Differences in Customer Service: The Case of Boutique and Standard Hotels

Lučić, Veronika

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Differences in Customer Service:

The Case of Boutique and Standard Hotels

Subtopic: Personalized vs. Standardized Service

Mentor: Prof. Barbara Perić

Student: Veronika Lučić

Abstract

In today`s age of Experience Economy, customers are more prone towards selecting hotels that are able to deliver experience in itself.

Boutique hotel sector is widely emerging on a global scale while providing personalized over standardized customer service. The quality of customer service in Hospitality Industry is of a significant importance: ensuring competitive edge and customer loyalty.

The main objective of this research paper is identifying if boutique hotels offer more personalized customer service when compared to standard ones. Furthermore, this research paper poses to identify gaps in service quality of standard hotels.

The presented paper uses most accurate criteria for measurement of qua customer service quality in hotels. Namely, online observation of customers` reviews in combination with SERVQUAL model. Used instrument indicated qualitative and quantitative results.

Key words: Experience Economy, Personalization, Standardization, Service Quality, Boutique Hotels, Standard Hotels, Five dimensions of Service Quality

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Differences in Customer Service: The Case of Boutique and Standard Hotels

Boutique hotel sector is widely emerging on a global scale. (The Caterer, 2005). As a part of niche market, boutique hotels are attracting customers searching for personalized experience. Key Note Market Report concluded that customers are more prone towards selecting hotels that are able to deliver an experience in itself (Drewer, 2005). This concept falls into category of new emerging economy segment, so called experience economy. Experience economy for its sole purpose has creating memorable event that engages each individual in a personal way. Thus, not two customers can have same experience and level of satisfaction. Primarily while experience is driven by interaction between staged event and individual`s state of mind. Moreover, this is one of the reasons while customers today choose boutique over standard hotels. Main differentiators are local focus, personalized service and attention to detail.

Presented research poses to answer following questions:

1. Do boutique hotels offer more personalized customer service when compared to standard hotels?

2. What are the key quality differentiators between boutique and standard hotels?

3. In which of the five dimensions of service quality service gap occurs in standard hotels?

In order to evaluate and answer these question the purpose of this research paper is defining core differences between personalized and standardized service. Moreover, explaining the new emerging economic concept; so called experience economy. All these terms will be used on a case of boutique and standard hotel. Main aim of conducted research is differentiation of customer services and experience between boutique and standard hotels.

The experience economy: past, present and future

How are economies changing? History of economic evolution can be understood on a case of birthday cake. At the time of agrarian economy, birthday cakes were made by mothers out of commodities (flour, sugar, butter, and eggs). Commodities all together cost mere dimes. After agrarian economy evolved to industrial economy, mothers paid for premixed cake ingredients. The cost of premixed ingredients was 1$ - 2$. Later, industrial economy evolved to service economy and at that time busy mothers started purchasing cakes from bakery or supermarket at the cost of 10$ - 15$. Beginning of 1990s represents milestone in birthday celebration, mothers no longer took care of cakes and party; rather they outsourced whole event at the cost of 100$ from third party. Welcome to the age of emerging experience economy! (Gilmore & Pine, 1998.) An experience economy as next emerging wave of economy was introduced over 20 years ago. At the time term „customer experience" was yet to be defined and tailored. Each economy stage can be defined by its offering, in other words what is offered to a customer in exchange for money. Throughout years economic offering such as commodities, goods and services became commoditized and obsolete, experiences emerged as the next logical step in so called progression of economic value. Experience is mentioned few times, in essence what it is? Experience is memorable events that engage each individual in a personal way. An experience is not something new to market nor people, thus many business nowadays wrap experience around standard offerings. Securing the customer loyalty and staging the experience to leave a memorable impression on the customers today became relevant more than ever. Staging the experience became one of the key differentiators for businesses.

What does this mean for hotel industry? Fact that customers are more prone to spending their money and time on experience rather than material goods is of great relevance to hotel industry. Hotels that capitalize on this trend will win big. Some of the ways on how to capitalize on experience economy being a hotel are as following:

1. Hotels should market themselves as a part of local community. Design of interior and exterior should match local culture and architecture. Moreover, hotels should promote nearby areas and local cousin. By doing so hotels make themselves more appealing to customers willing to explore and experience local offerings.

2. Creating personalized service is one of the keys to staging experience. Gathering data on customers to meet their preferences, boosts the overall experience.

Personalized over Standardized customer service in the hospitality industry

Theoretical background of Customer Satisfaction

Customer satisfaction was perceived as tool for measurement of service quality (Parasuraman et al. 1988). Being relatively old concept, customer satisfaction (Oliver, 1981) was developed to the point of being one of the crucial measurements of a businesses' performance. Moreover, it has been in use for predicting local GDP and economy performance (Fornell, Rust, and Dekimpe, 2010).

Personalization

As such personalization consist of tailoring a service to meet specific preferences of an individual. One of the strategy samples used by business when personalizing the services is using co-creation approach. In other words, giving the customers power to be interactively involved in

product development. One of the studies previously conducted declared that for 45% of German travelers first association with personalized service is hotel (Sabre Hospitality Solutions, 2016)

Standardization

Standardization defined by CLIC is process of unification of personnel, technology and procedures. In essence standardization is used by the businesses while being less time consuming for day-to-day operations. A recent study by Centre for Leading Innovation poses that standardization would not lose its role in developing the service economy any time soon. This is specifically connected to retail industry. The standardization of services still advocates reliability, effectiveness and trust.

