HOW TO IMPROVE CUSTOMER SATISFACTION IN LUXURY HOTEL INDUSTRY

Based on the Kano Model

09 MARS 2017
STRATEGIC MARKETING MANAGEMENT I
Louise Chêne and Estelle Berjat – Group 9
Summary

Abstract ........................................................................................................................................... 3
Introduction ...................................................................................................................................... 4
Method ............................................................................................................................................ 5
Theory ............................................................................................................................................... 6
Empirical .......................................................................................................................................... 7
Analysis ........................................................................................................................................... 11
Conclusion ....................................................................................................................................... 13
Reference ......................................................................................................................................... 14
Annex ............................................................................................................................................... 17
Abstract

The luxury, the travel, the beautiful rooms, the countless activities, the starred restaurants... the luxury hotel industry has everything to make dream. But the most important thing is that customers are satisfied after their stay so hotels must meet customer demand.

In this report, we first study the Kano model and its different theories. Then, we will give a complete description of our survey (in the annex), which will then be analyzed: we interviewed more than 215 people for their opinions and to support what the researchers were explaining in their articles. Finally, with the help of various articles by authors, we will explain the different methods that luxury hotel managers can use to increase customer satisfaction but also the various factors that can generate it.
Introduction

The Kano model is a theory of product development and customer satisfaction developed in the 1980s by the Professor Noriaki Kano. This theory continues today to be an essential tool for all organizations independent of industry or size. It is an insightful way of understanding and categorizing 5 types of Customer Requirements for new products and services.

The professor Noriaki Kano classifies customer preferences into five categories: must-be quality, one-dimensional quality, attractive quality, indifferent quality and reserve quality.

The main purpose of the Kano Model is:

- To communicate 5 categories of customer requirements that all products and services developers need to be aware of in order to remain competitive.
- To show how each of these 5 universal categories can influence satisfaction and dissatisfaction.
- To show how two of the categories add value and two of the categories detract from value, and one of the categories creates new value.
- To help organizations understand their customer needs better than their customers understand their own needs.
- To provide a mechanism to help organizations understand and classify all potential customer requirements or features into these 5 categories so they can prioritize development efforts on the things that most influence satisfaction and loyalty. This is done by the Kano Survey, or sometimes called a Kano Analysis.

From Kano Model, we decided to deal with the luxury hotel business. It’s a domain in which everything must be perfect. The customers pay a full price to be welcomed well, served well. The staff must be attuned.

But how to know if the customer is satisfied at the end of his stay? It is important to measure it to be able to understand what the organization can change to improve the quality of the service and satisfy the customer.

In this paper, we are going to study and to develop the various methods of improvement of the customer satisfaction.

We will now define some keywords, which we thought were important for this report. Firstly, a hotel is an establishment providing accommodation, meals, and other services for travelers and tourists. What about the comparative advantage? It’s an economic law referring to the ability of any given economic actor to produce goods and services at a lower opportunity cost than other economic actors. Then, the customer satisfaction is a term frequently used in marketing. It is a measure of how products and services supplied by a company meet or surpass customer expectation.

To guide us in our answer, we can ask ourselves some questions:

What are the various ways to know if a customer is satisfied?

How can we improve the customer satisfaction in the luxury hotel industry thanks to Kano model?

What comparative advantage the hotel must develop?
Method

To make this report, we first leaned on various articles found in the bookshop "Web of sciences" of the school. We searched in magazines on the Internet to deepen our ideas.

In addition, we created a questionnaire containing 10 specific questions on the various expectations of a customer in the sector of the luxury hotel business. These questions are centered on the axes which favor every type of customers (man/woman, age) in a hotel and degrees of importance of diverse characteristics. Our questionnaire is restricted to 10 questions, because as we studied it in France, the people more tend to answer to the questionnaire if it is not too long. Our questionnaire was published on the famous social network Facebook. We also sent him to our close friends by email. The collected answers allowed us to direct us in the development of our report, but also to bring us an outside opinion.

Then, we also found some information on different websites: for example, to explain the Kano Model or to complete our development.
Theory

Our subject will be inspired by the Kano model to try to improve the satisfaction of the customers in the luxury hotels.

Firstly, what is the Kano model? Like you can see in the introduction, the professor Noriaki Kano did a ranking of the customer preferences and expectations.

There are five preferences according to him.

