hotel, and

3. Welcomes suggestions about other hotels and is willing to try any other hotel.

This three-dimensional definition is consistent with Zeithaml, Berry, and Parasuraman'a (1995) "loyalty to company" factors in their behavioral-intensions battery. In their study, the five items measuring the *loyalty factor* included:

1. Saying positive things about the company;

2. Recommending the company to someone who seeks advice;

3. Encouraging friends and relatives to do business with the company;

4. Considering the company the first choice to buy service; and

5. Doing more business with the company in the next five years.

Thus, in effect, their measure includes items from all three dimensions of the proposed customer loyalty dimension.

Loyalty Prerequisites

Practitioners and researchers have not clearly identified a theoretical framework, which identify factors leading to the development of customer loyalty (Gremler and Brown, 1997). However, there is consensus among practitioners and academics that customer satisfaction and service quality are prerequisites of loyalty (Gremler and Brown, 1997; Cronin and Taylor, 1992). Their thinking is that a satisfied customer, as a result of his/her satisfaction, naturally becomes a loyal customer with satisfaction as the only catalyst necessary for developing such loyalty (Ostrowski, O'Brien and Gordon, 1993). That is, satisfaction is a necessary and sufficient condition for developing service loyalty.

Guest Satisfaction

The global service marketplace continues to be very competitive. Lodging business have been challenged to increase their levels of quality and service, improve their product design, and decrease their product development cycle times. Significant progress has been made in these areas, but one of the most important objectives in the hotel marketplace

today is providing total customer satisfaction (Skogland a. Siguaw, 2004).

Customer satisfaction is considered to be one of the most important outcomes of all marketing activities in a market-oriented firm. The obvious need for satisfying the firm's customer is to expand the business, to gain a higher market share, and to acquire repeat and referral business - all of which lead to improved profitability (Barsky, 1992).

The services-marketing literature suggests that satisfied customer purchase more each time they visit and purchase more often. The satisfied customer also refers their family and friends. The link between sales, service, satisfaction, and profits is direct. The more customers are satisfied, the more they spend (Gerson, 1993). The more customers spend, the more is sold. And usually, when more is sold, profits are greater (Gerson, 1993). In addition, satisfied customers are less likely to seek the lowest prices and the cost of selling to them is much less than the cost of capturing new customers from the competition. Happy customers are the cheapest and most effective form of advertising. Conversely, a disappointed customer not only takes their business elsewhere, but most likely tells several others about the experience too. While it may take many positive encounters to create customer loyalty, it usually takes only two negative encounters to make an enemy for life

(Hill and Alexander, 2000). Thus investment in customer satisfaction does bring improvements in profitability.

Moreover, *customer satisfaction* has been used to refer to the satisfaction with an individual consumption experience or service encounter (e.g. Bitner, Booms, and Tetreault, 1990; Oliver and Swan, 1989). It has also been described as a summary evaluation of a customer's overall experience with an organization or its products (Cronin and Taylor, 1992).

In many customer satisfaction studies, repurchase intention is often included as a consequence of satisfaction (e.g. Boulding et al., 1993). Satisfying experiences influence future purchase intention; hence, customer loyalty. Scholars argue that customer loyalty depends critically on the overall level of satisfaction (e.g., Anderson and Fornell, 1994). Several studies have found empirical evidence to support the notion that satisfaction is, if not, *the* leading factor in determining customer loyalty (Bolton, 1994; Rust and Zahorik, 1993). Other studies have linked customer satisfaction to repurchase intentions (Cronin and Taylor, 1992; Oliver, 1980). However, as Anderson and Fornell (1994) point out, it is not well-understood how predictive repurchase intentions are of actual purchase behavior; nevertheless, a satisfied customer is likely to repurchase the product/service simply because it minimizes risk associated with an unknown product offering.

Researchers are still attempting to determine both conceptual and empirical distinctions between customer satisfaction and service quality (e.g. Bitner and Hubert, 1993; Oliver, 1993; Taylor and Baker, 1994). To date, however, the relationship "is not universally agreed upon" (Zahorik and Rust, 1992). In fact, in many instances, customer satisfaction and service quality are used interchangeably (Iacobucci, Grayson and Ostrom, 1994). Liljander and Strandvik (1995) after reviewing the literature on service quality and customer satisfaction suggested that satisfaction is more closely related to future behavior than service quality. Quality and service are the means to the ends of satisfaction and retention.

Following previous findings confirmation-disconfirmation paradigm and comparison level theory (Oliver, 1980) serve as underpinnings for examining guest satisfaction in this study:

Confirmation-Disconfirmation Theory

Customer satisfaction is defined as a post-purchase evaluative judgment concerning a specific buying decision (Homburg and Giering, 2001). According to the confirmation-disconfirmation paradigm, customers assess their levels of satisfaction by comparing their actual experiences with their previous experiences, expectations, and perceptions of the product's performance (Oliver, 1980).

The theory postulates that three outcomes of this evaluation are possible:

1. Conformation occurs when the actual performance matches the standard, leading to a neutral feeling;

2. Positive disconfirmation occurs when the performance is better than the standard, which then leads to satisfaction; and

3. Negative disconfirmation occurs when the performance is worse than the standard which then leads to dissatisfaction.

<u>Comparison-Level Theory</u>

This theory proposes that consumers use comparison levels for the relationship under consideration. In addition, they use comparison levels for alternative relationship to determine satisfaction with and propensity to remain in a relationship (Thibaout and Kelley, 2001). The *comparison level* is "the standard against which a member evaluates the attractiveness of the relationship" (Skogland and Siguaw, 2004). These consumer standards reflect what the brand is to achieve, not just what it does achieve (Cadotte, Woodruff and Jenkis, 1987). If product performance exceeds expectations derived from past experience the consumer had with the product, then that experience leads to satisfaction. Otherwise, it results in dissatisfaction. As soon as the current level of outcomes drops below the perceived comparison level for alternatives, the customer is motivated to leave the relationship (Rust

and Zahorik, 1993). Previous research has found a positive relationship between prior experiences and current levels of expectations related to satisfaction of the firm (Zeithaml, Berry and Parasuraman, 1993).

Dimensions of Customer Satisfaction

Although an investigation of overall satisfaction with services provides relevant insight regarding loyalty, even greater knowledge can be obtained by distilling satisfaction into its various dimensions, especially in an industry where switching behavior and customer loyalty are paramount (Rust and Zahorik, 1993). Indeed, some dimensions of satisfaction may be more important antecedents of repeat-purchase behavior and loyalty than others are.

Common dimensions of satisfaction with service components include: service quality, product quality, price, and location. Researchers suggest that the "people factor" (i.e., service quality), in terms of tangibility, reliability, responsiveness, assurance, and empathy (Zeithaml et al., 1994), may be the most silent in determining overall satisfaction and repeated purchasing in service industry (Ganesh et al, 2000; Yüksel and Yüksel, 2002). The argument for the importance of the "people factor" is further supported by the services-marketing literature, which, emphasize the intangibility of services, advances service encounters as predominantly interpersonal interactions (Czepiel, 1990). Consequently, as with other social relationships, the bond between the hotel

representative and the guest is more heavily weighed when the guest makes a satisfaction judgment than when the guest makes no such judgment. Crosby, Evans, and Cowles (1990) found that the quality of the relationship between the hotel representative and the guest determines the probability of continued interchange (i.e., loyalty) between those parties in the future. These and other studies seem to suggest that having an interpersonal relationship with someone in the organization can lead a customer to become more committed, or loyal, to that firm. Thus, in this study, we examine not only the effects of overall satisfaction but also the effects on loyalty of both satisfaction with the people factor and satisfaction with hotel ambience.

Photo- elicitation

In this study, the photo-elicitation technique is used as a tool for measuring guest propensity to recommend the hotel. This approach has focused attention on how hotel interior looks, as well as on how it performs in the light of guest satisfaction/dissatisfaction.

The photo-elicitation approach was first described by Collier 1967. At first, it was used to conduct research in anthropology, education, community health, psychology, and sociology (Carlsson, 2001; Harper, 2002).