Majority of the business nowadays try to personalize the service offering but yet they have to standardize. While the standardization of services can be less time consuming and costly for the business, personalization can on the other hand boost the sales and revenue. If these two business approaches are well balanced they can provide transformational results over the long term and be beneficial for both, customers and business.

Four following industry forces will require more personalized customer service in hotel industry (IBM, 2019)

1. Communization – customers are well aware as what they expect from the hotel and are no longer willing to pay for commodities (solely accommodation)

2. Fragmentation – larger and more diverse group of customers will result in fragmented preferences

3. Competition – competing hotels will continue to capitalize on current trends to stay present at the market

4. Expectations – hotel guests will become more aware that their individual experience cannot be compared to other

Key quality differentiators between boutique and standard hotels

The boutique hotel segment is thriving these days while travelers are more ken toward unique accommodation providers. (Jonathan Webster, 2018). Boutique hotels are usually operated by the owners (J. Mcintosh & Siggs, 2005), thus they have freedom to be designed in distinctive manner and tailor themselves as they see fit to the location of the hotel. Furthermore, it is evident that the boutique hotels had become one of the rising trends in the hospitality industry. In order to duplicate the boutique hotels under the brand umbrella, standard hotels started implementing soft brands. Brand owners in these situations allow owners of the boutique hotels to keep hotel identity while operating under the umbrella of known brand.

What are the key quality differentiators between boutique and standard hotels? There is a number of the differences that distinguish boutique from standard hotels; three leading ones are as follows: local focus, personalized service, and attention to detail.

1. Local Focus – when visiting new places, travelers like the opportunity of being immerse in local culture and community. This is the trend on which boutique hotels capitalize while having freedom to be tailored to the location. To create unique personality boutique hotels often use local suppliers. (Webster, 2018.)

2. Personalized Service – personalized touch to customer service is adding on value. To personalize the service business has to do more than satisfying the basic needs of the customers. Employees have to go above and beyond satisfying customer needs, thus it is

important that all employees understand shared vision and have entrepreneurial spirit. It is crucial to hire right people so that customer service can be exceptional every single time. (Webster, 2018)

3. Attention to Detail – as mentioned above boutique hotels have freedom to organize their brand around location of the hotel. By doing so boutique hotels create destination within the destination. Owners can decorate and redecorate property as they see fit. Incorporating local art and luxurious amenities boutique hotels create lasting impression. (Webster, 2018)

The Five Dimensions of Service Quality

Characteristics of Services

Except from services being intangible while goods being tangible there are few unique characteristics that distinguish services from goods.

1. Intangibility – majority of the services cannot be consumed prior to purchase. Services are actions offered for sale or provided by sale of goods. Services are intangible products provided by the business as contrary to tangible goods that can be seen, smelt, felt etc. (Regan, 1963)

2. Inseparability – services have to be consumed simultaneously, we cannot separate them from the place of delivery. Inseparability enables customers to create opinion about performance and quality of service. (Regan, 1963)

3. Heterogeneity – not one individual is performing service delivery each time, thus high variability in service delivery is reflected trough heterogeneity. While services are

delivered by human beings there might be fluctuations in the performances at different times; unlike goods that are standardized and delivered the same way at any time. (Zeithmal, 1985)

4. Perishability – services cannot be stored and preserved for use in the future (Rathmell, 1966). Services are time dependent and their value exists only when the service s needed and provided.

5 Dimensions of Service Quality

Service quality can be defined as difference between customers' expectations and delivered service (Lewis and Booms, 1983). In order to develop service quality business has to have a clear picture of what customers expect and are looking for at the marketplace (Gronross, 1984.). Service quality is classified into two categories: technical quality that focuses on actual service; tangibles (what is provided?) and functional quality that focuses on process of the delivery; intangibles (how it is provided?), (Gronross, 1984).

The five dimensions of service quality are: tangibility, reliability, responsiveness, assurance, and empathy (A. Parasuraman, Valarie Zeithaml and Leonard L. Berry, 1985).

1. Tangibility – refers to physical appearance of the facilities, equipment, employees, and promotional materials.

2. Reliability – refers to ability to execute promised service dependably and accurately.

3. Responsiveness – refers to promptness and attentiveness in dealing with customers' inquiries, complaints, and requests. Responsiveness is measured by length of time between request being made and assistance provided by the employee.

4. Assurance – refers to inspiring trust and confidence. Trust and confidence are crucial factors when gaining competitive advantage and customers` loyalty. Marketing department plays significant role in this sector while being creator of first impressions of the business and link between customer and business.

5. Empathy – refers to providing personalized, tailored service to the customers. Businesses have to react proactively rather than actively at this dimension and go beyond and above in meeting customers' expectations. Empathy is additional plus in building trust and confidence between customer and business.

Service Gap Model

According to A. Parasuraman, Valarie Zeithaml, and Leonard L. Berry (1985) there are five major satisfaction gaps that businesses have to address when trying to meet customers' expectations. In the service gap model, satisfaction is greatly par of one's perception. If the customer perceives service as fit to his expectations, he will be satisfied. If customer shows dissatisfaction, it might be due to one of the following gaps:

1. GAP 1: Knowledge Gap – difference between catering the service and customers' expectations

2. GAP 2: The Policy Gap – difference between businesses` understanding of customer needs and execution of the same into corporate policies and standards

3. GAP 3: The Delivery Gap – difference between corporate policies and standards and the actual delivery of the service

4. GAP 4: The Communication Gap – differences between promised and delivered service

5. GAP 5: Customer Gap – difference between customers' perception and expectations. Customers often perceive quality of the service incorrectly.

Methodology

The main objectives of presented research were to determine if the boutique hotels offer more personalized service and measure the gap in service quality of standard hotels when compared to boutique ones.

