



**Proceedings of the
2nd International Conference on
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University Portucalense
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14-15 March 2019**



**Edited by
Cristina Sousa, Isabel Vaz de Freitas
and Jorge Marques**

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Guests' Satisfaction: Application of the Importance-Performance Analysis

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Abstract: In recent years, tourism, in general, and the hospitality sector, in particular, have grown in importance, both in terms of people involved as in terms of receipts, with the satisfaction of hotel guests being one of the main concerns in the management of hotel business. Indeed, one of the key tasks of managing organizations operating in the hospitality sector is to meet the needs of customers – the guests. It is important in competitive hospitality markets to create a suitable and pleasant hotel environment, in which guests become satisfied with the hotel's performance according with the importance given to each of the items related with installations, employees or diversity and quality of services provided, for example. Having as an example a three-star hotel in a Spanish very competitive touristic city, which rooms can be reserved in a well know and very dissected web platform, was made a two month survey to understand their perception regarding the attributes they consider more important in a hotel and their perception regarding the real performance of that hotel, considering the same attributes, after their stay. The results are compared and analysed using an importance-performance analysis. This is a budget-oriented, simple and comprehensible technique that allows to have an insight into the attributes that should be prioritized by management. The results of the survey, made specifically for the purpose of the present research, show the performance of the hotel matches the importance given by the guests to the attributes and matches the satisfaction the guests publish in the social networks, namely the one used to make the hotel reservation.

Keywords: Tourism, hospitality sector, hotel, importance-performance analysis, guests' satisfaction.

1. Introduction

It is common knowledge that nowadays hospitality and tourism represent ones of the most significant sectors of the global economy. The most dynamically developing sphere of the service sector, which brings multi-million profits in the national economies of the countries all over the world, is the hotel business. This sector has become increasingly competitive globally owing to such phenomenon as globalization. The massive influxes of tourists are happening all over the globe, revitalizing cities and countries, generating substantial employment as well as revenues and contributing to substantial development, when carefully managed.

In order to stay competitive and grow in the current circumstances, hotels have to adapt quickly to the volatile context and, if necessary, take serious actions. The present study considers the particular case of a three-star hotel, located in a very touristic city Spain. The hotel was taken as an example for conducting the importance-performance analysis and determining its weak points to eliminate, as well as, a competitive edge to highlight.

As far back as 1977, the concept of the importance-performance analysis (IPA) was introduced (Martilla & James, 1977). Though, a lot of scholars (e.g., Azzopardi & Nash, 2013; Lai & Hitchcock, 2015) do not support the traditional IPA and the results acquired with the help of this technique are questioned, there are some considerable benefits for using the importance-performance analysis as the evaluation tool for customer satisfaction. This assessment instrument stands out for its ease of use, comprehensibility and low price. The methodology exercised in this study establishes a framework for effective hotel assessment using IPA. The model for evaluating service quality was based on the 10 most popular attributes with guests according to the website www.booking.com and was presented as a questionnaire.

The conducted study aims, to investigate the perceived importance of the hotel attributes for each client when choosing a hotel to stay, as well as, the performance of hotel evaluated by the same sampling of guests. To achieve the presented goals, the paper is divided in five sections. The next section presents a short literature review to understand the importance of the satisfaction of client's in a hotel and the relationship with its

performance. The third section presents the methodology applied in the empirical research which is followed by a fourth section with the results of the Importance-performance analysis. The final section concludes.

2. Literature review

Such spheres of business activity as tourism and hospitality as well as related contextual environments entail provision of some kind of a service. In recent years, service industry has grown in importance, with the hotel business being one of its main components. However, it is common knowledge that the principal factor of prosperity and success in the hotel industry is aiming attention at people, mainly the guests.