The first one is the « must-be quality ». To explain simply, this corresponds to customer requirements. Kano call them « Must-be » because they should be included and they are the price of entry into a market. He says that if they are well done, the client will be neutral but if they are badly done, the client will be dissatisfied.

The second one is the « one-dimensional quality ». This corresponds to various attributes that company adds to be more competitive, so they warn customers about these new things. These attributes lead to client satisfaction when they are met, and dissatisfaction when they are not.

Thirdly, there is the « attractive quality ». These are unspecified attributes that create additional satisfaction when they are present, but don’t cause dissatisfaction if they aren’t present. They are often unexpected.

Fourthly, there is the « indifferent quality ». These attributes don’t correspond to something good or bad, they aren’t indispensable, this can just bring added value. They don’t cause customer satisfaction or dissatisfaction because they aren’t necessarily aware of this distinction.

Finally, there is the « reverse quality ». These attributes are an advantage for some customers, and a disadvantage for others. It will provoke a satisfaction or a dissatisfaction according to the expectations of the customers¹.

His model is also based on three level of expectations.

Firstly, there are the « basic expectations ». These are often functional criteria that the customer expects to receive, and they are mandatory. They can be forgotten so much they are obvious (don’t have a hot plate in the hotel restaurant induced dissatisfaction).

Secondly, there are the « expectations of performance ». This factor reflects the competitiveness of companies. They give advantages and they can attract customers (great choice on restaurant menu).

Thirdly, there are the « expectations of seduction ». These are things that customers don’t expect and cause satisfaction. They aren’t necessarily expressed to create the effect of surprise (offer the aperitif)².

According to him, the existence of a characteristic of a product or a service can satisfy a consumer, without its absence provoking a feeling of dissatisfaction. In fact, this model helps to determine what could be improved in a product or a service to improve customer satisfaction and loyalty. To do this, they should look at the three categories of needs and expectations (as seen in advance) to improve, modify or change the service or the product³.

In the luxury hotel industry, this model can be applied to know what is necessary to improve to avoid any competition. Indeed, most of the hotels give to the customers a survey to complete, but they aren’t encouraged to respond to it. The hotel managers don’t necessarily know where to position and if something needs improvement. Using this model, luxury hotels offer customer satisfaction by identifying their needs more.

¹ https://en.wikipedia.org/wiki/Kano_model
² http://www.kanomodel.com/discovering-the-kano-model/
Empirical

To start, we want to explain the answers of our survey.

To help us to answer the questions, we have therefore chosen to create a questionnaire which you will find in the annex. We collected 218 responses, including 117 women, 100 men and 1 “other”. The respondents have for 100 of them between 0 and 20 years old, for 67 of them between 21 and 40 years old, for 28 of them between 41 and 60 years old and only 3 have more than 61 years old. Of the respondents, about 80% had already spent at least one night in a luxury hotel and came out satisfied. The remaining 20% explains that the price is too high and should be revised downwards.

In addition, the customers would be more satisfied in the luxury hotels if there were large rooms, at least one suite, one restaurant and a sauna, spa and Jacuzzi area. So, this correspond to the « basic expectations ». Others criteria such as swimming pool and sports room provide additional customer satisfaction but are not mandatory criteria: there are the « expectations of performance ». And finally, if there is an elevator and a room service, the customers can be more satisfied: this is the « expectation of seduction ».

If we are now interested in the answers to the « reception questions », 50.9% prefer the courtesy of the employees rather than their efficiency (36.2%) or their reception (11%). In fact, customers like to be respected and will therefore be more satisfied if they have good relationships with employees. In addition, 51.8% says they would be annoyed if no one was present at the reception when they arrived and 7.8% announced that they would have left. The rest says that it doesn’t matter.

Let us now move on the answers on the main criteria of a hotel room. 39% of respondents says that they prefer the comfort and 30.7% the cleanliness: these are essential needs that cause dissatisfaction if they aren’t present. The remaining 21.1% of the answers relates to the bathroom, the services offered or the silence: these are expectations for customers who will be satisfied if they are present but don’t cause dissatisfaction otherwise. Regarding the expectations in the restaurant of the hotel, about 57.8% prefer the quality of the products against 32.6% who prefer the quantity and the variety. There is no preference about a table service or a buffet. Therefore, to improve customer satisfaction, prefer the quality of products rather than a variety of choices according to this survey.

