HOTELSCHOOL THE HAGUE
Hospitality Business School

COMPANY PRODUCT REPORT

THE VALUE OF CITY HOSPITALITY FOR HOTELS IN AMSTERDAM

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Executive Summary

City Hospitality is a concept created to enhance the welcoming feeling in cities for tourists. Visitors whose expectations are exceeded, are known to act as ambassadors for their destination and are more likely to return and spend more during their trip. It is unclear whether City Hospitality can contribute to exceeding expectations and thus create additional value. As it is an initiative that is strongly reliant on stakeholders, the City Hospitality Chair needs to be able to show the value of City Hospitality to these stakeholders. The aim of this research is to investigate the possible impact of City Hospitality on hotel satisfaction of urban tourists. The main research question is:

To what extent does City Hospitality impact hotel satisfaction of urban tourists in Amsterdam?

It became apparent in the literature review conducted that guest satisfaction is influenced by the mood of the guest. The mood of guests is subdued to change, due to experiences that guests undergo which in turn trigger emotions that impact mood. As guests rarely stay in the hotel during their trip, they will encounter experiences outside of the hotel. These experiences can be influenced by City Hospitality Elements, categorised in design elements, ambient elements and social elements. A deductive approach is proposed to perform a correlational study. Therefore, survey research containing closed-ended questions on a 7-point Likert-type scale was be used to collect sufficient quantitative data on urban tourists' perception of the elements of City Hospitality in Amsterdam. Additional secondary data was collected to gain a better understanding in the relation between mood and emotions.

Results from both primary and secondary data suggest that all three City Hospitality Elements are in some fashion related to the emotions experienced by urban tourists during their visit to Amsterdam. Whilst the relationship between mood and guest emotions cannot be confirmed nor denied by the primary research conducted, findings in secondary research indicates that such a relationship does exist. Lastly, both secondary data and primary data suggest that likeliness to recommend the hotel is indeed in some fashion related to guests' mood.

It has to be taken into consideration that due to the fact that the secondary data is not specific to the context, the unrepresentativeness of the sample and multiple limitations caused by the research design, generalisability of this research is compromised and it is thus recommended to further investigate hypotheses presented in this research.

Results presented in this research can be distributed to relevant stakeholders in a comprehensible format, such as, a short research report or infographic. Presenting the value of City Hospitality in a clear manner will facilitate the decision-making process for stakeholders, knowing that City Hospitality creates additional value. An implementation plan is constructed that portraits a plan of approach regarding how this research report or infographic will be constructed and distributed to relevant stakeholders such as municipalities or hotels. Lastly, an evaluation plan is presented which provides the City Hospitality Chair with tools to measure whether the produced product is indeed enabling the Chair to show the value of City Hospitality to stakeholders.

To increase the reach of this research, several acts of dissemination are performed or to be performed. The outcomes of this research are presented to multiple stakeholders of this research such as Amsterdam&partners, the Hotel team at Colliers and students from Hotelschool The Hague.

Acknowledgements

This research would not have been possible without several people in my network whom I would like to thank sincerely.

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Yours truly,

Evelien Driesen

List of Abbreviations

App.	Appendix
CH	City Hospitality
CHC	City Hospitality Chair
CHE	City Hospitality Elements
DBR	Design Based Research
e.g.,	exempli gratia (for example)
et al.	et alii (and others)
Ibid	ibidem (the same (place))
Idem	the same
LYCar	Launching Your Career
MRQ	Main Research Question
SD	Standard Deviation
SPSS	IBM SPSS; Statistical Package for the Social Sciences

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1. Problem Definition

1.1 Research Context

According to Dr Wiegerink from the City Hospitality Chair (CHC) (2013), happy visitors tend to extend their visit, spend more and are more likely to return. Thus, the greater the hospitality experienced during their visit, the happier the tourist. According to Magnini et al. (2011), the difference between the likeliness of a satisfied customer in comparison to a delighted and enthusiastic customer recommending your organisation to others, is an increase from 30% to 96%.

City Hospitality (CH) portraits the process of maintaining and enhancing the welcoming feeling in cities for different target groups. These groups can be tourists, though also inhabitants and businesses. Creating this experience of feeling welcome is achieved by facilitating and supporting hospitality through strategic deployment of numerous tools (Wiegerink, 2013). Thus, CH can be applied to create delighting guest experiences for urban tourists. This would lead to an increasing amount of new and returning tourists, which will pay off economically and socially for both residents and local businesses (van Prooijen-Lander and Wiegerink, 2011).