Photo- elicitation introduces photographs into a research interview; thereby bringing images into the center of the research agenda (Harper,

2002). By doing so, it redefines the essential relationships of research through a reduction of the asymmetry in power between the researcher and participant because the interview focuses on the photographs rather than on the research participant (Carlsson, 2001; Harper, 2002). Photo-elicitation is a collaborative process whereby the researcher becomes a listener as the participant interprets the photograph for the researcher. This process invites research participants to take the leading role in the interview and to make full use of their expertise. In some cases, this collaboration occurs at an even bigger level when the research participants make the photographs themselves (Van der Does, Edelaar, Gooskens, Liefting & van Mierlo, 1992).

Harper (2002) advocates the use of photo- elicitation because images evoke deeper elements of human experiences than words alone. Collier and Collier (1986) suggested that photographs, when used in interviews, "sharpen the memory and give the interview an immediate character of realistic reconstruction" and that "photographs are charged with psychological and highly emotional elements and symbols". The emotional content extracted from and projected onto the photographs affords the researcher a greater understanding of participant's experiences than from the spoken or written word alone (Carlsson, 2001).

A photograph preserves a moment in time. Photographs, then, are an emanation of a past reality (Cronin, 1998). Walker and Kimball-Moulton (1989) noted that photography is about time in that "the act of photography anticipates the future by ripping the appearance of a moment out of its time, creating a tangible image for the future of what will be the past".

Photographs are a reflection of the photographer's point of view, biases, and experiences. Both the photographer and the viewer of a photograph construct its meaning because both bring their social position, personality and personal history to the interpretive act (Harper, 2000). In addition, the meaning of a photograph can change when it is viewed in different contexts (Carlsson, 2001). In this light, Cronin (1998) suggests that "the function of photographs is the creation and maintenance of meaning, and to this end an interpretative approach, [in research] which concentrates on the meaning woven around a photograph, is desirable."

Prosser (1998) noted that the status of image-based research has been disproportionately low relative to word-based research. As a result, image-based research has been undervalued and under applied. Harper (1998) repeated this sentiment and suggested that photo- elicitation technique is an underutilized methodology with nearly limitless potential. Given this potential, this study utilizes participant's photographs to

establish relationship, share in the narrative of the experiences, and to delve into the meanings of both the photographs and the experiences.

A Better Understanding of Guest Loyalty

The focus of this study is on overall guest satisfaction. By focusing specifically on guest satisfaction, the study provided a better understanding of guest loyalty in general.

Research literature proved that satisfaction is extremely important, because without satisfaction, there is no way customers are loyal (Kandampully et al., 2000; Gremler a Brown, 1997). Studies also show that satisfaction of "a single" service encounter is not enough to achieve high overall satisfaction, nor is it enough to ensure guest loyalty. Rather, service encounter counts towards an overall perception of satisfaction (Skogland a. Siguaw, 2004).

The proposed definition of *customer loyalty* describes guests who hold favorable attitudes toward the hotel, commit to repurchase the product/service, and recommend the hotel to others (Kandampully et al., 2000). The intent of this definition, and this study, is to understand the role satisfaction plays in the overall development of guest loyalty. As more is learned in this study about this subset of guest loyalty, the following chapters provide some improved understanding of guest loyalty in general. It is the researchers' hope that it serves as a springboard for further research on the topic.

Summary

This chapter provided a review of several literatures. Prior to the discussion on customer loyalty, the importance of guest loyalty in the hotel industry was considered. This was followed by a review of customer loyalty approaches to measure loyalty in three distinctive ways; behavioral, attitudinal, and composite measurements. Based on the review of loyalty concepts, a composite approach to guest loyalty was adopted.

Next, factors influencing the relationship between guest loyalty and guest satisfaction were discussed. Satisfaction with a product or service offered was identified as a key determinant for loyalty. As a result of the literature review and for the purpose of this study, *guest satisfaction* was defined as an overall evaluation of performance based on all prior experiences with the hotel. Furthermore, two theoretical bases in which to examine guest satisfaction were explored. Comparison-level theory and the patronage literature provided the theoretical underpinnings for the guest or customer loyalty construct. Photo-elicitation was presented as a method aiding understanding in how guests perceive their environment, their service encounter, as well as in determining factors making them more or less satisfied. This chapter concluded with a discussion of how services differ from each other and how customer satisfaction may differ across services.

CHAPTER 3 - METHODOLOGY

In this chapter, the major aspects of the methodology for the qualitative phase of the study are addressed. This includes a discussion of the research design, methods, the information sheet construction, measures used, and data analysis procedures.

Qualitative Study Design

There is a saying, "a picture is worth a thousand words". Photo-elicitation, as quality research method, is all about providing a picture and until recently, it was done without words. Now that cameras and optical technology have become more sophisticated, words can be provided along with pictures. The combination of images and text provide a rich source of information with the purpose of examining the relationship between guest loyalty and guest satisfaction.

Collier, (1967) first described the photo- elicitation interview. Since then this technique has been used to conduct research in anthropology, education, community health, psychology, and sociology (Carlsson, 2001; Harper, 2002). Until today, little work has been done in the hotel industry "per se", and from that point of view, this research represents a quite unique approach. Traditionally, hotel operators typically receive feedback about guest experiences through three approaches:

1. Comment cards and surveys (either paper-based, phone-based, or online),

2. Mystery shopping, and

3. Focus groups or depth interviews with guests to find out about their expectations and experience.

While these techniques give the operator certain types of information, they don't allow assessment of design elements beyond verbal comments or a simple rating scale (Pullman a Robson, 2006).

Since the above feedback methods are not necessarily the most effective way of evaluating guest perception of hotel design issues, it was the idea of the researcher to use an image-based guest-research tool known as photo- elicitation.

Previous researchers indicated that photographic images can act as a "can opener" for deeper reflection and discussion; both being enormously helpful in communicating guests' impressions of design elements that may be hard to put into words (Pullman a Robson, 2006).

In photo-elicitation, guests were asked to take photographs of physical elements they considered important then discussed these images in an interview. As discussed in the previous chapter, the standard by which someone determines guest satisfaction with hotel's service system design along with whether that person switches or remains in that relationship was founded on comparison-level theory. The manner in which a hotel service system design experience is assessed is largely based on the next-best alternative relationship. As

soon as the current level of outcomes drops below the perceived comparison level for alternatives, the customer is motivated to leave the relationship (Thibaut and Kelley, 2001). Thus, the assumption being made is that guests who are satisfied with a service design when compared with available alternatives report greater loyalty to that service design than dissatisfied guests.

Method

Data collection and analysis for this study were taken from June 2007 until May 2008. Data for this qualitative study was gathered using photo-elicitation and interviews with 15 participants of the Hotel Bristol in Opatija, Croatia.

Hotel Bristol is a 78-room, four star property located in the Northern Adriatic, in the well known city of Opatija. The city of Opatija is situated in the Kvarner Bay, the point where the Mediterranean cuts deepest into Central Europe, into the foot of the Učka Mountain (1.401 m / 4.596 feet). Due to its relatively stable temperatures (winter average: 9°C / 48.2°F, summer average: 28°C / 82.4°F), its high pressure and constant circulation of air, Opatija´s climate is calming and refreshing. The contrast of the sea and mountains, the greenery of its parks along with the blueness of the water, the old buildings and modern comfort, fun amusement parks and quiet resorts make Opatija and its surroundings captivating for tourists all year long. Hotel Bristol is located in the city

centre, across the central city park and only a few steps from the sea side. Originally build in 1906, and recently renovated, today represents one of the best examples of the former imperial glory. The hotel is affiliated with the hotel chain, Vienna International Hotels and Resorts; is managed by the same company; and is positioned as a historic hotel with modern day charm. It has a restaurant and a Viennese-style Café Palme, as well as three conference rooms and wellness area. Room rates range from € 72 to € 223.

A pool of potential interview participants has been generated; first by contacting hotel's front office personal about upcoming guest arrivals. Upon their arrival, a guest is approached and asked whether they would be willing to participate in the study.

The participants were handed a digital camera for use, accompanied with a token gift, an instruction letter, and an information sheet to complete. The instruction letter requested guests to use the camera to take photographs of anything in the hotel that made an impression on them, whether favorable or unfavorable. Participants were encouraged to take the pictures anywhere on the hotel property. They would then meet with a researcher after a day or two for an interview. For the interview, the participants were asked to pick five photographs illustrating the most significant aspects of their stay then to sort those images from most to least positive. The participants and the researcher

then reviewed the photographs using in-depth interviewing techniques, in which the researcher asked the participants for specific explanations of the images, including the meaning(s) they ascribed to their experience, and the value of the photographs in explaining their experience. The interviews were transcribed for each accompanying photograph discussed.