The study by Grisseemann, Plank and Brunner-Sperdin (2013) showed that the performance of a hotel is influenced by innovation and customer orientation. They concluded that the effect of a hotel's customer orientation surpasses the effects of innovativeness and innovation behavior on business performance. The previous authors suggest that if the management of a hotel wants it to be profitable and successful, the primary focus should be given to the needs of guests due to the fact that customer orientation directly affects financial performance, reputation and retention of customers. A previous study by Wang, Chen and Chen (2012) supports the idea of Grisseemann et al. (2013) regarding the direct influence of the customer orientation over the hotel performance. Wang et al. (2012) also add that adopting market orientation as a business strategy is critical for the hotel's success, because it tends to enhance hotel performance. Market orientation can become an incentive to help hotels come up with, arrange and offer a service mix that clients perceive as superior quality, thereby contributing to the improvement of hotel performance.

According to Wilkins, Merrilees and Herington (2007), the performance drivers of a hotel is represented by the so-called service quality components. They are as follows: physical product, service experience and quality food and beverage. Physical product, for instance, deals with such aspects as stylish comfort, room quality and added extras. Service experience refers to such elements as quality staff, personalization and speedy service.

Regarding quality food and beverage, this service quality component refers to the following dimensions: exquisite food presentation, provision of fine dining restaurant, good range of bars to buy a drink and provision of sumptuous buffet breakfast (Wilkins et al., 2007).

Additionally, the concept of customer satisfaction has been deeply studied and analysed. The majority of them perceive customer satisfaction as a psychological concept that involves the feeling of well-being and pleasure that results from obtaining what one hopes or expects from an appealing product and/or service (Pizam & Ellis, 1999 cites WTO, 1985). A study of Pingitore, Seldin, and Walker (2010) focuses on measuring customer satisfaction in the hotel industry and their relationship to financial results. All the owners of the hotels know that in order to survive in this business, they must attract and retain guests. However, they also need to know what exactly it takes to satisfy these guests. According to them, satisfaction scores are driven by the following factors: (i) guest room (24%); (ii) price (23%); (iii) facilities (19%); (iv) check-in/out (13%); (v) food and beverage (10%); (vi) services (8%); and, (vii) reservation (3%). According to Radojevic, Stanistic, and Stanic, (2015), the factors that affect customer experience are: (i) the presence of air-conditioning devices in rooms; (ii) a bar located within the hotel area; (iii) access to Wifi free of charge; (iv) price; and, (v) membership in a branded hotel chain. These factors are more narrowly focused and they demonstrate considerable positive associations with customer satisfaction.

The study by Çizel, Cizel and Ajanovic (2015) considers the hotel attributes, which are customer satisfaction drivers, retrieved from the comments left by guests at the online travel platform *www.tripadvisor.com*. The researchers highlight three groups of attributes that matter most when choosing a hotel to stay in. They are aspects regarding destination, service and hotel. Regarding the hotel attribute "Location", when choosing a hotel to stay in, the significant determinants are a property's accessibility to attractions, airports, universities and public transportation, as well as green spaces, bodies of water, and local businesses (Yang, Mao, & Tang, 2018).

The link between customer satisfaction and enterprise profitability is widely recognized. The key to the company's success is to meet the needs of customers in the best way possible and consequently retain them, which implies provision of high-quality service performance. However, there is no such thing as a perfect performance system. Each one of them has its own weaknesses and blind spots to work on. Without accurate

measurements of customer satisfaction, it is impossible to make effective decisions regarding the ways the performance could be improved. One of the ways to measure customer satisfaction and importance of hotel attributes simultaneously is to apply importance-performance analysis, which will help to see the bigger picture of the current situation a company finds itself (Glushakova, 2001).

The concept of importance-performance analysis (IPA) was introduced by Martilla and James (1977). IPA was supposed to help companies examine and understand customer's attitude towards specific features of their marketing strategies. However, issues were encountered when it came to converting the acquired results into action. Firstly, research outcomes required a great deal of effort to be decoded and interpreted. And secondly, the survey only could be conducted in order to analyse either the attributes of importance or the attribute of performance. However, later it was proven that customer satisfaction is a function of both expectations related to certain important attributes and judgments of attribute performance. Therefore, both groups of the attributes were equally significant. Importance-performance analysis has become a valuable and helpful instrument in conducting surveys to see coherent patterns between two sets of variables. Importance-performance analysis has several benefits for the assessment of customer satisfaction. It is a budget-oriented, simple and comprehensible technique that allows to have an insight into the attributes that should be prioritized and funded as well as the areas that may be consuming too many resources should be detected.