We then chose to orient our questionnaire on the choice of a room for a night spent in Paris: we proposed pictures of a low-end hotel, then a modern hotel and finally a luxury hotel without specifying the price. 87.6% preferred the luxury hotel room, 12.4% the modern hotel room and the remaining 2.8% chose the low-end hotel room. Then, we asked the same question by announcing the price for one night in each of its rooms, and 69.3% would take the low-end room, 27.5% the modern hotel room and only 3.2% would take the hotel room of luxury. This survey shows that customers are very sensitive to the price, certainly because 53.7% of the respondents are under 20 years old and therefore they can’t pay for it.

Finally, we asked what they would like to change in the luxury hotel industry, and the most people responded “the price”. But this would entail another problem: the change in the customer base, and therefore the change in their needs. Indeed, luxury hotels have a very specific clientele so the price is certainly high, but this is the image that the hotels want to send back. Secondly, most of them speak about the courtesy and the politeness of the staff: this is an easier thing that they can change. And finally, some people speak about the interest for ecology. In fact, this can be an important challenge because it’s reality now.

Secondly, we found some interesting information in the articles.
According to Parasuraman\(^4\) (1997), the customer satisfaction is a comparison between the expectation of the level of service (before the purchase) and the perceived service (after the purchase). As specifies Mark King\(^5\) in his article, the customer service in the industry of the luxury hotel business isn’t an easy task. They should make every effort to be able to satisfy the clientele and avoid the negative word of mouth. It can sometimes go as far as using extreme measures. The influences of Word of mouth cannot be controlled by the directors of hotels. The word of mouth can be defined as volitional post-purchase communication by customers (Dickinger and Basu, 1994). According to Cantallops and Salvi (2014), when the "word of mouth" is in the form of recommendations, of advice and opinion, we call that the electronic word of mouth (eWOM). There are more online reservations, more internet users and more interaction.

The positive comments of the eWOM show the customer satisfaction of the hotel. These comments cause the greater increase of reservations in lines because the reputation of the hotel is improved. The people trust the old customers. On the contrary, the negative comments of the word of mouth discourage a customer and he will not reserve generally in this hotel if comments are bad. The more we shall improve the customer satisfaction, the more the bad word of mouth will disappear. Thus, exploring customers’ perceptions through online reviews and utilizing eWOM is essential for hoteliers to attract customers and enhance their hotel’s financial performance. There are several ways to have access to the notices of the customers. According to Xu X\(^6\), in the data of the hotel www.booking.com, only the travelers installed in hotel registered on site can post notices on the site. Their notices are separately posted. The positive notices (about the customer satisfaction) on one hand, and the negative notices (about the dissatisfaction of the customer) of one somewhere else. It’s a way very used by the managers to consult the various notices to being able to then adapt itself and improve the service. Hotel operators should manage carefully social media and online reputation to maximize guest satisfaction. An organized and diligent approach to the management of social media and online reputation is a sure way to improve a hotel’s guest satisfaction scores. Kempinski, a chain of 75 luxury hotels in 42 countries, encourages guests to comment on TripAdvisor and other review sites, and it also sends post-stay surveys to guests for additional feedback. Hotel staffs are more confident in handling guest feedback, and that’s an important achievement. We can see usually an increase in the number of reviews, more positive reviews of the hotels and a lot of positive feedback in how the hotels respond to reviews. Moreover, some luxury hotels want to ask their customers if they are satisfied. Excel Place\(^7\) is a website that helps you to create your customer satisfaction questionnaire. The luxury hotels should use this type of site because they are professionals who help to improve customer satisfaction and to maintain the link with its customers. Another study made by Deng, Yeh, and Sung\(^8\) integrates consumption emotions into the American Customer Satisfaction Index (ACSI) model to propose a hotel customer satisfaction index (H-CSI). The H-CSI model is a comprehensive model for the measurement of customer satisfaction that includes most possible antecedents and outcomes. This model advocates methods which aim at looking for the information from the suggestions of a discussion group. It’s another way which allows to understand how to satisfy customers. Search results show that this model is totally valid and reliable, and that if the general managers apply this model instead of applying a basic customer satisfaction survey, they will

\(^4\) Sources of satisfaction with luxury hotels for new, repeat, and frequent travelers: A PLS impact-asymmetry analysis
\(^5\) New Customer Satisfaction High for Luxury Hotel
\(^6\) The antecedents of customer satisfaction and dissatisfaction toward various types of hotels: A text mining approach
\(^7\) See in references
\(^8\) A customer satisfaction index model for international tourist hotels: Integrating consumption emotions into the American Customer Satisfaction Index
have access to a stronger evaluation. As much as the additional information of behavior of customer of post-purchase. It will allow to develop a competitive advantage.