Customer expectation and perception of service should be accounted when measuring the service quality in service sector to show best value perspective. However, as Robinson (1999) concludes: "It is apparent that there is little consensus of opinion and much disagreement about how to measure service quality". (SERVQUAL and Model of Service Quality Gaps, page 3)

Based on the existing theories found trough secondary research this research paper adopted SERVQUAL model developed for the research and measurement of service quality in the service sector (Parasurama, 1985). Even though model was originally designed for use within financial service sector, today this model has been in extensive use in service quality and customer satisfaction sector. After being tested and adopted by numerous companies operating in service sector, SERVQAL application was used to identify gaps between clients' perception and services provided by the company. The base of the model is the definition of quality that defines quality as a difference between expected and obtained. SERVQUAL revolves around customers' evaluation of the service quality. SERVQUAL defines quality through five following dimensions: 1. Tangibles, 2. Reliability, 3. Responsiveness, 4. Assurance and 5. Empathy. These five dimensions were used for making judgement about provided service by the boutique and standard hotels.

In addition to SERVQUAL model this research used online observation of the customers' reviews evaluated based on the five dimensions mentioned above. Sampling size of the primary

research includes 20 hotels in Dubrovnik region; 10 of them being boutique hotels and 10 standard ones. Boutique hotels that were evaluated are following: Villa Orsula, Villa Dubrovnik, Boutique Hotel Royal Princess, Boutique Hotel Kazbek, The Pucic Palace, Boutique Hotel More, Boutique Hotel St. Joseph`s, One Suite Hotel, Boutique Hotel Bellevue, and Boutique Hotel Lapad. In addition, following 10 standard hotels were evaluated: Hotel Argentina, Hilton Imperial Dubrovnik, Hotel Palace, Hotel Lacroma, Hotel President, Rixos Hotel, Hotel Excelsior, Hotel Kompas, Hotel Adria, and Valamar Club.

For the online observation of customers' reviews platform of Trip Advisor was used while being one of the most recognized and used platforms for evaluating customer service quality. Trip Advisor is most valuable source of customers' reviews for this research paper. Sample size of this research contained 200 most recent Trip Advisor reviews for hotels listed above. Time span of reviews ranges from March, 2020 to August, 2019.

This type of instrument used in research, combination of SERVQUAL model with online observation of customers' reviews, enabled both, qualitative and quantitative results that can be implied to service quality of boutique and standard hotels in Dubrovnik area.

The research was divided in two stages. In the first stage author evaluated qualitative data by observing online reviews. In the second stage qualitative results were transformed into quantitative results that enabled measuring of gap in service quality.

For evaluating quantitative data author, 2020. developed following coding framework:

Table 1. *An Example of initial coding framework* (Author, 2020)

Online reviews transcript initial coding framework	
"This is a beautiful property with updated, modern, spacious rooms. Here is an onsite concierge that allows for easy reservations for trips/dining/excursions information."	Property description Service performance
"For me the treatment given to us by the two Romana's in the front desk and also by Mrs. Adila were the best part of our stay. Really amazing. Problem is that we would like to drink a cocktail while dining and first waitress said it was not possible. That bar was downstairs."	Employee engagement WOW effect
"The check-in process was quick as the receptionists there were responsive and helpful."	Prompt service

Table 2. *An example of a final coding* (Author, 2020)

Final Coding Framework	Initial coding framework
1. Tangibles	✓ Property description ✓ Positive ✓ Negative ✓ Not applicable
2. Reliability	✓ Service performance ✓ Positive ✓ Negative ✓ Not applicable
3. Responsiveness	✓ Prompt service ✓ Positive ✓ Negative ✓ Not applicable
4. Assurance	✓ Employee performance ✓ Positive ✓ Negative ✓ Not applicable
5. Empathy	✓ WOW effect ✓ Positive ✓ Negative ✓ Not applicable

<div align="center">**Results:**</div>

Qualitative Results

Qualitative results of presented research were used in order to test the first two hypotheses:

Hypothesis 1: boutique hotels offer more personalized customer service.

Hypothesis 2: Personalized service is main differentiator between boutique and standard hotels

The online observation of customers' reviews demonstrated that elements of five dimensions of service quality in evaluated hotels were either positive, negative, or not applicable. Customers are able to fluently understand and explain quality of the service provided in a hotel: "This is a beautiful property with updated, modern, spacious rooms. Here is an onsite concierge that allows for easy reservations for trips/dining/excursions information." (Customer, Vancouver, Canada, Posted on Trip Advisor August, 2019)

"For me the treatment given to us by the two Romana's in the front desk and also by Mrs. Adila were the best part of our stay. Really amazing. Problem is that we would like to drink a cocktail while dining and first waitress said it was not possible. That bar was downstairs."(Customer, Sao Paulo, Brazil, posted on Trip Advisor August, 2019).

The results from 100 (most recent) evaluated reviews for boutique hotels indicate following: tangibles were evaluated as positive *(86 reviews = 86%)*, negative *(8 reviews = 8%),* and not applicable *(6 reviews = 6%).* Responsiveness was evaluated as positive *(86 reviews = 86%),* negative *(7 reviews = 7%),* and not applicable *(7 reviews = 7%).* Reliability was evaluated as positive *(94 reviews = 94%),* negative *(5 reviews = 5%),* and not applicable *(1 review = 1%).* Assurance was evaluated as positive *(83 reviews = 83%),* negative *(8 reviews = 8%),* and not

applicable *(9 reviews = 9%)*. Empathy was perceived as positive *(79 reviews = 79%)*, negative *(9 reviews = 9%)*, and not applicable *(12 reviews = 12%)*.