According to Martilla and James (1977), presentation of the results on the importance-performance grid facilitates management interpretation of the data and increases their usefulness in making strategic decisions.

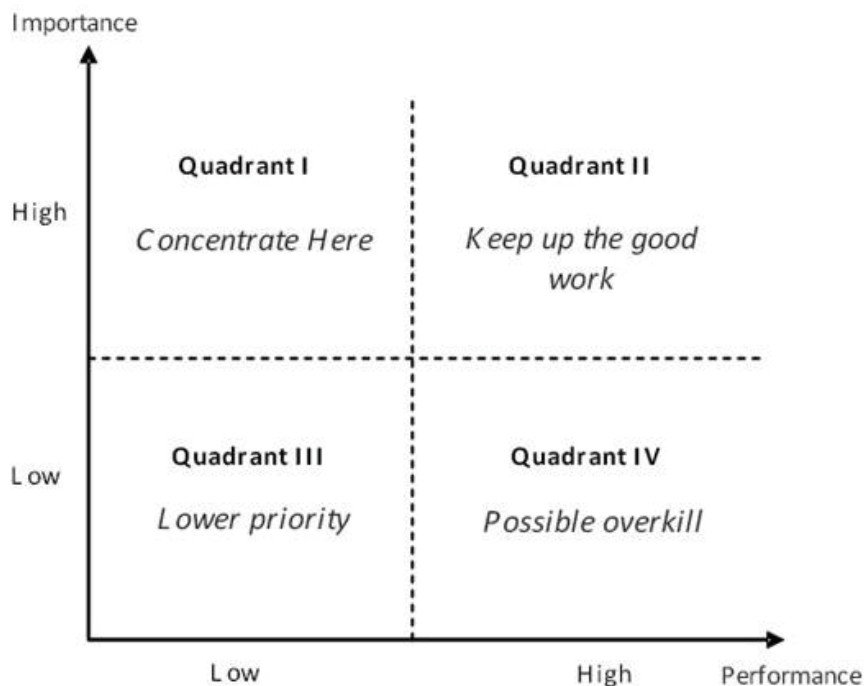


Figure 1: Grid of the importance-performance analysis, according with the work presented by Tzeng and Chang (2011).

Source: Retrieved from Tzeng and Chang (2011, p.109).

The grid consists of four quadrants:

- (I) "Concentrate here": the quadrant indicates the area of concern. The attributes in this quadrant are crucial for customers, however the management of a company does not give them due consideration, which significantly affects the increase of customer dissatisfaction. At the same time, the more factors are situated in this area, the lower the overall level of satisfaction is.
- (II) "Keep up the good work": the quadrant demonstrates the factors that are important for clients and which they are completely satisfied with. The main challenge here is to maintain the established standards;

- (III) “Lower priority”: this area contains those attributes, which an organization pays insufficient attention to. However, such a policy is justified by the fact that these factors have a lesser effect on the formation of consumer satisfaction.
- (IV) “Possible overkill”: the quadrant includes the factors, the importance of which is estimated higher by the management of an organization rather than clients. In this case, the managers are strongly encouraged to analyze the implemented policy in this area, possibly reduce costs and redirect funds to improve the state of affairs of the attributes from “problematic” quadrants.

The importance-performance analysis is widely applied in the research regarding the spheres of hospitality and tourism due to its simplicity. However, the traditional framework of the importance-performance analysis is excessively questioned owing to serious reliability and validity issues because of the lack of critical statistical analysis (Lai & Hitchcock, 2015). This point of view is supported and emphasized by Azzopardi and Nash (2013). The further research to improve the reliability of the methods and measurements of the key concepts of the importance-performance analysis is needed (Azzopardi & Nash, 2013).