Construction of the Information Sheet

The information sheet requests contact information, demographic information, the use of the hotel (e.g., frequency of stays, length of relationship, factors considered in making a reservation, and type of traveler), as well as responses to a brief set of satisfaction and loyalty scales. In addition to three items for overall satisfaction, ambience and service, scale items measured the following loyalty behavior items: commitment to repurchase the product/service and recommendation the product to others.

Guest loyalty and guest satisfaction were measured using Likert-type scale, ranging from 1 to 5 (Appendix B). The questionnaire items were based primarily from studies anchored in marketing and social psychology. These items were intended to be generally applicable to the hotel environment.

Measurement of Satisfaction and Loyalty Scales

The items used in the scale were primarily extracted from those developed by Rust and Zahorik (1993) and by Ganesh, Arnold, and Reynolds (2000). That is, the measurements of guest satisfaction and guest loyalty we used in this study followed previous studies, but the scales were modified for this specific study.

The guest satisfaction scales were designed to measure the guest's evaluation of the hotel together with the photographs taken by the participants. Responses were based on a 5-point scale ranging from "very dissatisfied" to "very satisfied".

Overall satisfaction was measured by asking the respondents to rate the following question: "Overall, how satisfied are you with the hotel?" The purpose is to obtain an overall understanding of the performance evaluation.

Following this was the measurement of guest satisfaction with the reception, food and beverage, guestroom, and hotel price. It is believed by literature that these variables are important factors in determining guest loyalty; simply because customers tend to repurchase and recommend a business with a favorable image in the belief that it provides an assurance of high quality goods and services (Kandampully et al., 2000).

In this study, ambience is another variable of measurement; especially in terms of hotel location, interior design, hotel's atmosphere and external appearance as it affects guest satisfaction.

To understand guest satisfaction in a different way, participants were asked how they perceive the performance of hotel service compared to their other hotel experiences. This item is implicitly similar to the overall satisfaction question, except it is also asks the participants to explicit take other hotel experiences into consideration.

To capture the multi-dimensionality of loyalty behavior, the questionnaire contained multiple items including: price insensitivity, repeat-patronage intentions, and the propensity to spread positive word of mouth. Adapting these items to the lodging business, related items are used to better understand the guest-loyalty construct. Loyalty items are assessed on 5-point scale, ranging from "strongly disagree" to "strongly agree".

The discussion in Chapter 2 proposed three dimensions of loyalty: behavioral, attitudinal, and composite. For the purpose of this study, the composite approach to guest loyalty, which includes attitudinal and behavioral aspects, was adopted.

The *behavioral dimension* of loyalty is described as repeat purchase behavior; when the customer continues to return to the service provider for service on a regular basis over an extended period of time.

For the hotel sample, these measures include: guest propensity to say positive things about the hotel to others; recommendation to friends and family; and intent to repurchase the product. If the guests say positive things about the hotel and recommend the hotel to others, then the third question becomes increasingly important because it is necessary to cover the possibility that even if a participant answered positively to recommend the hotel, he/she might not have wanted to choose the same hotel again, given other choices. Then we argue, in some sense, he/she could not be judged as behaviorally loyal as the item would suggest.

The second dimension of loyalty, the *attitudinal dimension*, is described as the positive feelings a customer has about a particular service provider. This dimension basically includes a positive attitude towards the provider with two items used to measure this dimension.

The composite dimension of customer loyalty is concentrated with choice or selection. That is, the loyal customer may be aware of other opinions, but chooses to make the service provider his/her first choice whenever considering purchase of this type of service. One item is used to measure this dimension.

Data Analysis Procedures

The researcher conducted an inductive thematic analysis using both the participant's photographic images and the interview transcripts. The interview transcripts were read repeatedly until four categories emerged from the data. These four categories formed the basis from which we stored and retrieved the interview and photographic data. The basic unit of analysis was a quote or photograph. A *quote* was defined as a statement made by a participant that expressed a single feeling or idea about hotel's service system design elements.

Summary

In summary, data analysis began when data collection began; it was a "simultaneous process" (Merriam, 1988). This chapter described details of the design, sampling method, and survey instrument employed in the qualitative phase of this study.

CHAPTER 4 - DATA ANALYSIS AND RESULTS

Results of the data analysis are presented in this chapter. As this study was designed to determine to which extent satisfaction fosters loyalty, photo-elicitation techniques, questionnaire, and interview techniques were used to demonstrate guests´ propensity to recommend the hotel and to come again.

This chapter:

- Presents characteristics of the sample.

- Analyzes results of the guest survey, which includes loyalty questions.

- Evaluates the photo-elicitation technique.

- Discusses the results of the hypotheses.

Sample

The sample population in this study was composed of guests who stayed in the Hotel Bristol between July 2007 and May 2008. The questionnaire was distributed to 15 individuals when they checked into the hotel. Table 4-1 presents the description of the respondents.

An analysis of the data revealed that the 53.3% of the respondents were female, 40% between age 31-40 with the majority of them experiencing the Hotel Bristol for the first time. Business travelers constituted 6.6% of the respondents, leisure travelers totaled 66.6%, and conference travelers count for 13.3% percent, representing the same number of travelers with personal reasons.

Table 4-1 Description of the Respondents

	Number	**%**
Gender:		
Female	8	53.3
Male	7	46.6
Age:		
30 or less	1	6.6
31 – 40	6	40.0
41 – 50	2	13.3
51 – 60	4	26.6
61 – 70	2	13.3
71 or more		
Visited hotel Bristol before:		
Yes	2	13.3
Never before	13	86.6
Primarily purpose of stay:		
Business	1	6.6
Leisure	10	66.6
Both business/leisure		
Conference	2	13.3
Personal	2	13.3
Nationality:		
Austria	2	13.3
Bosnia & Herzegovina	1	6.6
Italy	2	13.3
Germany	2	13.3
Slovenia	1	6.6
Spain	1	6.6
United Kingdom	1	6.6
Australia	1	6.6
USA	2	13.3
Croatia	2	13.3

Also, data analysis in Table 4-2 showed that most of the respondents found necessary information about the hotel using the Internet. When asked the reason for choosing that particular hotel, 34% of the respondents indicated the favorable hotel category, as showed in Table 4-3.

Table 4-2 Source of Information

Source of information

Source	Value
Travel Agency	31
Advertisement	0
Family & friends	23
Previous stay	8
Internet	38
Other	0

Table 4-3 The Reason of Arrival

The reason of arrival

Reason	Percentage
Price	7%
Category	34%
Recommendation	13%
Vacation & relaxation	13%
Traffic accessibility	20%
Other	13%