The results from 100 (most recent) evaluated reviews for standard hotels indicate following: tangibles were evaluated as positive *(73 reviews = 73%)*, negative *(19 reviews = 19%)*, and not applicable *(8 reviews = 8%)*. Reliability was evaluated as positive *(74 reviews = 74%)*, negative *(23 reviews = 23%)*, and not applicable *(3 reviews = 3%)*. Responsiveness was evaluated as positive *(64 reviews = 64%)*, negative *(23 reviews = 23%)*, not applicable *(8 reviews = 8%)*. Assurance was evaluated as positive *(58 reviews = 58%)*, negative *(42 reviews = 42%)*, and not applicable *(0 reviews = 0%)*. Empathy was perceived as positive *(44 reviews = 44%)*, negative *(56 reviews = 56%)*, and not applicable *(0 reviews = 0%)*.

Quantitative Results

To test the third hypothesis and measure service quality gap between boutique and standard hotels presented research used quantitative results.

Hypothesis 3: there is a significant difference in quality customer service performance between boutique and standard hotels.

Furthermore, qualitative results indicated that there is significant difference in service quality performance between boutique and standard hotels.

For this analysis One – way ANOVA test was used.

Gap analysis for Tangibles dimension

The results indicate positive tangibles significantly decrease ($p < 0,5$) as hotel becomes more standardized *(M = 7.30, SD = 7.418)*, $F = (1,18) = 6.21$, $p = .023$. Tangibles negative

significantly increase (p < 0.5) as hotel becomes more standardized *(M = 1.90, SD = 1.449),* F (1,18) = 4.45, p = .049

Gap analysis for Reliability dimension

The results indicate positive tangibles significantly decrease (p < 0,5) as hotel becomes more standardized (M = 7.40, SD = 1.713), F = (1,18) = 10.98, p = .004. Reliability negative significantly increase (p < 0.5) as hotel becomes more standardized *(M = 2.30, SD = 1.418),* F = (1,18) = 12.90, p = .002.

Gap analysis for Responsiveness dimension

The results indicate responsiveness positive significantly decrease (p < 0.5) as hotel becomes more standardized *(M = 6.40, SD = 2.119),* F = (1.18) = 7.67, p = .013. Responsiveness negative significantly increase (p < 0) as hotel becomes more standardized *(M = 2.80, SD = 1.814),* F = (1,18) = 11.12, p = .004.

Gap analysis for Assurance dimension

The results indicate that assurance positive significantly decrease (p < 0) as hotel becomes more standardized *(M = 5.80, SD = 2.300)*, F = (1,18) = 9.12, p = .007. Assurance negative significantly increase (p < 0.5) as hotel becomes more standardized *(M = 4.20, SD = 2.300),* F = (1,18) = 18.19, p = .000

Gap analysis for Empathy dimension

Results indicate that Empathy positive significantly decrees (p < 0) as hotel becomes more standardized *(M = 4.40, SD = 1.897)*, F = (1,18) = 19.24, p = .000. Empathy negative is

increasing (p < 0.5) as hotel becomes more standardized *(M = 5.60, SD = 1.897),* F = (1,18) = 48.14, p = .000

All presented results will be further discussed in following section.

Discussion

The main objectives of presented research paper were to identify if boutique hotels offer more personalized service than standard ones and to measure the quality service gap between these two categories of hotels.

According to secondary research boutique hotels are always unique in their own way and cannot be ascribed to umbrella of branded hotels. (Harrison, 2018). Aggett concluded international definition of boutique hotels as follows: "Boutique hotel is contemporary designed with no more than 100 rooms, which offers unique level of personalized service and high-tech facilities." (Theory and Practice in Hospitality and Tourism Research, page 335). Personalized service is what primarily differentiates boutique from standard hotels. In boutique hotels customers experience connection with staff. Personalization is perceived as a key aspect (Norden, 2017).

Rather than standardizing customer service and implementing protocols in day to day operations, boutique hotels focus more on providing outstanding customer experience, delivering wow effect.

In combination with secondary research the results of this research indicate that boutique hotels do offer more personalized service than standard hotels. This statement is supported through assurance and empathy dimensions of service quality, that are more practiced in boutique hotels.

In addition to previously presented service gaps, Lewis (1987) singled out three additional ones. Through conducted experiment Lewis verified the standard elements of service quality. Trough experiment, 14 features of services that customers perceive as vital were listed. Among 14 listed features; Lewis pin pointed following ones: staff attitude, location, amenities, food and beverage facilities, room size and design, procedures, and property design. As the study indicates, gap 1 referring to difference between catering the service and customers' expectations, has the most significant impact when compared to other five gaps. There is a notion that customers ask for more than they actually need. In addition to existing service model gaps, the study identifies three additional ones:

- ✓ Gap 6 – difference in perception of provided service by customer and management
- ✓ Gap 7 – difference in perception of service delivery and customers' expectation
- ✓ Gap 8 – revolves around internal discrepancy between actual service that has been delivered and customers' expectation

Study, conducted by Saleh and Ryan (1992), utilized SERVQUAL model to indicate the gap that has the most significant impact on service quality. For experiment, the study used four-star standard hotel in Canada (1990). Presented study indicated that service gap did exist in addition to previously identified gap 1, gap 2, gap 3, and gap 4. The results indicate customers' expectations are fairly overestimated by the hotel`s management in every aspect of five dimensions. Among five dimensions of service quality, the tangibles dimension was only one gaining high rates.

Quantitative data of presented research indicated that service gaps still exist in standard hotels. However, in today`s age of experience economy, the gap in service quality of standard hotels is the most significant in the dimensions of assurance (p = .000) and reliability (P = .000).