3. Methodology

The conducted study has as objectives: (i) identify the perceived importance of the hotel attributes for each client when choosing a hotel to stay, as well as, the performance of the analysed hotel evaluated by the same sampling of guests; and, (ii) Identification of the areas of concern for the hotel in order to optimize internal resources, eliminate unnecessary expenditures and review operating procedures and strategies.

The model for measuring service quality in the analysed three star hotel, could be considered as case of study based on the 10 most popular attributes with guests according to the website *www.booking.com*. It is the world's leading e-commerce company in the sphere of online tourism. A questionnaire was designed specifically for conducting the research and was created based on the literature review. The questionnaire consisted of three parts: (i) Basic demographic information, namely such criteria as age, gender, education, occupation and the country of residence; (ii) A section devoted to “Importance” for indicating the perceived importance of attributes for clients when choosing a hotel to stay in, and; (iii) a section devoted to “Performance” for informing the actual performance of the analysed hotel during clients’ stay. Guests were asked to fill in the last two sections of the questionnaires using a Likert scale ranging from 1 – very unimportant to 5 – very important for the “Importance” section and from 1 – very poor performance to 5 – very good performance for the “Performance” section. The survey was presented in two languages: English and Spanish. The variables presented in the survey can be easily understood with the help of Table 1.

The survey was conducted in the analysed hotel during the months of April and May of 2018. The final sample size of the conducted research is 200. According to the official statistics provided by the management of the hotel, the number of guests, who have stayed in the hotel during the research process, is equal to 4,411 (statistical population size). Taking the given data into account, the margin of error is approximately 6.5%. The non-probability sampling was chosen as a frame for the research. Such techniques as convenience and judgmental sampling were involved in the process of the research.

Due to the presence of multiple Likert questions in the questionnaire, the Cronbach's alpha should be measured for both dimensions of importance and performance in order to verify if the scale is reliable. This coefficient is a generally known measure of internal consistency or reliability and it, normally, ranges between 0 and 1. Table 2 provides comparative data on actual Cronbach’s alpha coefficients for 10 hotel attributes of importance and performance dimensions. At the same time, Table 3 provides information on the Cronbach’s alpha coefficient if item deleted for the entire set of hotel attributes for both importance and performance dimensions.

Table 2: Reliability statistics for the dimensions of importance and performance

Number of items	Importance	Performance
10	0.751	0,758

Table 1: Identification and description of the variables included in the questionnaire

Variable	Description	Categories
Individual characteristics		
Gender	Gender	Close question, with two categories: Female and Male.
Age group	Age divided in decades.	Close question, which considers 6 group ages: 18-29 years old; 30-39 years old; 40-49 years old; 50-59 years old; 60-69 years old and over 70 years old. It should be taken into account that the guests younger than 18 years old were not asked to take part in the questionnaire, since they were underage.
Education	Academic background	Close question, which considers 4 categories of formal education: Elementary school, High school, College and University.
Occupation	Job position	Close question, which considers 6 types of occupation: Executive position, Employee, Pensioner, Student, Unemployed and Representative of a private enterprise.
Residence	Country of residence	Open question.
Importance/Performance Attributes (Measured in a 5-point Likert scale was used ranging from 1 – very unimportant to 5 – very important)		
Variable	Description	
Cleanliness	Importance of the attribute “Cleanliness” to the respondent. The term “Cleanliness” refers to perfectly clean rooms and shared area.	
Comfort	Importance of the attribute “Comfort” to the respondent. The term “Comfort” refers to well-maintained and convenient rooms and shared area resulting in customer satisfaction.	
Quietness	Importance of the attribute “Quietness” to the respondent. The term “Quietness” refers to maintained silence and tranquility in the hotel.	
Facilities	Importance of the attribute “Facilities” to the respondent. The term “Facilities” refers to additional hotel amenities (refrigerator, air-conditioning, etc.) and their user-friendliness arranged along with the room and its basics.	
Wifi	Importance of the attribute “Wifi connection” to the respondent. The term “Wifi” refers to high quality and speed of internet connection as well as the provision of wifi coverage in the entire hotel.	
Breakfast	Importance of the attribute “Breakfast” to the respondent. The term “Breakfast” refers to well-balanced buffet breakfast accompanied by appropriate service.	
Staff	Importance of the attribute “Staff” to the respondent. The term “Staff” refers to reliable and attentive members of hotel personnel, who are always ready to give assistance and handle requests from clients.	
Location	Importance of the attribute “Location” to the respondent. The term “Location” refers to favourable location in relation to the old town with the main sights of cultural heritage and the shopping area.	
Ambiance	Importance of the attribute “Ambiance” to the respondent. The term “Ambiance” refers to delightful general atmosphere and stylish interior.	
Money	Importance of the attribute “Value for money” to the respondent. The term “Value for money” refers to the accommodation and additional services well worth the money that the clients have spent on them.	