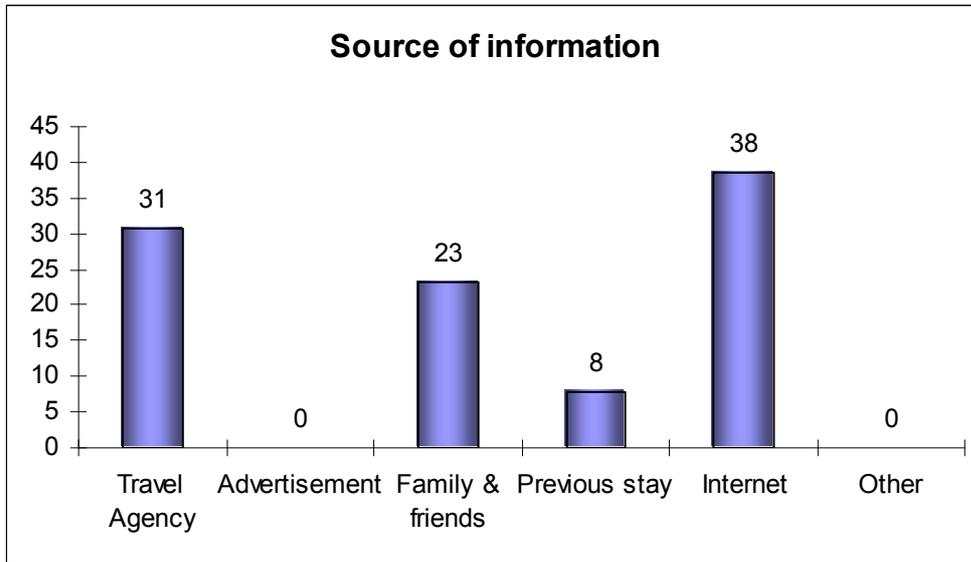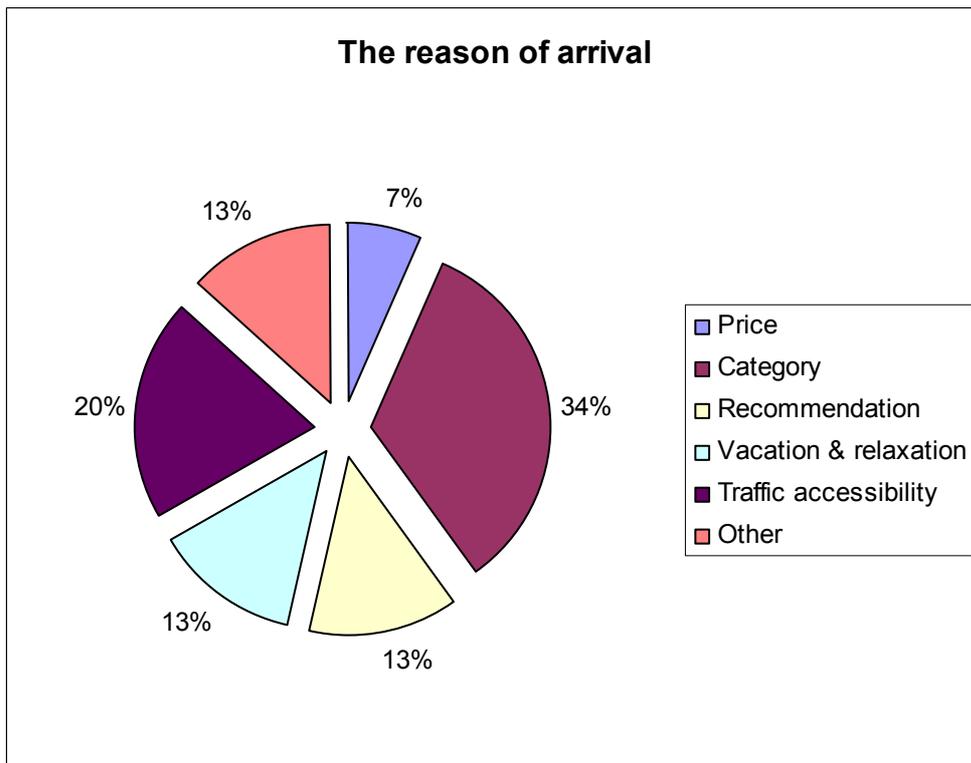### *Analysis of the Guest Survey*

Table 4-4 summarizes the key satisfaction measures obtained from the guest survey. Mean scores based on a scale of 1 to 5 are indicated, with 5 equaling a high degree of satisfaction. As in service quality studies, the most important factor is the percentage of guests expressing dissatisfaction. Table 4-4 reveals the percentage of respondents who selected 1 or 2 on the scale of 5; thereby, revealing a high degree of dissatisfaction with the item.

Results showed in Table 4-4 also point out several potential problems under site elements; all of which can be considered essential services. Quality of the food and beverages is perceived to be inadequate (20% reporting dissatisfaction) and are the ambience of the food and beverage area (20%), the room amenities (6.67%), and the room comfort (6.67%). Staff members were not a source of dissatisfaction, with the majority of guests mostly satisfied with the personnel performance.

Table 4-4 Satisfaction Ratings from the Guest Survey

Satisfaction Elements	Means (out of 5)	Dissatisf.	Neutral	Satisfied
Front desk / Reception				
Q1. Courtesy and friendliness of associates	4.53	0.00	6.67	93.33
Q2. Quickness and efficiency of associates	4.40	0.00	6.67	93.33
Q3. The physical appearance of the reception area	4.73	0.00	6.67	93.33
Q4. The ambience of the reception area	4.40	0.00	0.00	100.00
Guestroom				
Q5. The willingness and ability of the personnel to provide service	4.07	0.00	33.33	66.67
Q6. The room amenities (e.g. TV, lamp, phone, mini-bar etc.)	4.07	6.67	20.00	73.33
Q7. The room comfort	3.87	6.67	26.67	66.67
Q8. Room cleanliness	4.53	0.00	20.00	80.00
Restaurant and Bar				
Q9. Courtesy and friendliness of associates	4.60	0.00	6.67	93.33
Q10. Quickness and efficiency of associates	4.40	0.00	0.00	100.00
Q11. Quality of food and beverages	4.07	20.00	6.67	73.33
Q12. The ambience of the F&B area	4.00	20.00	6.67	73.33
Ambience				
Q13. Hotel location	4.53	0.00	13.33	86.67
Q14. Interior design	4.87	0.00	0.00	100.00
Q15. Hotel's atmosphere	4.47	0.00	6.67	93.33
Q16. External appearance	4.87	0.00	6.67	93.33
Service Quality				
Q17. Quality of service compared to other hotels of the same category	4.33	0.00	6.67	93.33
Guest satisfaction				
Q18. Overall, how satisfied are you with the hotel?	4.13	0.00	13.33	86.67
Q19. How satisfied are you of the value for the price you paid?	4.33	0.00	6.67	93.33

→ in red the lowest mean
→ in blue the highest mean

Findings from Table 4-4 suggest guest satisfaction with reception, guestroom, food and beverage, ambience, and price are important factors in determining customer loyalty. Previous studies showed that the image of the location, employee attitude, facilities, and services of a hotel constitute important factors in determining customer loyalty (Ostrowsky et al., 1993). Therefore, customers tend to carefully examine all satisfaction elements since they are important indicators in determining whether to repurchase and/ or to recommend. In this study, a finding indicated in Table 4-4 customer satisfaction with the guestroom has the lowest mean, particularly in the room comfort score of 3.87. Taking into consideration the results from the Table 4-3, where guests indicated that hotel category is one of the most important attribute for their arrival, this brings us to a conclusion that guestroom elements are highly important in their perception. One possible explanation is that from a customer perspective, the guest room represents the core benefit of a hotel (temporary accommodation), while reception, food and beverage, ambience, and price are regarded as supporting factors (factors assisting the delivery of the hotel's core benefit). Consequently, hotel guests perceive satisfaction with the room category and room comfort to be more important than satisfaction with other hotel elements; although the most dissatisfaction was shown to be with the Food and Beverage

Department. This means the guestroom is most important element in deciding whether to return, recommend, and demonstrate loyalty to the hotel. This conclusion is totally opposite from what hoteliers perceived until today, where food and beverage along with hotel amenities were kept highly on their list of importance.

When the satisfaction elements in Table 4-4 were analyzed, it indicated hotel image and customer satisfaction with the reception, along with guestroom, food and beverage, ambience, and price are important factors in determining a customer's intention to repurchase, to recommend, and exhibit loyalty. Among these determinant factors, customer satisfaction with the guestroom could be perceived as a major consideration when guest repurchase, recommend, and exhibit loyalty. This finding certainly helps us in the analysis that follows; particularly with photo-elicitation.

Loyalty

The discussion in Chapter 2 proposed three dimensions of loyalty: behavioral, attitudinal, and composite. For the purpose of this study, the composite approach to customer loyalty, which included attitudinal and behavioral aspects, was adopted. Six measures of guest loyalty used in this study were the respondent's intent to return and their willingness to perform marketing activities, such as recommending the hotel to others.