So many luxury hotels, as stated by Cedric Hsi-Jui\(^9\) in his article, have put in place a survey system to be carried out at the end of the stay of the clients, to know what they think of it. This kind of studies could help the luxurious hotels to keep their prestigious image. Most say that the relationship with employees is important to improve their satisfactions. In addition, the quality of the hotel restaurant and the relationship between customers is a “plus” in their experiences: it positively influences their satisfaction. According to Asad Mohsin\(^10\) and Tim Lockyer in their article, we can say that often, the expectations of the customers are sometimes too high compared to the level of service received. This may be due to too much advertising that makes customers dream or just poor employee’s performances. Indeed, Kang Jae-wan, Heo Jeong-ho and Kim Joon-ho\(^11\) conducted a study to analyze the impact of the employee behavior in the luxury hotel on the customer satisfaction. These authors concluded that occupational workout and employee’s stress had a bad impact on customer satisfaction because they felt negative waves. To remedy this, they advise to organize a followership at work done by the managers, as well as trainings and rewards. In addition, Eileen M. Otis\(^12\) specifies in his article that employees must not only be presentable and polite, they must also be listening and appear familiar to customers. He added that workers must also adapt to different cultures and practices, like that customers can be comfortable and satisfied with the service. According to the article of P. Kawachart\(^13\), the purpose of this study is to examine the quality of service of the household in luxury hotels. What quality factors of domestic service makes the biggest difference in the customer satisfaction? It emerges from it that tangibility, reliability, reactivity, communication, and understanding have direct effects on the customer satisfaction. Then, the competence is the most significant factor in the customer satisfaction.

In the article of Mar Vila, Cathy Enz and Gerard Costa\(^14\), we can become aware the importance of Research and Development department (R&D) in the luxury hotel industry. In fact, after some research and analyze of the market, they conclude that a lot of hotel find some solutions to improve the customer satisfaction. Some of them have created targeted communications and specials offers for each segment of the market, others have teamed up with Michelin to improve the image and the menu of their restaurant, some have adapted to the modest environment by creating high quality hotels in public house. But there is a lot of innovations which are possible to create. Moreover, Xu X says that in the field of luxury hotels, the customers pay generally more attention on the completion of improvement. To attract more customers, hotels should concentrate on more personalized services, the customers are more influenced by the hotel’s experiential and symbolic value rather than its functional value. For example, the customers of luxury hotels think that the good restaurants and the bars are necessary characteristics to see even considerable assets for the hotels which already supply the food and the drink. The customers use them moreover frequently. In other words, they value the hotels which propose several alternatives, several choices. Luxury suite hotel customers expect high-quality in-room amenities such as personal care items, electronic devices, and mini-bar items, and many guests are willing to pay a premium

---

\(^9\) Effect of experiential value on customer satisfaction with service encounters in luxury hotel restaurants

\(^10\) Customer perceptions of service quality in luxury hotels in New Delhi, India: an exploratory study

\(^11\) The followership of hotel employees and the relationship between occupational burnout, job stress, and customer orientation: Targeting the hotel service providers at luxury hotels

\(^12\) Bridgework: Globalization, Gender, and Service Labor at a Luxury Hotel

\(^13\) Customer Satisfaction with Luxury Hotel in Bangkok: The Influence of Housekeeping Services Quality

\(^14\) Innovative Practices in the Spanish Hotel Industry
for these amenities. Furthermore, 5 researchers have achieved a survey by interviewing customers of large companies and luxury hotels, using the Kano model. They could see that a specific attribute has a great impact on customer satisfaction. The luxury hotels should therefore focus on specific aspects that might already have disturbed customers, which would make it possible to differentiate them in the market and, of course, improve customer satisfaction. In addition, according to 8 others researchers, their study (which adopted a method of thorough interviews and an investigation with questionnaire), aims at analyzing the experience of the customers with hotels, and examines the factors of influence of the customer satisfaction. This study highlights four specific factors: tangible and sensorial experience, staff aspect, aesthetic perception, and location. Multiple analysis shows that these four factors significantly influence customer satisfaction in a positive manner.