Table 3: The Cronbach’s alpha by item deleted for importance and performance

Hotel Attribute	Cleanliness	Comfort	Quietness	Facilities	WIFI	Breakfast	Staff	Location	Ambiance	Value for Money
Importance	0.749	0.740	0.730	0.712	0.758	0.686	0.729	0.723	0.711	0,753
Performance	0.734	0.727	0.721	0.725	0.758	0.745	0.751	0.760	0.716	0,736

According to the scale of internal consistency (Gliem & Gliem, 2003), the actual values of Cronbach’s alpha for importance and performance are considered acceptable. The row “Importance” demonstrates that removal of any hotel attribute, except “Wifi” and “Value for money”, would affect the actual Cronbach’s alpha and result in a lower value (0.751). Hence, the elimination of these attributes is highly undesirable. Regarding the data from the row “Performance”, it can be clearly seen that if any hotel attribute is deleted, it will cause a lower Cronbach’s alpha coefficient, which will be equal to 0.758. The attribute “Location”, if removed, will result in a small improvement in Cronbach’s alpha (0.760).

4. Results: importance-performance analysis

Identified the sample of guests, it is easier to understand the results obtained in the second and third parts of the questionnaire, where the importance and performance of several attributes – cleanliness, comfort,

quietness, facilities, Wifi connection, breakfast, staff, location, ambiance and value for money – are assessed by the 200 guests in the sample.

In Table 4, it is possible to observe several indicators of statistical distributions of the importance of hotel attributes according to the guests’ opinion. The statistical indicators include the mean, the indicator of central tendency, the minimum and the maximum value of the 5-points Likert scale, the standard deviation and the coefficient of variation, which are indicators of dispersion. In Table 5, the data on the actual performance of the hotel, according to the guests’ opinion is presented.

Table 4: Descriptive statistics for the importance attributes

Hotel Attributes	n	Minimum	Maximum	Mean	Standard Deviation	Coefficient of Variation
Cleanliness	200	3	5	4.96	0.23	4.66
Comfort	200	4	5	4.93	0.26	5.19
Quietness	200	2	5	4.78	0.47	9.94
Facilities	200	2	5	4.54	0.65	14.28
Wifi	200	1	5	4.27	0.93	21.73
Breakfast	200	2	5	4.34	0.72	16.57
Staff	200	3	5	4.69	0.51	10.82
Location	200	3	5	4.70	0.52	11.14
Ambiance	200	2	5	4.30	0.74	17.29
Value for Money	200	3	5	4.89	0.35	7.16

Table 5: Descriptive statistics for the performance attributes

Hotel Attributes	n	Minimum	Maximum	Mean	Standard Deviation	Coefficient of Variation
Cleanliness	200	3	5	4.61	0.52	11.28
Comfort	200	4	5	4.45	0.62	13.93
Quietness	200	2	5	4.00	0.95	23.75
Facilities	200	2	5	4.36	0.68	15.60
Wifi	200	1	5	4.55	0.73	16.04
Breakfast	200	2	5	4.45	0.68	15.28
Staff	200	3	5	4.83	0.43	8.90
Location	200	3	5	4.87	0.34	6.98
Ambiance	200	2	5	4.57	0.58	12.69
Value for Money	200	3	5	4.71	0.50	10.62