Table 4-5 Indication of the Guest Agreement or Disagreement with the Statements

Statements	Means (out of 5)	Disag.	Neutral	Agree
Q20. I say positive things about this hotel to others	4.53	0.00	6.67	93.33
Q21. I would highly recommend the hotel to my friends and family	4.53	0.00	6.67	93.33
Q22. I am considering repurchasing this hotel	4.40	0.00	26.67	73.33
Q23. I really like staying in this hotel	4.53	0.00	13.33	86.67
Q24. I believe this is a good hotel	4.40	0.00	13.33	86.67
Q25. I consider this hotel to be my first choice when I travel next time	4.13	0.00	20.00	80.00

Results from Table 4-5 verified the nonlinear and asymmetric relationship between guest satisfaction and guest loyalty. Namely, if the guest expressed satisfaction below 4.50 with the hotel elements, then in most cases this meant she/he would not consider repurchase of this hotel's services again. Based on the research presented by Bowen and Chen (2001), two critical thresholds affects the link between satisfaction and loyalty. On the high side, when satisfaction reaches a certain level, loyalty increases dramatically. At the same time, when satisfaction declined to a certain point, loyalty dropped equally dramatically. In this study, as the guest satisfaction measurements raises one unit from 4 to 5, the guest loyalty indices increase by over 100%.

Furthermore, the results of this study were somewhat consistent with Bowen and Chen (2001) study, where a minor change in satisfaction can lead to a substantial change in loyalty increment. With a total of 93.33% of the respondents very satisfied (5) and 6.67% of the respondents scoring a (4), strongly agreed that they would recommend the hotel they were loyal to when the topic of the hotel came up in the interview. Nevertheless, the results showed that as the statement's value declined from "strongly agreed" (5) to a 4, the willingness to communicate a positive message of the hotel dropped more than 50%.

This led to the conclusion that there exists a very thin, but distinctive linkage between guest perception of satisfaction, ultimately affecting guest loyalty. Therefore, it is important for today's Hotel Managers to realize that having satisfied guests is not good enough; they must have extremely satisfied guests. Moreover, findings in this study indicated a small increase in guests' satisfaction boosted guest loyalty dramatically. In addition, understanding the extremely satisfied guests repeat patronage, Hotel Managers can save on marketing expenses due to the marketing power of the extreme satisfied guests. In other words, Hotel Managers must not be content with just having satisfied guests; rather they need guests who are very satisfied. Unfortunately, today's

practice in Croatia indicates that the majority of Hotel Managers express little or no interest in this distinction.

Taking into consideration Question Q22 of this study, which determined the relationship between overall satisfaction and repeat-purchase behavior, findings indicate it as the last favorable attitude of the guest regarding the hotel. Although, marketers have long advanced the presence of guest satisfaction as instrumental in ensuring repeat business, guest satisfaction does not appear to have the substantive and sweeping effect on guest loyalty, which was previously assumed. This means that the key for greatly improving loyalty in the number of repeated purchases is not in guest satisfaction; nor did this study support the "people factor" (i.e., service quality) in terms of tangibility, reliability, responsiveness, assurance, and empathy as being the most salient in determining repeat purchases (Skogland and Siguaw, 2004). Incremental improvements in customer satisfaction may improve consideration, but based on the evidence presented in this study showed it does not improve loyalty "per se".

Photo-Elicitation

Based on the notion that the typical survey fails to capture all the details of how guests view a hotel's design and operation, photo-elicitation technique was used as a tool for acquiring more in-depth images. This provided a better understanding of guest reflection on the

property and impressions of design elements, which may be hard to put into words and ultimately favorably affecting guest satisfaction.

The idea behind photo-elicitation was to simply ask guests to take photographs of the hotel's design elements along with their impressions of experiences then to discuss those photographs in a personal interview.

The participants brought a total 56 photographs to the interviews, resulting in a mean of 3.73 photographs per participant with a range of 3 to 6 photographs. Many of the images taken by guests suggested design elements that don't directly relate to the delivery of a specific service, but rather contribute to the guest's total impression of the environment and the level of services provided or implied by that environment. In that regard guests' responses fell into the following four categories:

Historic Heritage

Historic heritage describes elements providing a sense of location, time, or culture. In the case of this study, the hotel attempts to capitalize on its distinctive heritage; namely, the hotel's architecture reflecting its former imperial glory. The magnificent details of the façade and moldings, wrought-iron balcony and large windows are just some elements distinguishing this hotel from its competitors. Historic heritage for this hotel included the view from outside of hotel (Plate 1, in Exhibit 1) and side facing the main road (Plate 2, in Exhibit 1) showing beautiful

façade ornaments and details capturing the attention of the each hotel visitor and pedestrian passing by.

Exhibit 1. Historic Heritage

Plate 1 (left) capture the outer facade of the hotel with its distinctive yellow color.
Plate 2 (down) present hotel front side facing the main road which attracted the guest on the first sight.

Almost all the guests who participated in the research took the picture of the hotel façade. With those pictures, guests tended to mention the emotional impact of design, such as feelings of history (hotel built in 1906), past imperial glory of Austro-Hungarian Empire, beautiful façade details that attract them to visit the hotel, all allowing them to feel like royalty. According to the guest feedback from the personal interview, this favorable external look was the major reason for their visit to this hotel. In this way, it increased their satisfaction.

The plates in Exhibit 1 are examples of depictions of historical heritage attracting guests.

Plate 1. The hotel appearance made a huge impression on the guest; particularly for its distinctive yellow color. Since they where looking for hotel over the Internet, (in our study 38% of the respondent booked the hotel over the Internet), they immediately decided to stau at this hotel as a result of seeing the hotel pictures.

Plate 2. "Hotel looks really nice with the palm trees in front of it and with colorful background" (D. Carev, Personal Communication, April 22, 2008).

Design Functionality

While similar to historic heritage, design functionality relates to the effectiveness of an element in terms of achieving a specific goal. Previous research by Pullman and Robson (2006) identified design functionality images, which depicted practical elements and impression elements guests expected to be present and fully functional as part of any hotel stay at a similar property. Guests in this study confirmed this conclusion and explained during interviews why certain images were taken in regard to their satisfaction. Examples of design functionality are shown in Exhibit 2, including a flower vase in the hotel entrance (Plate 3) and hotel Café (Plate 4). Following that were Bar Lamp (Plate 5) and the

hotel elevator (Plate 6). The last two plates (Plates 7 and 8 in Exhibit 2) represent hotel hallway with its distinctive details.

Exhibit 2. Design Functionality

Plate 3, Flower vase on the entrance for guest presents a warm welcome.

Plate 4, Interior of hotel Cafe captures the sense of warmth and friendliness.

According to the researcher, Plate 3 and Plate 4 are similar in that both plates invoke an emotional impact of design, influencing the guests' notion of a warm welcome and a feeling of friendliness in the public areas.

Plate 3. Guests expressed the notion that the flower vase, large in size, gives them a feeling of great welcome when entering the hotel premises, stating, "nice and large vase for welcoming party" (D. Carev, Personal Communication, March 8, 2008). Also they noted the vase has a nice contrast with the white background wall, which makes it easy to observe. Based on the customer input, it is the researchers' conclusion that this influenced their satisfaction level in a positive way.

Plate 4. Café is usually the center point in every hotel as guests tend to spent their relaxing time in a pleasant atmosphere while enjoying coffee and reading their favorite daily newspaper. In the interviews, guests explained they highly appreciated the Café area because of design, which gave them a sense of warmth and friendliness. Some stated, "Colors are so relaxing" (D. Carev, Personal Communication, April 18, 2008) and "I love the feeling of history" (D. Carev, Personal Communication, October 8, 2007).

Plate 5 (below) Bar Lamp represents the typical element of design functionality because it improves the hotel experience. **Plate 6** (at right) Guest depicts the functionality of the hotel elevator in two words – spacious and modern.

Plate 5 and Plate 6 represent design functionality in its essence as both elements are expected to be present in the hotel. As a result of the design, greatly improved guest experience.

Plate 5. Guests find the lamp with the unusual shape as modern in style, while at the same time providing additional ambience to the hotel's historical flair.

Plate 6. The guest wanted to depict the elevator as spacious and modern, one of the hotel advantages. He pointed out that he particularly liked that more people with their luggage can fit into the elevator. He mentioned this was not the case in other competing hotels.

The guests appreciated the hotel corridor **plate 7** (at left) because of decoration and the fact that the corridor goes in a circle.
Plate 8 (at right) nice details in the corridor depicts wall paintings and flower vase.

Plate 7 and 8 draw the attention to hotel's corridors. This study confirms that guests do notice details and as exampled above, express their opinion, which influences their satisfaction level.