4 researchers have written a book on research in the economic field. They analyze, among others, the impact of hotel service quality on the loyalty of customers. They have inferred that in the view of the increase of number of travelers and the demand for services, luxury hotels should adapt to this strong demand. Indeed, the demands are increasing and hotels should live up to their expectations: they must be able to match expectations with the quality of the service offered. This could lead to customer loyalty. Moreover, Roya Rahimi and Metin Kozak say in their article that the Customer Relationship Management is very important in the hotels, and particularly in the luxury hotel industry. In fact, without it, the hotels can’t identify the needs and expectations of the customers and therefore may not satisfy them. A good customer relationship improves their satisfaction. In the article written by 8 researchers, the purpose of this article is to confront the visions of the customers and the directors of luxury hotels. This article leaned on interviews with the directors and the guests of 5 star hotels to understand the perceptions of the luxury, the quantity of service and the satisfaction. It emerges from it that there were no fundamental disconnects in the respective understandings of managers and guests. However, the two groups used different language to describe luxury, service quality and satisfaction. The managers evaluated satisfaction in terms of services provided, but the guests conceptualized satisfaction in terms of value received for the price of lodging. This study on the research in the customer satisfaction in luxury hotels is significant because it was made with a qualitative approach and not on an approach at the level of the design quantitative (as often).

According to the 6 authors, this article speaks about an analysis that is made from the feelings of the customers. Indeed, to understand the behavior of the consumers, an analysis of them feelings is useful in term of diagnostic tool to understand consumer attitudes after the failure of a service in the hotel of luxury. Elizabeth Layne wrote an article on the difference between a dissatisfied customer and an angry customer. A dissatisfied customer is one who has been waiting for a service that the company hasn’t been able to answer. The angry customer will feel betrayed by the company and will want to take revenge. To avoid this, it’s necessary to identify from the beginning the needs of the customers in order to be able to respond perfectly to their expectations.

15 Examining the effects of vacation ownership product attributes on customer satisfaction an investigation of product purchase and use
16 Exploring customer experience with budget hotels: Dimensionality and satisfaction
17 Impact of hotel service quality on the loyalty of customers
18 Impact of Customer Relationship Management on Customer Satisfaction: The Case of a Budget Hotel Chain
19 Service quality and customer satisfaction: qualitative research implications for luxury hotels
20 Emotional antecedents and outcomes of service recovery: an exploratory study in the luxury hotel industry
21 What Is the Difference Between a Dissatisfied Customer & an Angry Customer?
Analysis

Firstly, the data from our survey corresponded with what we expected. To improve the customer satisfaction, the luxury hotels should be careful with the “must-be” according to the Kano model, which corresponds to having large comfortable and clean rooms, some suites, the courtesy of employees and a restaurant offering quality products. If these factors aren’t present, the customers may be dissatisfied with the service according to the respondents. Secondly, they should be attentive about the “one-dimensional quality”: they can add an area with a swimming pool, a spa, a sauna and a Jacuzzi for example, or a large and inviting bathroom. Thirdly, luxury hotels can add a sports room, a room service or an elevator: this corresponds to the attributes of the “attractive quality”. If they are present, this can increase customer satisfaction but otherwise it doesn’t cause dissatisfaction. For the attributes of “indifferent quality”, we can say for example that the creation of a buffet or table service at the restaurant will differ according to the customers. That is to say that some will be satisfied and others will not, everything depends on everyone's expectations. Then, concerning the “reverse quality”, we can say that the choice between the quality or the quantity of the products in the restaurant of the hotel will be factors that will cause the satisfaction if they are present in some customers but also the dissatisfaction for others: everything depends on the needs and preferences of each.

Furthermore, the luxury hotels need to know the difference between the “basic expectations”, the “expectations of performance” and the “expectations of seduction” as Noriaki Kano explained in his theory. These expectations can create customer satisfaction if they are respected or added, but can sometimes lead to dissatisfaction.

What are the manners, according to the model of KANO, to satisfy the customers?