The overall average (global importance) of the hotel attributes is equal to 4,64 points (Table 4). At the onset, it is clear that such attributes as “Cleanliness”, “Comfort” and “Value for money” matter most to the interviewees with the averages of 4.96, 4.93 and 4.89, respectively. Moreover, their significance is demonstrated through the values of minimum. The lowest rating of cleanliness is 3 that is correspondent to “Neither important or unimportant” according to the Likert scale. The same situation is reproduced in the attribute “Value for money”, whereas “Comfort” has the lowest assessment at 4 or “Important”. The attribute “Quietness” is also essential for the guests with the mean equal to 4.78 that is slightly lower than of the attributes mentioned above. It can be clearly seen that the respondents find “Staff” and “Location” crucial when it comes to staying in a hotel. Their values of importance are almost at the same level with the averages of 4.69 and 4.7, correspondingly. The attribute “Facilities” means installed amenities all over the hotel and has the mean equal to 4.54, which can be considered a high rating as well. Regarding the rest of the aspects, namely, “Wifi connection”, “Breakfast” and “Ambiance”, they are roughly at the same level of importance for the guests. Their averages are represented by 4.34 for “Breakfast”, 4.3 for “Ambiance”, and by 4.27 for “Wifi connection”. Overall, all the hotel attributes given in the questionnaire are considered important and noteworthy when choosing a hotel to stay in. As can be clearly seen, the lowest mean among the attributes is 4.27, however according to the Likert scale even this value denotes a high level of importance. In today’s world

of rapid change and development, clients' expectations are rising regarding all the attributes mentioned above. Sometimes they are rising faster than hotels' ability to fulfill them. Therefore, being able to satisfy clients' needs is challenging yet entirely possible.

The overall average (global satisfaction/performance) of the hotel attributes is equal to 4,54 points (Table 5).

At the first glance, it is clear that the attribute "Location" is close to perfection with the mean equal to 4.87 and the minimal rating is "4" that is equivalent to "Good performance". The hotel is a five-minute walk from the old town of a touristic city with the main sights of cultural heritage making it a perfect location for getting to any attraction. The hotel is conveniently located at a few minutes away from the railway station and main shopping area, thus becoming increasingly popular with tourists. The assessment of "Staff" is slightly lower than of the previous attribute. Its average is equal to 4.83 with the minimum point at 2 meaning "Poor performance". All the staff representatives were polite, respectful and attentive to the guests' needs creating a warm and friendly atmosphere and providing professional service. The attribute "Value for money" also has a high rating with the average of 4.71, followed by "Cleanliness" and "Ambiance" with the means equal to 4.61 and 4.57 respectively. The minimum value for these three aspects is 3 meaning "Barely acceptable performance" according to the Likert scale. The respondents also enjoyed the Wifi connection, however the minimal value presented is 1 correspondent to a "Very poor performance". It means that though the majority of the respondents were satisfied with the quality of the Wifi connection, some clients did not had a positive experience using it. The attributes "Breakfast" and "Comfort" are on the same level of performance and clients' satisfaction with the mean of 4.45. Some respondents assess "Breakfast" as "Poor" and "Comfort" as "Barely acceptable". The attribute "Facilities" is represented by the average of 4.36 with the minimal value going down to 2 meaning "Poor performance". By far the lowest hotel aspect is "Quietness". Its mean accounts for 4.

After having described the hotel attributes regarding importance and performance, it is time to develop the importance-performance analysis. Following the suggestions of Martilla and James (1977), the importance-performance grid was produced consisting of four quadrants. In order to construct the grid, the following data were necessary: the hotel attributes, the values of performance and importance for each one of them, as well as, the assigned symbols listed below in Table 6.