Guestroom Experience

While guests took images in almost all parts of the public areas of the hotel as well as of the exterior of the building, guestrooms were the most commonly photographed areas. This makes sense because guestrooms are places where the guest feels most comfortable taking photos. That is why this category was formed alone in hope of capturing

the guest experience with the room features. It refers to the elements guests find in the room from room amenities, comfort, and other guestroom accessories making anyone's stay more enjoyable. Examples of guestroom experience showed in Exhibit 3 include hotel bed and describing lack of comfort (Plate 9). The Plate 10 shows massive room armoire with appropriate design that fits into the hotel image. In Plate 11 wires that connect the standing lamp could be folded in a better way in order for the lamp switch to be more accessible. Plate 12 guests expressed dissatisfaction for not having slippers in the room. The bathroom experience is depicted in Plate 13 and Plate 14 showing large and spacious sink on one side and on the other side of the room the bathtub with the glass door covering only half of it. The last two pictures (Plate 15 and Plate 16) shows guest satisfaction with the authentic balcony doors and the Hotel Bristol view on the park, Kvarner bay, and in a distance the island of Krk.

Exhibit 3. Guestroom Experience

Plate 9 (at far left) depicts the guest dissatisfaction with the bed comfort.
In **plate 10** (at left) guest likes the design of the armoire, and thought it perfectly fits in the hotel image.

Plate 11 (at far left) wire that connect the room lamp is messy, and guest thought the tangle of electrical cords reflected badly on the hotel image.
Plate 12 (at left) depicts guest dissatisfaction for not having slippers.

Guest wanted to express his satisfaction with the bathroom sink, she thought it is large enough to place cosmetic accessories for two people (**plate 13**, at far left). Glass door in bathtub is too small (**plate 14**, at left).

Plate 15 (at far left) commands a view to Opatija's central park and in a distance sea side of Kvarner bay. Guest though that balcony doors truly depict the time when hotel was originally build (**plate 16**, at left).

<u>Negative Impact</u>

Although photographs taken by hotel guests largely demonstrate positive attitude towards the hotel itself, several potential problems stand out under the site elements which are considered as essential services. Parking was perceived to be inadequate (2/4 reporting dissatisfaction), followed by toilets (1/4), and comfort (1/4). Exhibit 4 includes photographs of the elements guest have expressed their dissatisfaction.

Plate 17 described the Internet corner placed in the public area, near the reception and hotel bar. In our study, only 1 guest expressed purpose of stay to be the business reasons; nevertheless, few of the guests were dissatisfied with the fact that they could not find the USB connector to use.

Plate 18 shows the milk jug, made of china used during the breakfast time and was damaged. Guests expressed discontent with a four-star hotel, saying it should not permit dishes that do not match the standards of a high class hotel.

Plate 19 depicts the element of most dissatisfaction with the hotel services; that is, the parking facilities. Although nothing of the kind revealed in the written form from the questionnaire, the personal interview showed that guest complaints about the lack of parking space to the front desk personal regularly. While hotel management was mostly aware of the situation, space limitations surrounding the hotel's location

did not permit a satisfactory resolution. Plate 19 depicts the back side of the hotel, where Front Desk Personnel sent guests to park their vehicles. The parking lot was always crowded. With limited space and uneasy access, the parking lot wa not easy to manage.

Exhibit 4. Negative Impact

Plate 17 (above at left) show the Internet desk, and lack of connection ports for business people.
Plate 18 (above in the middle) was taken to depict damaged china served during breakfast.
Plate 19 (above at right) represent the most dissatisfied element of the hotel services – parking space.
Plate 20 (at left) present bad quality maintenance work on the guestroom wall.

The last plate, Plate 20 depicts bad quality maintenance work with clearly noticeable paint on the guestroom wall of different colors. Although this does not directly affect any major service factors such us satisfaction with the reception, housekeeping, food and beverage, ambience and price, it this does affect guest perception of the quality

expected of 4-star hotels. Ultimately, it constituted an important factor in determining his loyalty.

Final Input

As previously mentioned, the photo-elicitation exercise provided more in-depth information demonstrating guest satisfaction with hotel elements such as: exterior and interior, and ambience, which was consistent with the results from the survey. However, it also revealed dissatisfaction elements not seen in questionnaires (such as lack of parking space). In this sense, it was an "eye opener".

This study demonstrated that photo-elicitation could be used as a viable and helpful guest feedback tool in conjunction with interviewing techniques for a future hotel research projects. Primarily, it showed participants were focused on details not often captured in standard guest surveys or comment cards. It certainly helped in securing a better understanding of the total guest experience.

Hypothesis Discussion

The hypothesis results summarized in the Table 4-6 were based on the results from the guest survey and the photo-elicitation technique. These results demonstrated that Hypothesis H1 was partly supported while Hypothesis H2 and H4 largely supported. Hypothesis H3 of this study was not supported.

Regarding hypothesis H1, the study results explained previously in the text indicated guest satisfaction with hotel service design elements are positively related to customer loyalty. This study showed this hypothesis to only be partially true. The reason for that is well-explained with photo-elicitation. The guests were enthusiastic about the design elements in the hotel which attracted their attention and made their stay more enjoyable. Not all guests, however, were impressed with the design elements. Their arguments were that a favorable hotel façade and a nice interior design were simply not enough; especially if they had trouble finding the parking space, or if the service design element does not match hotel standards. For example, the photo of the milk jug (Plate 18). Although, there was evidence the hotel service design elements influenced positively on guest satisfaction (and consequently on guest loyalty), this study showed this influence was weak if service standards did not mach the quality expected.

The next hypothesis (H2), indicated that customer satisfaction with the performance of reception, food and beverage, guestroom, ambience, and price were important factors in determining whether a guest repurchased and/or recommended the hotel to others. In this study, it is particularly important to note that guest satisfaction with their guestroom was found to be significant factor in determining guest loyalty. One possible explanation for this is that from a customer's perspective, the

guestroom, represents the core benefit of a hotel (temporary accommodation), while reception, food and beverage, ambience, and price were regarded as supporting factors (factors assisting the delivery of the hotel's core benefit).

Our study supported this explanation as most of the photographs by guests described guestroom amenities and comfort. Also, the guest survey revealed that the guestroom average mean of 4.14 represented the lowest score with guests being most involved in analyzing the Rooms Division Department. This led us to a conclude that hotel guests perceived satisfaction with their guestroom to be more important than other departments and that satisfaction with their guestroom largely influenced their decision to return, recommend, and demonstrate loyalty to the hotel.

Table 4-6 Summary of Hypotheses

H1: Hotel service system design elements are positively related to guest loyalty.	Partly supported
H2: Guest satisfaction with reception, guestroom, food and beverage, ambience and price is positively related to guest loyalty.	Supported
H3: Satisfied guests will exhibit higher levels of purchase involvement than will dissatisfied guests.	Not Supported
H4: Satisfied guests will provide stronger positive word-of-mouth than dissatisfied ones.	Supported

Hypotheses H3 and H4 were introduced in belief that satisfied guests were positioned to be loyal to the hotel because the guests' comparison levels should be positively disposed towards the hotel as described in Ganesh, Arnold, and Reynolds (2002) work. Surprisingly,

however, this study showed that guest overall satisfaction was not a determinant of repeat-purchase behavior, but it did influence positive word-of-mouth loyalty.

In examining loyalty (Questions Q22 and Q25) in Table 4-7, it was interesting to note that although 10 guests strongly considered repurchasing this hotel again, this number dropped to just 5 when considering this hotel as their first choice when they travel again. Thus, although marketers have long advanced the presence of guest satisfaction as instrumental in ensuring repeat business, guest satisfaction does not appear to have the substantive and sweeping effect on guest loyalty as previously assumed. In this case, H3 is not supported

Knowing that positive word-of-mouth is highly beneficial for any hotel property, we used Hypothesis H4 to confirm the assumption that satisfied guests provide stronger and more positive word-of-mouth advertising than dissatisfied customers. This study showed that 9 of 15 guests (Questions Q20 and Q21) would say positive things about this hotel to others and would highly recommend the hotel to their friends and family. In this regard, Hypothesis H4 was supported. Due to its limitations, however, the study could not explain what would happen to word-of-mouth advertising if the guest expressed their dissatisfaction. Namely, would the negative experience generate a stronger response than the positive one? In this study, however, guest dissatisfaction did

not appear to be particularly dominant in terms of word-of-mouth advertising. Rather, this study revealed that satisfaction with hotel ambience did positively affect word-of-mouth loyalty, which supported the findings from a prior study from Siguaw and Enz (1999) that underscored the importance of hotel design and amenities as drivers of guest satisfaction.