The significant impact of service quality on gaining competitive edge and customers' loyalty has been proven through various studies. Full and better understanding of service quality in hospitality industry enables businesses to improve and cater service that will meet customers' perception of the same. To fulfil gaps in assurance and empathy dimensions, hotels should provide prompt service, with zero defect and minimum delay. Employees should meet customers' requirements as promptly and accurately as possible. Moreover, employees should pay extreme attention to customers and their preferences, to create homely feeling and give to importance of customers. Flat and tailored hotel program enables customers to feel individualized. Recalling the customers' name and socializing on personal level with them, create positive experience for customers and additionally builds their trust and loyalty. (Johnson et al. 2009).

It takes great effort to implement assurance and empathy dimension in corporate strategy, thus managers should be ones enforcing practice of the same. Managers should have following traits: commitment, passion and authentic. These managers have to do three things when incorporating assurance and empathy dimensions:

1. Model the Culture – "walk the talk"; managers show the culture in the way they treat employees. This way they provide an example how employees should be treating their customers.

2. Use the culture to guide strategy – it is important to stress that corporate culture is not part-time project rather it is only way of doing business. All customers should experience same level of personalized service and individualization.

3. Communicate the culture – understanding of corporate culture is of a great importance; when all employees are aligned around same culture it is easier to perform the same.

Limitations

Presented research paper was written in the period of fifteen weeks. The research was conducted upon 20 hotels in Dubrovnik area; 10 boutiques and 10 standard hotels. As a method of presented research paper online observation of customer reviews was used in combination with SERVQAUL model. In total 200 most recent Trip Advisor reviews were evaluated based on the SERVQUAL model – 5 dimensions of service quality. For further research one should analyze greater number of hotels on a global scale. Further, greater number of comments should be analyzed over greater of period of time.

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Appendix:

Appendix A: Quantitative Results

Pie Chart 1. ***Tangible in Boutique Hotels*** (Author, 2020)

Positive	86%
Negative	8%
N/A	6%

Tangibles

- Positive 86%
- Negative 8%
- N/A 6%
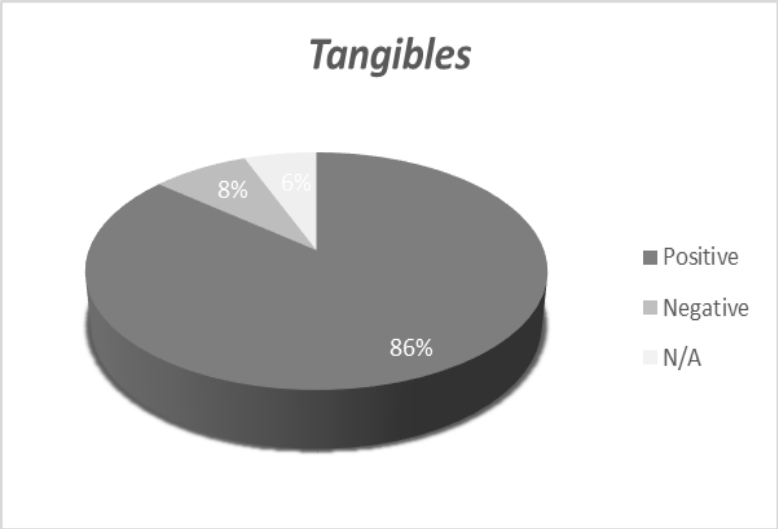
Pie Chart 2. *Reliability in Boutique Hotels* (Author, 2020)