Table 6: Data necessary for creating the importance-performance grid

Hotel attribute	Performance	Importance	Symbol
Cleanliness	4.61	4.96	a
Comfort	4.45	4.93	b
Quietness	4.00	4.78	c
Facilities	4.36	4.54	d
Wifi	4.55	4.27	e
Breakfast	4.45	4.34	f
Staff	4.83	4.69	g
Location	4.87	4.70	h
Ambiance	4.57	4.30	i
Value for Money	4.71	4.89	j

As is observed in the Table 6, the estimated values do not fall below 4.00. That is exactly why, in Figure 2 the median of the horizontal axis (X) is equal to 4.56 points and the median of the vertical axis (Y) is equal to 4.68 points. The analysis of the figure is presented below it.

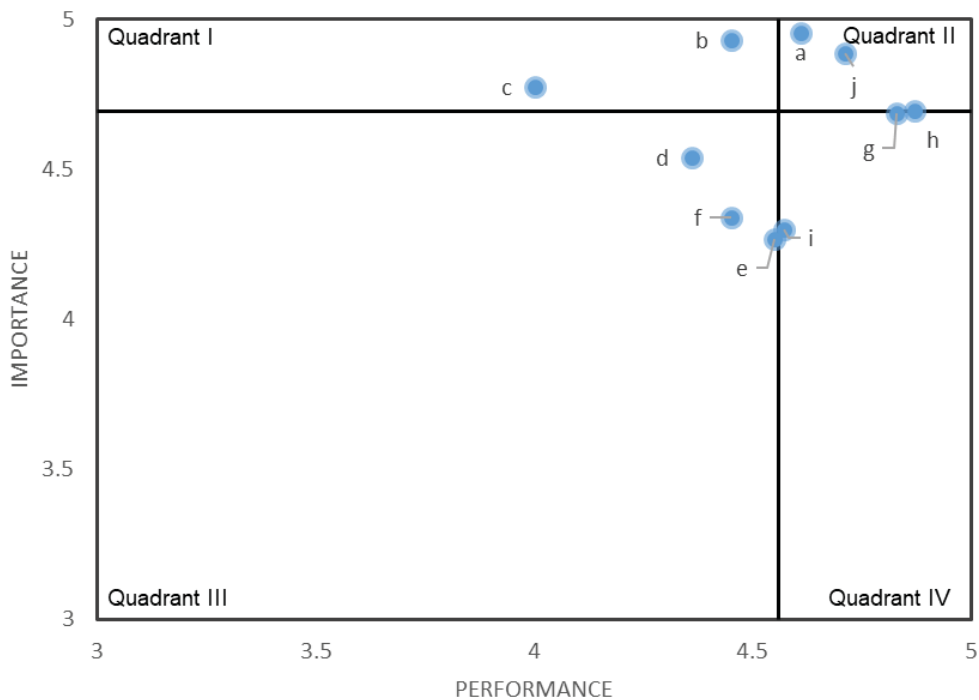


Figure 2: Importance-performance matrix of the hotel attributes for the analysed hotel

- Quadrant I (Concentrate here): The hotel attributes “Comfort” (b) and “Quietness” (c) are located in the area of concern. It means that the management of the hotel should focus on these aspects. The guests indicated these hotel attributes as important when choosing a hotel to stay in, however they were poorly performed in the hotel. If the existing situation stays unchanged, subsequently it can result in guests’ dissatisfaction or even conflicts, as well as, bad reviews and negative feedback left in the travel websites, which is going to have an adverse impact on the overall hotel’s performance.
- Quadrant II (Keep up the good work): Such hotel aspects as “Cleanliness” (a), “Value for money” (j), “Staff” (g) and “Location” (h) are considered relevant and valuable by the guests, and they entirely meet their expectations and needs. However, the main challenge of this quadrant is to maintain the established level of performance.
- Quadrant III (Lower priority): The hotel attributes “Facilities” (d), “Wifi” (e) and “Breakfast” (f) are located in the area of lower priority. It means that the guests do not give much attention to these attributes when looking for a hotel to stay in. It justifies the fact that the hotel pays insufficient attention to these aspects. However, one should bear in mind that even attributes of lower priority have an impact on consumer satisfaction’s formation.
- Quadrant IV (Possible overkill): The only hotel aspect present in this quadrant is “Ambiance” (i), which is characterized by different perceptions of its importance on the part of the hotel’s management and the guests that have stayed there. Much attention is given to the “Ambiance” by the management of the hotel rather than clients. Therefore, it is highly advisable to reconsider the importance of this factor and execute some changes in order to reduce expenditures and, if necessary, invest into the “Concentrate here” quadrant, namely the hotel attributes “Comfort” (b) and “Quietness” (c).