Urban tourism is defined as ''a type of tourism activity which takes place in an urban space with its inherent attributes characterised by non-agricultural based economy such as administration, manufacturing, trade and services [..]. Urban/city destinations offer a broad and heterogeneous range of cultural, architectural, technological, social and natural experiences and products for leisure and business'' by the World Tourism Organisation (2021). As tourism is a significant driver in development and growth of urban areas, it is important to involve stakeholders to fulfil urban tourism potential (ibid). As CHC emphasises, CH is an initiative that depends on many stakeholders (van Prooijen-Lander and Wiegerink, 2011). If CH creates an increase in urban tourism, what is the actual impact for stakeholders involved? More specifically, how valuable is the CH initiative for individual hotels?

1.2 Reason for Research

Until now, the statement that CH is valuable for businesses (and thus hotels), is based on theories. According to Andrew et al. (2007), it is not the lack of ideas that poses the greatest challenge of innovation, yet it is managing it so that it delivers appropriate return of invested time and money. As CH is directly reliant on local businesses, they need to be managed and involved accordingly. By showing the value and benefits of City Hospitality to stakeholders, they are more likely to participate (Muo, 2014). For that reason it is crucial to know, prove and show the value of the project to relevant stakeholders (Phillips and Phillips, 2017).

1.3 Goal of the Research

The aim of this research *is to investigate the possible impact of City Hospitality urban tourists' likeliness to recommend the hotel they stayed at,* so that:

I. Municipalities can use this research as motivation to strengthen their relationship with stakeholders
II. City Hospitality can further underpin its value for local businesses
III. The expertise of hotels in hospitality can further help developing a hospitable environment throughout the city

1.4 Main Research Question

To what extent does City Hospitality impact the likeliness to recommend the hotel of urban tourists in Amsterdam?

2. Literature Review

2.1 Guest Satisfaction, Experiences and Mood

2.1.1 Experience and guest satisfaction

Satisfied customers are more likely to turn into loyal customers, which are of great value. These customers tend to be less price sensitive, create a constant flow of inbound travel thus revenue streams, and tend to engage in positive word-of-mouth about a business and its products (Kohsuke Matsuoka et al., 2017; Kotler et al., 2017; Della Corte et al., 2015).

As customers expect a service, simply delivering one will not suffice for an organisation to survive in current highly competitive markets. To delight or satisfy customers, expectations need to be exceeded. Therefore, organisations and thus hotels aim to create and sell memorable experiences rather than a service, as experiences are valued higher (Pine and Gilmore, 2011; Melissen et al., 2016). Experience can be defined in different ways: ''An immediate, relatively isolated event with a complex of emotions that leave an impression and represent a certain value for the individual within the context of a specific situation'' (Boswijk et al., 2012) or ''experience is a continues, interactive process of doing and undergoing, of action and reflection – of cause and effect- that is meaningful to the individual in (more than one) different contexts of his life. An experience causes an individual to change his perspective of the world'' (Snel, 2011). For the purpose of this research, definitions are combined in the following: ''the undergoing of an event that triggers an emotional response that either directly or indirectly affects an individual's perception''.

2.1.2 Impact of emotions and mood on perception and behaviour

What these definitions have in common, is that experiences have an impact on how an individual feels and thinks. Emotions we feel during and after an experience are powerful enough to change our perspective, both positively or negatively. The reason is that an experience triggers emotions which will determine our overall response to the process and affects our behaviour. This is directly linked to customer satisfaction, as this is based on the post-consumption evaluation of the overall experience, thus a negative experience will lead to dissatisfaction (Della Corte et al., 2015).

Important to understand is the distinction between emotion and mood. Emotions are intense feelings caused by a specific event or person and generally last seconds to minutes, whereas moods are less intense feelings that can last hours. Moods do not have to be caused by a specific event, yet emotions can cause a mood to change (Robbins et al., 2013; White, 2006).

H1: Guest mood is in some fashion related to the emotional state of guests.