Positive	94%
Negative	5%
N/A	1%

Reliability

Positive — 94%
Negative — 5%
N/A — 1%

Legend:
- Positive
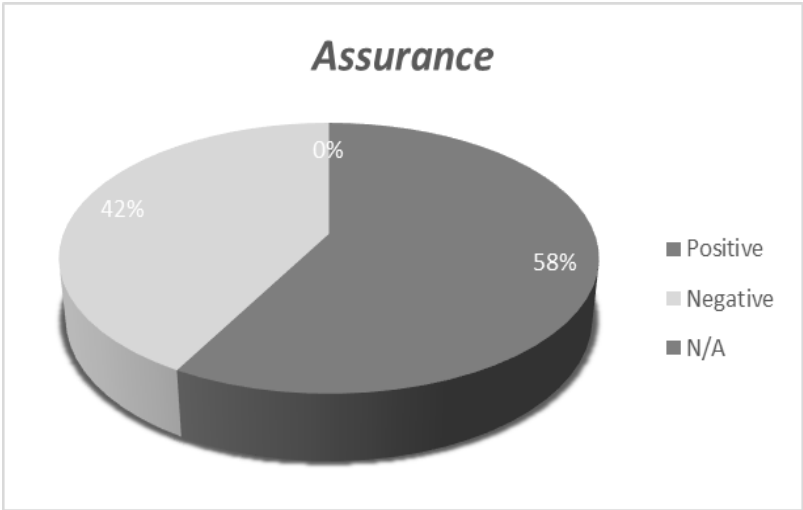- Negative
- N/A
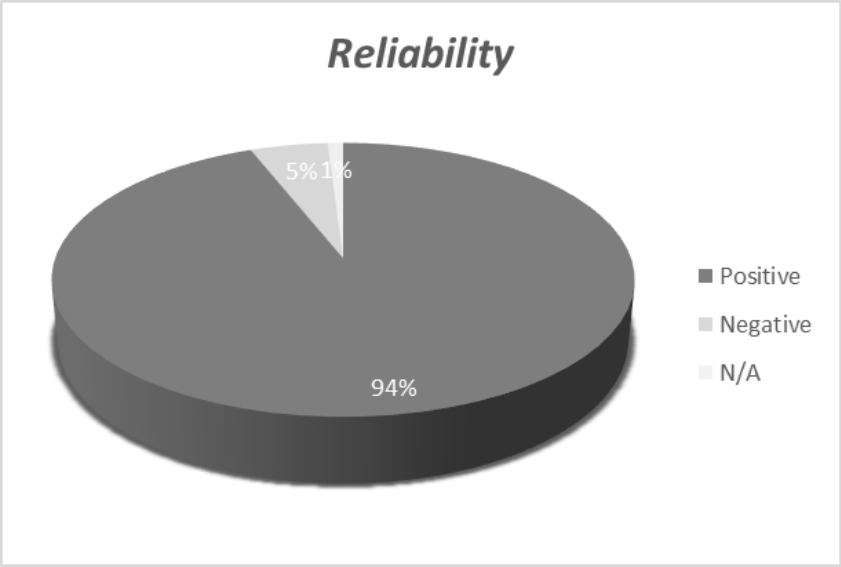
Pie Chart 3. *Responsiveness in Boutique Hotels* (Author, 2020)
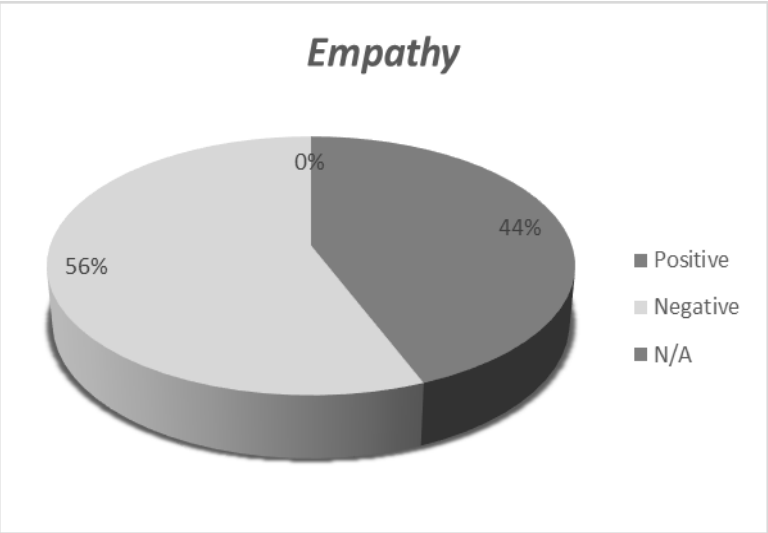
Positive	86%
Negative	7%
N/A	7%
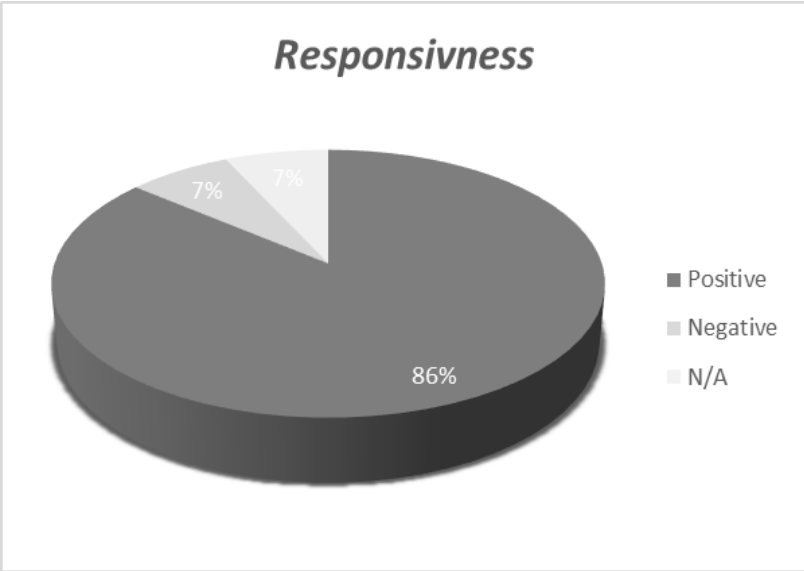
Pie Chart 4. *Assurance in Boutique Hotels* (Author, 2020)

Positive	83%
Negative	8%
N/A	9%
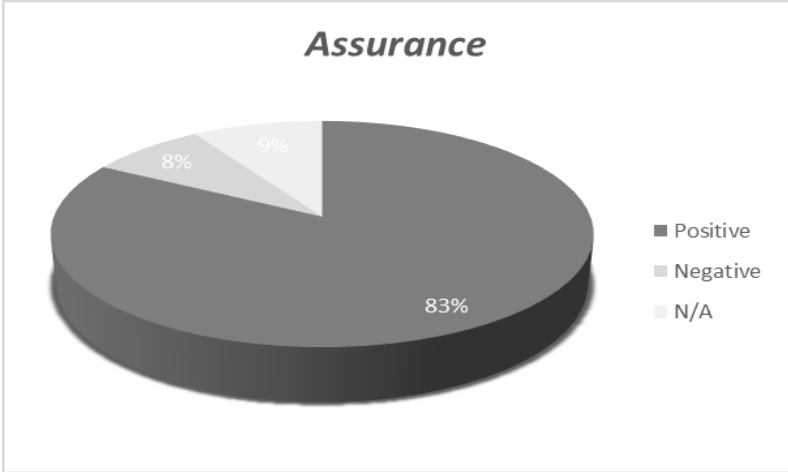
Pie Chart 5. *Empathy in Boutique Hotels* (Author, 2020)