Table 4-7 Guest Propensity to Repurchase This Hotel

Overall	Q22: I am considering repurchasing this hotel	Q25: I consider this hotel to be my first choice when I travel next time
Strongly disagreed	Ø	Ø
Disagreed	Ø	Ø
Neutral	4	3
Agreed	1	7
Strongly agreed	10	5

Summary

The findings from this study suggest that hotel service system design elements and customer satisfaction with the reception, guestroom, food and beverage, ambient, and price are important factors in determining customer loyalty. However, the customer's decision to repurchase and recommend a business is only based on this belief if assurance was given that design elements equated to high quality goods and services.

The study also showed that guest satisfaction with the guestroom played the most important role in determining whether a guest returned to the same hotel again.

Further, the photo-elicitation technique proved to be a very helpful guest feedback tool as it allowed participants to focus on details that may not have been captured in the standard guest surveys or comment cards.

CHAPTER 5 - CONCLUSIONS AND RECOMMENDATIONS

Chapter 5 includes conclusions and recommendations for future research. The conclusion of this chapter contains a discussion of managerial implications, limitations of the study, the applicability of this study results to other hotel properties, and direction for future research.

Management Implications

A first implication resulting from this study is that hoteliers should not assume that by just merely satisfying their guest it will undoubtedly ensure repeat purchases. Instead, this study showed the connection between satisfaction and loyalty is not that strong as previously assumed. Although, there is evidence to suggest that hotel service design elements influence positively on guest satisfaction, and consequently on guest loyalty, this study showed this influence is weak if the service standards do not mach the quality expected. Thus, it is vital for a hotel to maintain consistency in service standards.

Findings from this research also highlight that developing guest loyalty not only depends on the hotel's ability to increase guest satisfaction in terms of service performance, but also on its ability to establish a favorable attitude towards hotel design and amenities. Hoteliers may better serve their own financial interest if invest much of their money on developing more innovative and comfortable hotel rooms and public spaces, thereby creating more memorable guest experiences.

Results from this study indicated that all aspects of the hotel operation were not equally important to the guest. It was found that the hotel room as well as the ability and willingness of the Rooms Division Staff to offer superior service were the most important factors determining guest loyalty. This research suggested that efforts towards quality improvement in a hotel should focus primarily on ensuring guest satisfaction with the guestroom. While acknowledging the importance of all aspects of hotel operations, Managers must recognize the significance of the guestroom to overall guest satisfaction. Thus, it is important for management to redirect their resources into updating guest services in the room in accordance with the requirements of their clientele. At Hotel Bristol, there was a significant change in the guest structure in certain months. In some months, there were more group arrivals and business people staying in the hotel while at other times more leisure customers were in the hotel.

Different customers have different expectations. To better serve their needs, hoteliers must provide improved service to their targeted guests. For group guests, this means making separate beds available. For business guests, it means providing better communication technology in the room; For leisure guests, it means providing a large armoire with a sufficient number of hangers and a TV with a wide selection of channels (preferably from their home country).

Another benefit of this study was the photo-elicitation technique, as it provided an unusual perspective on how guests viewed a hotel. The results showed that design elements influenced the quality of experience and provided evidence that the hotel cared about its guests. More importantly, participants also commented on functionality. Additionally, results showed that leisure guests were more positive about the hotel's ambience than business guests.

In general, results from photo-elicitation were for the most part consistent with the results received from the questionnaire. There were, however, some photographs that depicted issues not obtained from the questionnaires. These additional issues, played an important role in the guests' overall satisfaction with the hotel property. For example, limited parking space, poor maintenance work in the room, etc. In this regard, photo-elicitation providing a missing, but important visual component of the guest's stay, revealing dissatisfaction elements unforeseen in the survey itself. This additional information can aid Hotel Managers in understanding guest needs and expectations.

Limitations of the Study

Several limitations are associated with the present study. First of all, time. While the original target for this study was 15 participants, the process of collecting data and performing personal interviews with each participant was found to be more time-consuming than expected. Working as the Sales and Marketing Manager for the same company proved to be advantageous as guests were generally happy to participate in the research when approached by the Management Staff. On the other hand, holding such a demanding position did not provide sufficient time to conduct the research covering seasonality fluctuations in business. Also time-consuming was the selection of guests staying in hotel more than two days as this time was needed to take photographs. Following guest selection, personal interviews were arranged. This task was also demanding as interviews needed to be made around guest plans and the researcher's work obligations. Overall, the research was successfully completed using only one digital camera and a great amount of patience. If another similar test was to be conducted in the future, it would be very useful to include active involvement of Front Office Personnel in finding potential guest participants. This would save time in their selection.

The second limitation deals with the image quality. In this study, the digital camera proved to be a perfect tool for the photo-elicitation technique because it allowed use for repeatedly different participants and taking a number of picture images. Although the camera used in this study was easy to use, the quality of the photographs the guests took was highly variable. For example, some photographs were underexposed, while others were overexposed or blurry. Unfortunately, this was a factor any researcher needed to consider and did not influence the end result of the study itself. Since digital camera models have controls that may not be considered intuitive, the researcher suggests that hoteliers using this technique provide instructions on how to use whatever camera they hand out.

Finally, although little work has been conducted on the effects of demographics on satisfaction, the initial findings of the study suggest that hoteliers should not overlook demographic factors. Instead, Managers are asked to analyze their own guests to gain an understanding of how these guests differ by gender, age, purpose of stay, source of information and the reason of arrival. For example, in this study, when taking photographs, women paid particular attention to form, interpreted here as the positive home-like attributes of design and the evidence of

thoughtfulness revealed through design. In contrast, men paid more attention to the functionality of design and were more critical of it.

Framework for Loyalty Research

One purpose of this study was to provide a framework for other hotels to replicate this research process for their own marketing research. This study could be replicated in different hotels, chains, restaurants and/ or in other service industry sectors. Based on the results from this study, the following methods are recommended. The hotel should use its database to select participants for selected targeted groups (leisure, business, group guests' and etc.). Due to its targeted group, initiate the sample for a survey based on desired characteristics. Apply photo-elicitation in cases where more information is needed on how guests perceive their environments; particularly in terms of design functionality and ambience to better serve their needs. Use survey research on a continuing basis, as Managers cannot make any conclusive decision based on one-time result. Hotel Managers are asked to focus their research on hotel service quality level then provide service levels meeting or even exceeding guest demand to enhance guest loyalty.

Direction for Future Research

This study was directed to examine the connection between satisfaction and loyalty as well as to identify attributes increasing customer loyalty for guests visiting the City of Opatija and Hotel Bristol. The results from this study were drawn from a small sample size of 15. A larger sample size is desirable. The following studies can also examine the same connection in different tourist regions and cities with different backgrounds. Also, these studies can be focused on service quality of a hotel industry with permanent collection of information. It is important to emphasize that this study found service system design elements affected service delivery and quality of the service. In that regard, future research can also focus on commitment of employees to the organizations and job satisfaction as direct or indirect influences on service quality of hotel industry.

Additionally, the photo-elicitation technique proved to be a helpful guest feedback tool with the researcher believing it could be even more useful when used by hotel designers. Hotel designers rarely have an opportunity to observe how guests perceive and interact with environments once they are created; therefore, they may not be fully aware of how some design decisions affect the guest experience (Plate14 depicted the bathtub with the glass door covering only half of it,

and when in use, only as a shower tub. It does not prevent the sprinkle of the water on the rest of the bathroom). This tool can really help designers to incorporate key features such as accessible, but screened electrical outlets, convenient and flattering lighting, and half of glass door in the bathtub into their plans, and make informed decisions about product sizes, finishes, and features for furnishings and fixtures.

Recommendations

The strength of this research lies in the fact that it provides an actionable focus for Hotel Managers in their pursuit of competitive advantage. The hotel long-term success on the market is determined by its ability to recognize that the guest loyalty as time specific and non-permanent; thus, requires continuous and consistent investment.