For example, before the stay, an email of welcome is an attractive quality and an expectation of performance (convey the image of a hotel tuned to his customers, reassure them and give them the feeling to be privileged customers). Then, as a form of pre-welcome (decrease the workload of your desk clerks and discover the needs for your customers before their arrival. Your customers will feel comfortable thanks to your new form of pre-welcome.) We can classify this example in the category “indifferent quality” because it is only to facilitate the work to the employees.

During the stay, it's better if there is quality control because this create a new communication channel favored with your customers: practically nothing more should escape you. In addition, it permits to demonstrate to your clientele what extent you feel concerned and how much it is important that they are satisfied by their stay with you. So, it's an attractive quality and an expectation of performance. Moreover, the concierge service (recommend with certainty of the places that your customers will appreciate) is another way to attract customers. Your apartment house is improved day after day by your existing customers to satisfy better your future. That's why it is an attractive quality and an expectation of performance.

After the stay, a satisfaction survey can be welcome (this new system of inquiries, directed on the improvement of specific points in hotels, is also going to cause (provoke) the promotion (class) on Web of the positive aspects of the establishment.). For the travelers, it is indifferent quality because it is not indispensable. They don't cause customer satisfaction or dissatisfaction because it is just for improve in a future the services of the hotel.

Finally, if the hotel decides to establish a loyalty program, he will be put forward in a systematic way to transform the customers into regular customers of the hotel. We can classify this in attractive quality and expectations performance.
According to the researchers and the authors, we can say that a lot of things are important in the luxury hotel industry, because of the level of expectations of the customers. So, to improve their comparative advantage and the customer satisfaction, they must do a good recruitment and make training to the employees. They must also be attentive about the opinions of their customers on the different websites if they want to preserve a good reputation. We know that the luxury hotel industry is a "complex world" but their most important objective is the customer satisfaction so they must put in place all possible means to achieve it.

To compare the luxury hotel industry with a basic hotel, we may wonder why a customer is going to choose this or that hotel. Two of the main factors are the price and the service. In fact, the luxury hotels generally target a popular clientele with high needs and requirements: the price therefore justifies the level of service offered. However, basic hotels target all kinds of customers: that is, the price will be lower in exchange for less important services. These are two different environments, waiting for two different clienteles, so prices and services will be different. To explain the differences between the both, we try to apply it to the Kano model with a schema.

![Kano model with a schema](image)

As can be seen in this diagram, the expectations of the customers are sometimes similar but generally they differ between the luxury hotels and the other hotels. However, customer satisfaction is important in all types of hotels, the means used to obtain it will be just different.
Conclusion

It’s very important for luxury hotels to have a good image of their establishment in order to attract as many future customers as possible. This is why they have an interest in knowing the expectations of each one in order to satisfy them. The customers are often able to give their opinions (positive or negative) on sites such as Tripadvisor: hotel managers can rely on them to improve a service that a customer hasn’t appreciated. In addition, they can consult different opinions on forums or group discussions or even establish questionnaires at the end of their stay. The luxurious hotels mainly receive a very demanding clientele, and must therefore live up to their expectations: from the employees to the room, everything must be perfect. For this, managers can train their employees and add new attributes to their hotels.

We applied the Kano model to find out what the guests expect from luxurious hotels. After reading the articles and analyzing our questionnaire, we could deduce what could cause customer satisfaction.

We can now focus on the study of what luxurious hotels could improve: most don’t respect enough the environment. They should become more involved in ecology because it is a topical issue to which more and more are sensible.
Reference

Articles:

1) *Effect of experiential value on customer satisfaction with service encounters in luxury hotel restaurants:* 
   http://apps.webofknowledge.com.ezproxy.bib.hh.se/full_record.do?product=WOS&search_mode=GeneralSearch&qid=2&SID=4CBCqmfxLyMnMweYwZN&page=5&doc=44&cacheurlFromRightClick=no

2) *Customer perceptions of service quality in luxury hotels in New Delhi, India: an exploratory study:* 
   http://apps.webofknowledge.com.ezproxy.bib.hh.se/full_record.do?product=WOS&search_mode=GeneralSearch&qid=2&SID=4CBCqmfxLyMnMweYwZN&page=5&doc=42&cacheurlFromRightClick=no

3) *Innovative Practices in the Spanish Hotel Industry:* 

4) *Emotional antecedents and outcomes of service recovery: an exploratory study in the luxury hotel industry:* 
   http://apps.webofknowledge.com.ezproxy.bib.hh.se/full_record.do?product=WOS&search_mode=GeneralSearch&qid=2&SID=4CBCqmfxLyMnMweYwZN&page=4&doc=32&cacheurlFromRightClick=no