Positive	79%
Negative	9%
N/A	12%

Empathy
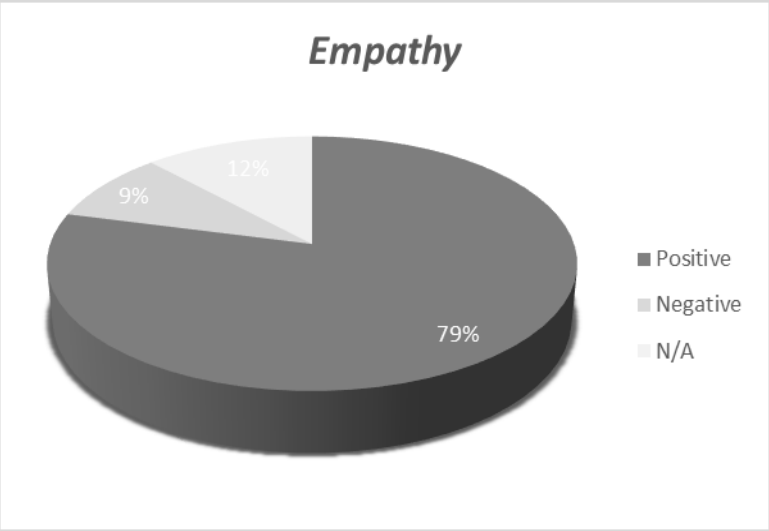
Pie Chart 6. *Tangible in Standard Hotels* (Author, 2020)

Positive	73%
Negative	19%
N/A	8%
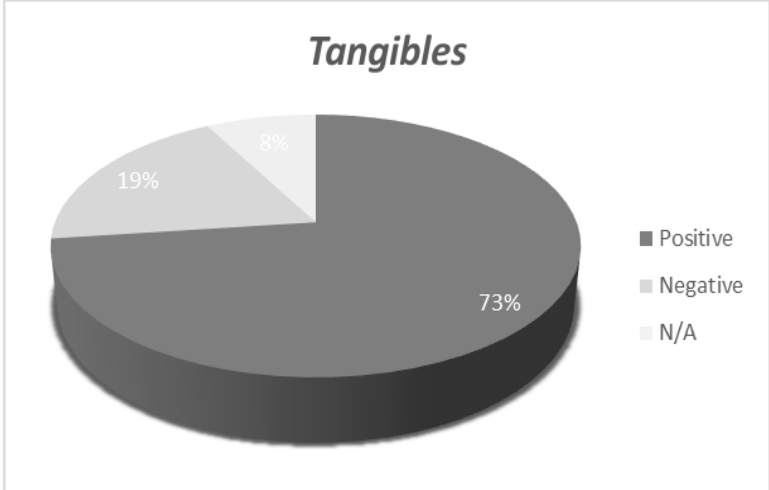
Pie Chart 7. *Reliability in Standard Hotels* (Author, 2020)

Positive	74%
Negative	23%
N/A	3%
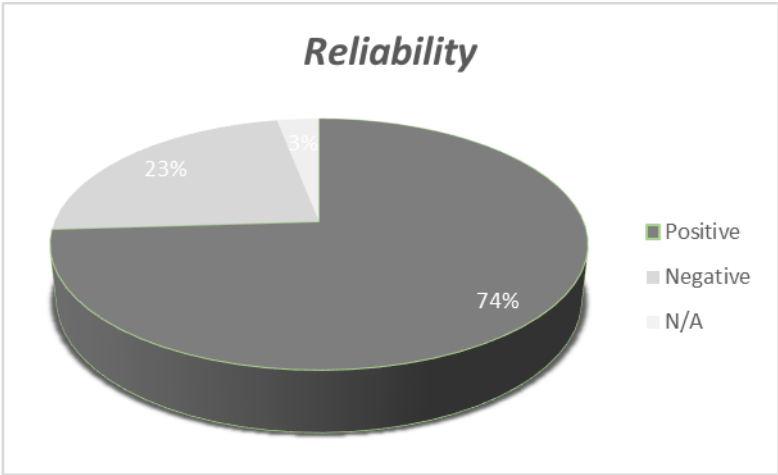
Pie Chart 8. *Responsiveness in Standard Hotels* (Author, 2020)

Positive	64%
Negative	28%
N/A	8%
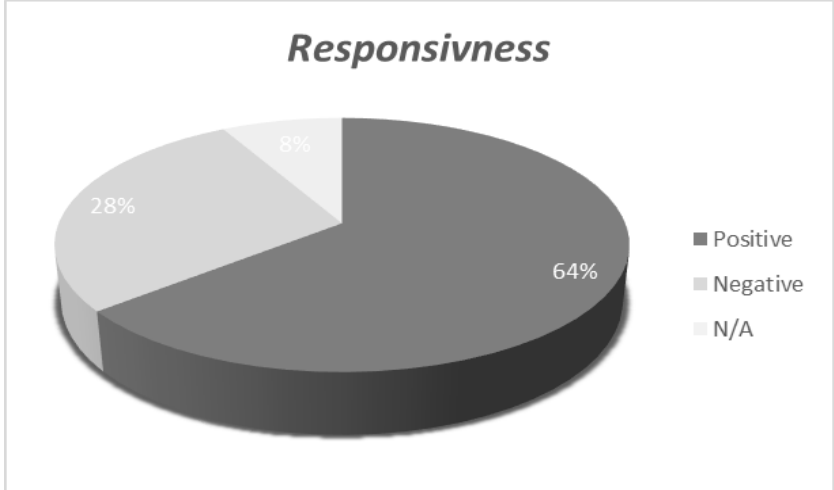
Pie Chart 9. *Assurance in Standard Hotels* (Author, 2020)