Unfortunately, it seems that in the hotel industry, it is not at the forefront to take advantage of the disconnection between satisfaction and loyalty. There is considerable emphasis on guest satisfaction surveys focused on quality assurance and performance management. This focus on quality assurance coupled with housing these programs in Quality Departments may have inadvertently contributed to long surveys, poor participation rates, etc. While quality assurance is important in itself, it may have been the motivation for the surveys to include questions that are important for protecting internal standards while straying away from issues that are important to guest experiences during a hotel stay. For

example, quality of surroundings and the emotional aspects of staying away from home.

The participants in our study appreciated hotel exterior and interior of public area, design elements of lamps or large vases. Service concerns catching guests' attention included: poor maintenance in guestrooms, damaged milk-jugs and shortage of parking spaces. Noting these issues can help guide Hotel Operators in planning day-to-day operations.

Even if a hotel seems to improve a guest's experience with his/her hotel stay, there is no guarantee they will return in the future and become loyal guests. Even a satisfied hotel user is likely to be attracted by competitive offerings on a future choice (whether they are exposed to them in their own search process or through the bookings of a travel agent) based on product, price, brand and service expectations. As such, building guest loyalty requires investments on all of these service areas to retain profitable guests.

This study confirmed that establishing loyal guests is critical for the hotel industry. That leads to the question, How can Hotel Managers build guest loyalty? The results presented here are just the beginning for understanding consumers' interaction with service design via photo-elicitation combined survey results. The combination of images and text provide a rich source of information for Hotel Operators for the

improvement of existing spaces and procedures. The scores of loyal guests indicating they would definitely return serve as guidelines for Managers for improving service quality and increasing guest loyalty. The most important factor is to maintain focus on providing the service level meeting or even exceeding guest demands as it has a most positive influence on guest loyalty.

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APPENDIX A - THE GUEST SURVEY LETTER

Dear Hotel Guest:

There is more competition today among hotels than ever before. As a result, customer loyalty is a major factor in determining which properties are successful. This research is being conducted in an effort to examine customer loyalty and how it relates to satisfaction and retention.

Your opinion as a hotel customer is important. This research, conducted in partial fulfillment of the requirements for a Master Degree in Hospitality Management, will help improve the customer service visitors like you receive. **You, our guest,** will be participating in research **using a digital camera to take photographs** of tangible and intangible elements in and around the Hotel you consider important. Discussion of these images will be conducted in a follow up personal interview. Furthermore, you will also be asked to **complete the enclosed survey**.

Your decision to participate is voluntary. However, to ensure results are truly representative, it is important to complete each survey prior to the personal interview.

The results will be kept confidential. This survey will be used to determine the primary factors contributing to customer loyalties.

In advance, thank you for taking time out of your busy schedule to respond to my request. If you have any questions, please feel free to contact me. I will be happy to answer any questions or concerns you my have.

Respectfully,

Danijel Carev
MS Candidate

"Your opinion makes us different"
GUEST SURVEY QUESTIONNAIRE

Bristol Hotel **** HR-51410 Opatija, Ulica Maršala Tita 108
Tel.: +385 51 706 300, Fax: +385 51 706 301, info@hotel-bristol.hr, www.hotel-bristol.hr

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APPENDIX B - THE MODEL OF SURVEY QUESTIONNAIRE

Each questionnaire item is grouped by the construct it is intended to measure. All items are measured on 5-point scale.

The following sections pertain to how satisfied/dissatisfied participant are with the various aspects of the hotel.

Satisfaction with reception/front desk

Q1. Courtesy and friendliness of associates

Q2. Quickness and efficiency of associates

Q3. The physical appearance of the reception area

Q4. The ambiance of the reception area

Satisfaction with guestrooms

Q5. The willingness and ability of the personnel to provide service

Q6. The room amenities (e.g. TV, lamp, phone, mini-bar etc.)

Q7. The room comfort

Q8. Room cleanliness

Satisfaction with food and beverage

Q9. Courtesy and friendliness of associates

Q10. Quickness and efficiency of associates

Q11. Quality of food and beverages

Q12. The ambiance of the food and beverage area

Satisfaction with the ambience

Q13. Hotel location

Q14. Interior design

Q15. Hotel's atmosphere

Q16. External appearance

Satisfaction with service quality

Q17. Quality of service compared to other hotels of the same category?

Guest satisfaction

Q18. Overall, how satisfied are you with the hotel?

Q19. How satisfied are you of the value for the price you paid?

Please indicate how strongly you are agree or disagree with each of the statement presented below.

Loyalty

Behavioral loyalty

Q20. I say positive things about this hotel to others

Q21. I would highly recommend the hotel to my friends and family

Q22. I am considering repurchasing this hotel

Attitudinal loyalty

Q23. I really like staying in this hotel.

Q24. I believe this is a good hotel.

Composite loyalty

Q25. I consider this hotel to be my fist choice when I travel next time.

APPENDIX C - THE SURVEY QUESTIONNAIRE USED IN STUDY

Please rate the following questions on a scale of **1** (Very Dissatisfied) to **5** (*Very Satisfied*).

Front desk / Reception

	Very Dissatisfied			Very Satisfied

Courtesy and friendliness of associates ① ② ③ ④ ⑤

Quickness and efficiency of associates ① ② ③ ④ ⑤

The physical appearance of the reception area ① ② ③ ④ ⑤

The ambiance of the reception area ① ② ③ ④ ⑤

Guestroom

The willingness and ability of the personnel to provide service ① ② ③ ④ ⑤

The room amenities (e.g. TV, lamp, phone, mini-bar etc.) ① ② ③ ④ ⑤

The room comfort ① ② ③ ④ ⑤

Room cleanliness ① ② ③ ④ ⑤

Restaurant and Bar

Courtesy and friendliness of associates ① ② ③ ④ ⑤

Quickness and efficiency of associates ① ② ③ ④ ⑤

Quality of food and beverages ① ② ③ ④ ⑤

The ambiance of the food and beverage area ① ② ③ ④ ⑤

Ambience

Hotel location ① ② ③ ④ ⑤

Interior design ① ② ③ ④ ⑤

Hotel's atmosphere ① ② ③ ④ ⑤

External appearance ① ② ③ ④ ⑤

Service Quality

Quality of service compared to other hotels of the same category? ① ② ③ ④ ⑤

Guest satisfaction

Overall, how satisfied are you with the hotel? ① ② ③ ④ ⑤

How satisfied are you of the value for the price you paid? ① ② ③ ④ ⑤

Please indicate how strongly you agree or disagree with each of the statement presented below.

	Disagree			Agree

I say positive things about this hotel to others. ① ② ③ ④ ⑤

I would highly recommend the hotel to my friends and family. ① ② ③ ④ ⑤

I am considering repurchasing this hotel. ① ② ③ ④ ⑤

I really like staying in this hotel. ① ② ③ ④ ⑤

I believe this is a good hotel. ① ② ③ ④ ⑤

I consider this hotel to be my fist choice when I travel next time. ① ② ③ ④ ⑤

And You, our Guest

Room nr. *Arrival date*

1. Gender: ☐ Female ☐ Male

2. Age: 30 or less _____ 31 – 40 _____ 41 – 50 _____
51 – 60 _____ 61 – 70 _____ 71 or more_____

3. Have you ever stayed in h. Bristol before?
(a) Yes. (b) No.

4. Which of the following best describe your trip?
_____ (a) Business _____ (b) Leisure
_____ (c) Both business/leisure _____ (d) Conference
_____ (e) Personal

5. How many times do you stay at a hotel a year on average? _____ times.

6. Do you usually stay with a particular hotel chain when you travel?
(a) Yes. (b) No. (c) sometimes/depen.
(d) N/A

7. How did you find out about hotel Bristol?

Travel agency	Advertisement	Family & friends
☐	☐	☐
Previous stay	Internet	Other
☐	☐	☐

8. For what reason did you choose hotel Bristol?

Price	Category	Recommendation
☐	☐	☐
Vacation & relaxation	Traffic accessibility	Other
☐	☐	☐

9. Country of origin

10. If you like in the future to receive news about hotel Bristol, Opatija, Vienna International, kindly provide us with your e-mail address in the box below.

Your suggestions & comments

THANK YOU VERY MUCH!

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Tel: +385 (0)51 711 671
Fax: +385 (0)51 271 317

info@hotel-bristol.hr
reservation@hotel-opatija.hr

www.hotel-bristol.hr

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