5) *Luxe for Less: How Do Consumers React to Luxury Hotel Price Promotions? The Moderating Role of Consumers’ Need for Status:* 
   http://apps.webofknowledge.com.ezproxy.bib.hh.se/full_record.do?product=WOS&search_mode=GeneralSearch&qid=2&SID=4CBCqmfxLyMnMweYwZN&page=1&doc=6&cacheurlFromRightClick=no

6) *The antecedents of customer satisfaction and dissatisfaction toward various types of hotels: A text mining approach:* 
   http://apps.webofknowledge.com.ezproxy.bib.hh.se/full_record.do?product=WOS&search_mode=GeneralSearch&qid=2&SID=4CBCqmfxLyMnMweYwZN&page=1&doc=5&cacheurlFromRightClick=no

7) *The followership of hotel employees and the relationship between occupational burnout, job stress, and customer orientation: Targeting the hotel service providers at luxury hotels:* 
   http://apps.webofknowledge.com.ezproxy.bib.hh.se/full_record.do?product=WOS&search_mode=GeneralSearch&qid=2&SID=4CBCqmfxLyMnMweYwZN&page=1&doc=2&cacheurlFromRightClick=no

8) *Bridgework: Globalization, Gender, and Service Labor at a Luxury Hotel:* 
   http://apps.webofknowledge.com.ezproxy.bib.hh.se/full_record.do?product=WOS&search_mode=GeneralSearch&qid=1&SID=4CBCqmfxLyMnMweYwZN&page=1&doc=1&cacheurlFromRightClick=no

9) *Sources of satisfaction with luxury hotels for new, repeat, and frequent travelers: A PLS impact-asymmetry analysis:*
10) Service quality and customer satisfaction: qualitative research implications for luxury hotels:

11) Exploring customer experience with budget hotels: Dimensionality and satisfaction:
http://eds.a.ebscohost.com/eds/detail/detail?sid=93e1ceb8-6fe0-44bc-8b01-431c18498e77%40sessionmgr4009&vid=0&hid=4111&bdata=JkF1dGhUeXBIPWlwLHVpZCZzaXRlPWVkcy1saXZlNjNjZ3JlNjB3BIPXNpdGU%3d#AN=S0278431915001486&db=edselp

12) Examining the effects of vacation ownership product attributes on customer satisfaction an investigation of product purchase and use:
http://apps.webofknowledge.com.ezproxy.bib.hh.se/full_record.do?product=WOS&search_mode=GeneralSearch&qid=10&SID=4CBCqmfxLyMnMweYwZN&page=1&doc=1&cacheurlFromRightClick=no

13) New Customer Satisfaction High for Luxury Hotel:
http://blogs.aspect.com/new-customer-satisfaction-high-for-luxury-hotel/

14) Impact of hotel service quality on the loyalty of customers:
http://www.tandfonline.com/doi/full/10.1080/1331677X.2016.1177465

15) Customer Satisfaction with Luxury Hotel in Bangkok: The Influence of Housekeeping Services Quality:
http://eds.a.ebscohost.com/eds/detail/detail?sid=8b653fb-7bed-4865-4bd0-d63971aaac9c%40sessionmgr4010&vid=0&hid=4111&bdata=JkF1dGhUeXBIPWlwLHVpZCZzaXRlPWVkcy1saXZlNjNjZ3JlNjB3BIPXNpdGU%3d#AN=edsrep.p.arz.wpaper.eres2013.296&db=edsrep

16) Impact of Customer Relationship Management on Customer Satisfaction: The Case of a Budget Hotel Chain:
http://eds.a.ebscohost.com/eds/detail/detail?sid=400cc01f-9c87-4c45-5a6-fdf2b705a8b%40sessionmgr4008&vid=0&hid=4111&bdata=JkF1dGhUeXBIPWlwLHVpZCZzaXRlPWVkcy1saXZlNjNjZ3JlNjB3BIPXNpdGU%3d#AN=119303833&db=edsrep