As it was already mentioned in the methodology of the study, the hotel attributes were retrieved from the website www.booking.com, which is popular among tourists. The platform allows guests to evaluate the premises they have stayed in and give feedback that could be useful for the entire tourism community. The attributes for assessment are identical to the ones used in the present research. The only difference is the scale. The website www.booking.com uses a scale of 1 to 10, whereas the present study applies a scale of 1 to 5. However, the scale was easily adapted to the conducted research and the values were calculated. The comparison between both results is presented in Table 7.

Table 7: Comparison between the results of the conducted research and the statistics retrieved from *www.booking.com*

Hotel Attributes	Importance		Performance		Booking	
	Mean	Ranking	Mean	Ranking	Mean	Ranking
Cleanliness	4.96	1	4.61	4	4.15	4
Comfort	4.93	2	4.45	7	3.90	6
Quietness	4.78	4	4.00	9	4.15	4
Facilities	4.54	7	4.36	8	3.90	6
Wifi	4.27	10	4.55	6	4.35	2
Breakfast	4.34	8	4.45	7	4.15	4
Staff	4.69	6	4.83	2	4.30	3
Location	4.70	5	4.87	1	4.50	1
Ambiance	4.30	9	4.57	5	4.15	4
Value for Money	4.89	3	4.71	3	4.00	5
Mean	4.64		4.54		4.16	

As can be clearly seen from the column “Importance”, the most important attribute for guests is “Cleanliness”, followed by “Comfort” and “Value for money”. The attribute “Quietness” also has a high ranking, as well as, “Location” and “Staff”. The aspect “Facilities” is ranked 7th, followed by “Breakfast” and “Ambiance”. By far the least important attribute is “Wifi”. As far as the columns of the hotel performance are concerned, it is obvious that the value of global performance assessed in the present study (4.54) is higher than the one of *www.booking.com* (4.16). This can be ascribed to the fact that the period of the conducted research did not exceed 2 months, whereas the assessment on the website has been taking place since April, 2008. It can be assumed that throughout this period of time the hotel made the provided accommodation and services better, therefore the left reviews and comments have been improving the overall rating of the hotel since then.

According to the data retrieved from *www.booking.com*, the performance of all the hotel attributes, except “Quietness”, is lower than the one of the conducted research. However, a glance at the columns of ranking reveals that both the respondents of the conducted questionnaire and the guests, who have left feedback on the website, consider the location of the Nest Style Hotel Santiago outstanding and rank it 1st. As far as the hotel attribute “Staff” is concerned, it is ranked 2nd by the respondents of the questionnaire and 3rd by the website visitors. The ranking of almost all the hotel factors coincide. Nevertheless, the “Quietness” is ranked 9th during April and May, 2018 and 4th according to *www.booking.com*. This can be attributed to the fact that during April and May, 2018 the repair work has been performed causing noise that bothered the guests.

5. Conclusions

The conducted research shows that the application of importance-performance analysis yields results crucial for the company’s success and prosperity. Having analyzed the particular case of a three star hotel located in an historical city, it can be concluded that such attributes as “Comfort” and “Quietness” are situated in the area of concern, meaning that the management of the hotel must focus on these blind spots, and subsequently eliminate them. The obtained outcomes, once applied to the hotel’s performance, will lead to better coordination and optimization of external and internal resources. Moreover, the conducted research reveals that the most important hotel attribute for guests is “Cleanliness”, followed by “Comfort” and “Value for money”. By far the least important attribute is “Wifi connection”.

It should be noticed that the conducted survey faced several limitations throughout the entire process of research. The research study was limited to one company, for instance. Future research will overcome this limitation expanding the research to more units on the sector of hospitality management.

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