Moods have both an informational impact and a directive impact on behaviour, meaning that mood impacts judgements, appraisals and even compliance (Gendolla, 2000; Baker and Fulford, 2016). As previously mentioned, creating satisfaction requires exceeding expectations of customers. For a customer to determine whether that expectation is met or exceeded requires judgement. Sirakaya et al. (2004) conducted a study in which guests on a cruise ship were asked to score their satisfaction and indicate their mood. The research evidently pointed out that guests in a bad mood appeared to be less satisfied with intangible services and activities on the ship. Kocabulut and Albayrak (2019) conducted a similar study, in which participants were divided in groups according to their mood. The outcomes showed that the groups that indicated to be in a bad mood,

were significantly less satisfied than those in a good mood. This means that according to Sirakaya and Kocabulut and Albayrak, mood has a significant impact on satisfaction. Mood thus might have an impact on the likeliness to recommend a product or service as satisfied customers are more likely to engage in positive word of mouth.

H2: Likeliness to recommend the hotel is, in some fashion, related to guest mood.

2.2 External environment

2.2.1 Touchpoints outside the hotel

As said, to delight customers, their expectations need to be exceeded (Kotler et al., 2017). Customers set expectations based on previous experiences, impressions of other customers, market conditions and their personal situation (Kotler et al., 2017; Schwager and Meyer, 2007). Customer then compare their expectations with the perceived experience to determine whether or not they are satisfied (Schwager and Meyer, 2007).

Moments at which customers interact either directly or indirectly with a business are called touchpoints (Schwager and Meyer, 2007; Følstad and Kvale, 2018). At these touchpoints, experience can be created (Følstad and Kvale, 2018). Yet, previously mentioned theories are focused on commercial aspect of experiences, for which money is exchanged in turn for such experiences. One must realise that hotel guests rarely stay inside the hotel during their trip. Guests will come in contact with many different organisations and individuals other than the hotel whilst exploring the city (Stocchi et al., 2016). These organisations and individuals can create individual experiences that influence guest emotions and mood, of which hotels cannot control the degree of hospitality provided (Stickdorn and Schneider, 2014).

2.2.2 Influence of external environment

As there is limited information on influences of the external environment on hotel guest mood and satisfaction, research in other industries is consulted. Kohijoki and Koistinen (2018) created a systematic review to determine the influence of the external environment of retail stores on the shopping experience and perception of consumers. Combining multiple frameworks, they created a framework with three elements in the external environment that affect shopper's perception of the retail store: ambient elements, design elements and social elements (Fig. 1).

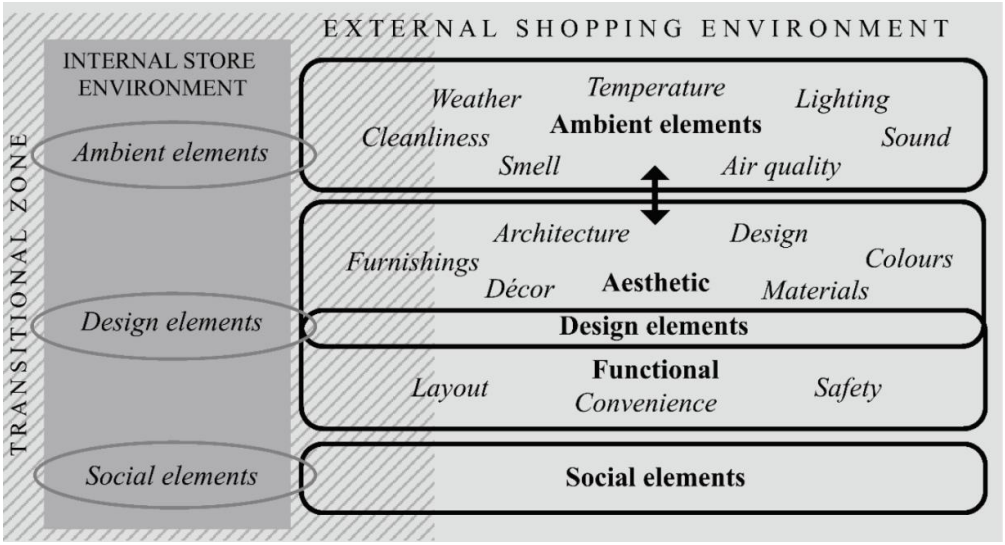


Figure 1: external environment framework (Kohijoki and Koistinen, 2018)

In this systematic review it is found that all three elements influence guest satisfaction with the retail stores, and thus that more emphasis should be given to the external environment (ibid).