17) A customer satisfaction index model for international tourist hotels: Integrating consumption emotions into the American Customer Satisfaction Index:
http://eds.a.ebscohost.com/eds/detail/detail?sid=545f103-4dc5-4391-96ba-e535913af1bb%40sessionmgr4008&vid=0&hid=4111&bdata=JkF1dGhUeXBIPWlwLHVpZCZzaXRlPWVkcy1saXZlNjNjZ3JlNjB3BIPXNpdGU%3d#AN=S0278431913000807&db=edselp

18) What Is the Difference Between a Dissatisfied Customer & an Angry Customer?:
Sources:

- Kano model:
  http://www.kanomodel.com/discovering-the-kano-model/
  https://en.wikipedia.org/wiki/Kano_model

- Others:
  https://www.researchgate.net/publication/234059303_The_Drivers_of_Customer_Satisfaction_in_the_Hospitality_Industry_Applying_the_Kano's_Model_to_Sicilian_Hotels
  http://www.hotelnewsnow.com/Articles/23354/8-ways-to-improve-guest-satisfaction
  https://www.experience-hotel.com

Excel Place:
Annex

https://docs.google.com/forms/d/e/1FAIpQLSeugHiV63w3-GQ6nYqZjZ2MkyZlcod5QHnnYYvQGO5-mFMfWg/viewform

1) Have you ever spent a night or more in a luxury hotel? (more than 4 stars) (Avez-vous déjà passé une nuit ou plus dans un hôtel de luxe, soit plus de 4 étoiles?)
(218 réponses)

Yes (Oui) 176 (80.7 %)
No (Non) 44 (20.2 %)
2) Do you think that the placement of a hotel is important? (Est-ce que vous pensez que l'emplacement d’un hotel est important?)

(218 réponses)

Yes (Oui) 200 (95.4 %)
No (Non) 11 (5 %)

3) How will you feel if there was no one at the reception? (Comment vous sentirez-vous s'il n'y avait personne à la réception à votre arrivée?)

(218 réponses)

Angry, but yo... 113 (51.8 %)
It doesn’t ma... 89 (40.8 %)
You would la... 11 (5.1 %)

4) What is essential for you in a luxury hotel? (Qu’est-ce qui est essentiel pour vous dans un hotel de luxe?)

(218 réponses)

- Big room (Une grande chambre) 41.7%
- Suite (La suite) 24.8%
- One Restaurant (Un restaurant) 20.4%
- Several restaurants (Plusieurs resta... 8.3%
- Swimming pool (Une piscine) 5.5%
- Spa, sauna, jacuzzi 5.5%
- Sports room (Une salle de sport) 5.5%
- Room service 5.5%
5) What is the more important for you at the reception? (Qu’est-ce qui est le plus important pour vous à la réception?)
(218 réponses)

6) What is the more important for you in the bedroom? (Qu’est-ce qui est le plus important pour vous dans la chambre?)
(218 réponses)

7) What do you prefer in the restaurant? (Qu’est-ce que vous préférez dans le restaurant?)
(218 réponses)
8) Which room would you choose if you have to spent one night in Paris? (Quelle chambre choisiriez-vous si vous deviez passer une nuit à Paris?)
Source: tripadvisor
(218 réponses)

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>6 (2.8%)</td>
</tr>
<tr>
<td>2</td>
<td>-27 (12.4%)</td>
</tr>
<tr>
<td>3</td>
<td>191 (87.6%)</td>
</tr>
</tbody>
</table>

9) Which room would you choose if you have to spent one night in Paris, taking into account the price? (Quelle chambre choisiriez-vous si vous deviez passer une nuit à Paris, en prenant en compte le prix?)
Source: tripadvisor
(218 réponses)

<table>
<thead>
<tr>
<th>Price</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>80€ at Lodge...</td>
<td>151 (69.3%)</td>
</tr>
<tr>
<td>160€ at Hotel...</td>
<td>60 (27.5%)</td>
</tr>
<tr>
<td>200€ at the...</td>
<td>7 (3.2%)</td>
</tr>
</tbody>
</table>

What should be improved or changed in luxury hotels? (Qu'est-ce qui doit être, selon vous, amélioré ou changé dans les hôtels de luxe?)
(218 réponses)

- Lower quality room (smaller rooms, less service, for example) for lower price (more accessible)
- L'accessibilité
- Courtoisie
- PLUS de chaleur
- The price
- Personnalisation du service
- Je sais pas
- No hidden add on payments and mini bars should have normal prices
- It depends on the hotels