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Positive	58%
Negative	42%
N/A	0%

Pie Chart 10. *Empathy in Standard Hotels* (Author, 2020)

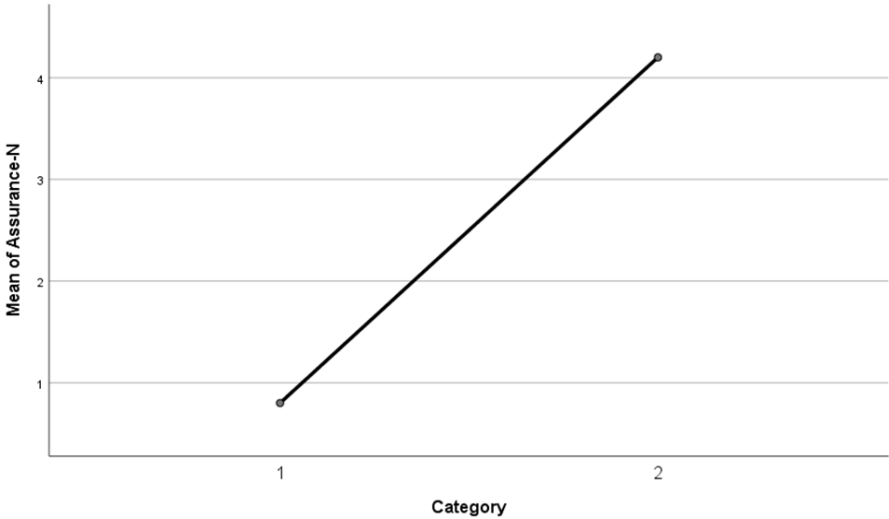|	
Positive	44%
Negative	56&
N/A	0%

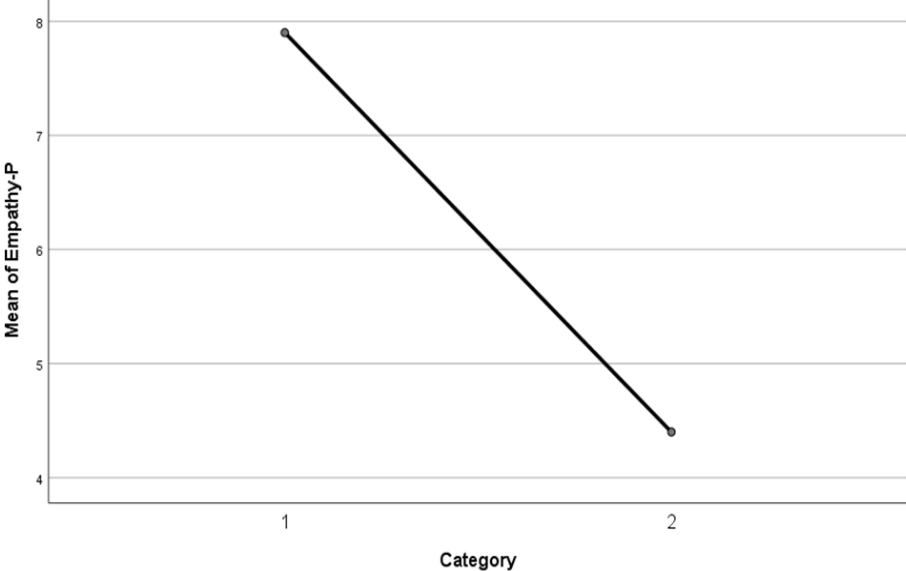
Appendix B: Quantitative Results

Graph 1. *Assurance Positive* (1 – boutique hotels, 2 – standard hotels)
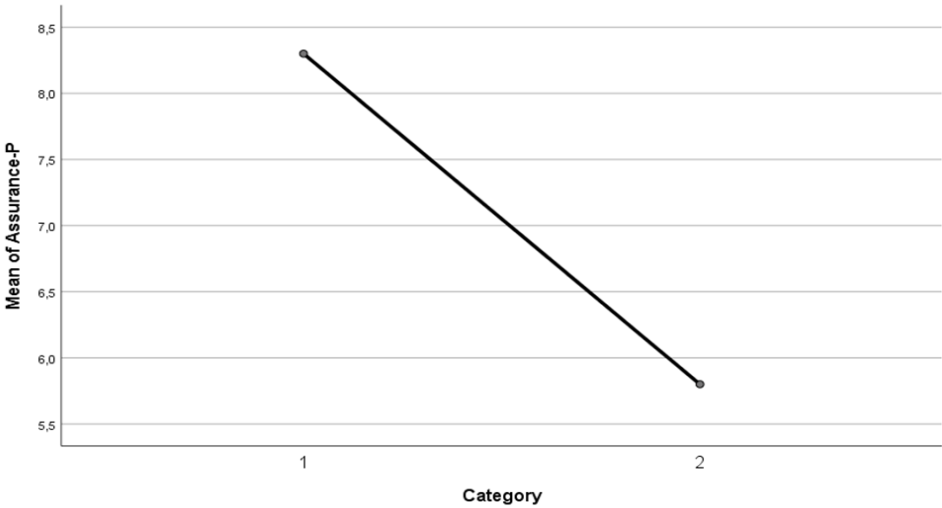
Graph 2. *Assurance Negative* (1 – boutique hotels, 2 – standard hotels)

Graph 3. *Empathy Positive* (1 – boutique hotels, 2 – standard hotels)

Graph 4. *Empathy Negative* (1 – boutique hotels, 2 – standard hotels)