As for the hospitality industry, both business & leisure guests consistently rate hotel location as a top attribute affecting hotel selection and satisfaction, as guests prefer locations where various services and facilities are available (Shanka and Taylor, 2004; Yang et al., 2018; Latinopoulos, 2020). Location is of critical importance as it comes with high acquisition and construction costs, and it is the only attribute that is relatively fixed (Yang et al., 2018; Valentin and O'Neill, 2019). This is crucial to realise as hotels have limited influence on the three elements mentioned above in the surrounding area. Furthermore, Della Corte et al. (2015) state that the image of the destination is of crucial importance for future intentions to return and recommend it. Whilst for branded hotels the location might not be of great importance as guests can decide to return to hotels part of the chain in other locations, for non-branded (e.g., boutique) hotels, the external environment plays a key role in their success.

2.2.3 City Hospitality building blocks

City Hospitality focusses on creating hospitality experiences to make visitors feel welcome. The concept of CH recognises non-commercial experiences, as it implies that feeling welcome in a city is not limited to commercial experiences alone. CH relies on three building blocks: hospitable behaviour, hardware and atmosphere (van Prooijen-Lander and Wiegerink, 2011). These three building blocks have a strong resemblance with the framework from Kohijoki and Koistinen (Fig. 2). Whilst hospitable behaviour stands for the friendliness and service-mindedness of citizens, hardware represents the infrastructure and architecture and lastly atmosphere covers the smell, sound and ambiance of a city (ibid). Yet, as the framework from Kohijoki and Koistinen is underpinned by academic research, this framework will be used to explore the external environment.

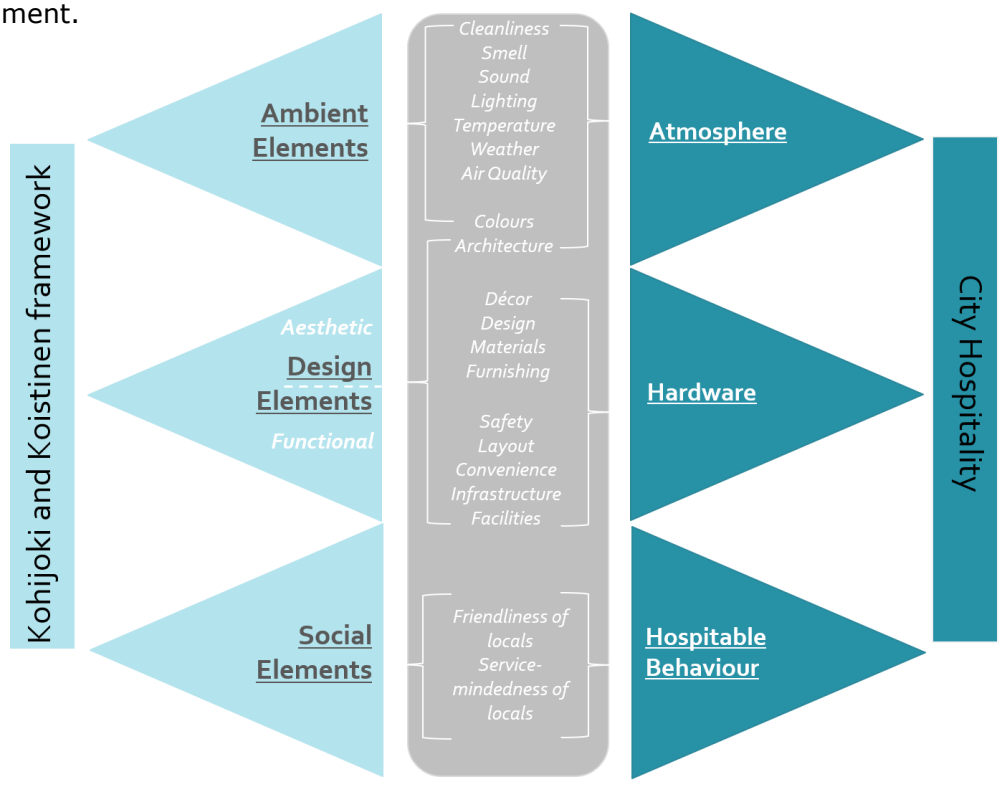


Figure 2: Overlap of Kohijoki and Koistinen and CH framework

2.3 Ambient Elements

As shown in Fig. 2, ambient elements include the cleanliness, smell, lighting, temperature, air quality, sound and weather of the surroundings. Tourists often have a preferred type of **weather**, and non-preferred weather conditions can negatively impact tourist activities and consequently satisfaction (Kim et al., 2017). Weather is rather difficult to control. Nevertheless, unpleasant effects of weather can be compensated for by providing enough shelter, installing heaters or creating shadow (Kim et al., 2017; Kohijoki and Koistinen, 2018). **Cleanliness** is easier to maintain and appears one of the main determinants of tourist satisfaction (Della Corte et al., 2015; Alegre and Garau, 2010). Moreover, according to Liu et al (2018) and Alegre and Garau (2010), the **acoustic environment** (sounds, noise) plays an important role in tourist satisfaction.

H3: The emotions of a guest are, in some fashion, affected by perceived ambient elements.

2.4 Design Elements

Design elements can be categorised in two groups: aesthetic and functional. Aesthetics, descending from the Greek word Aisthetik, meaning sense, is a philosophic branch concerned with beauty (Breiby and Slåtten, 2018). The aesthetic elements cover the overall look of the city, whilst functional on the other hand includes convenience, safety and the layout (Kohijoki and Koistinen, 2018), which are affecting the perceived quality of a location (Yang et al., 2018).

2.4.1 Aesthetics

In the study of Yang et al. (2018), it was found that **green spaces** in the surrounding neighbourhood are significant determinants of satisfaction. Moreover, **urban design** appeared an important aspect in the experience of consumers, and small changes in the city's aesthetics such as flower arrangements or street art can contribute significantly (Kohijoki and Koistinen, 2018). Research from Yuan et al. (2018) shows that out of city attributes such as design, cultural heritage and public services, green spaces is the number one attribute to delight urban tourists, creating additional value. Nevertheless, lack of green spaces seems to not cause dissatisfaction (ibid), whilst Alegre and Garau (2010) argue that lack of green spaces does cause dissatisfaction.

2.4.2. Functional

Other significant determinants of satisfaction are access from the hotel property to attractions, airports and public transport, the layout of the centre, signage and parking (Yang et al., 2018; Stocchi et al., 2016; Latinopoulos, 2020). Online Travel Agents (OTA's) utilise guest reviews to rank hotels, and **accessibility** of the location and its surroundings influences this ranking (Valentin and O'Neill, 2019). The layout of a city is difficult to change, as it requires public-private cooperation. Yet both convenience and **safety** are important elements that are relatively simple to enhance by investing in for example signage, street surfacing, lighting (Kohijoki and Koistinen, 2018). Nevertheless, other studies point out that perceived security is insignificant to satisfaction (Della Corte et al., 2015; Yang et al., 2018).

H4: the emotions of a guest are, in some fashion, affected by perceived design elements.

2.5 Social Elements

Being the perfect host is ''to offer hospitality unconditionally, unreservedly and unendingly'' (Bell, 2007). According to do Valle et al. (2006), the willingness of locals to act as welcoming hosts highly impacts the success of tourism in a region, as locals frequently interact with tourists. Local people includes both service deliverers and simple pass-byers (Nam et al., 2016). Guest perception is influenced by the overall opportunity for social interaction with locals (Stocchi et al., 2016), and significantly impacts satisfaction of the destination and overall consumption (Freire, 2009). There are two key elements that can be considered when looking at welcoming hosts: **friendliness of locals** (being kind) and **service-mindedness of locals** (being help- and skilful), which both are proven to positively impact tourist perception of the destination (Nam et al., 2016) . It appears that friendliness of locals is an important concern of international tourists (Mansour and Ariffin, 2017). The study of Kohsuke Matsuoka et al. (2017) showed interestingly enough that friendliness of locals had no significant effect on satisfaction. However, the researchers did point out that their sample comprised mostly of day-trip tourists that had little contact with locals. A study conducted by do Valle et al. (2006) in the Algarve showed that kindness, competence and hospitality of locals all scored 4 out of 5 points when asking about the importance of city attributes. According to Mansour & Ariffin (2017) there is a positive relationship between the positive mood of customers and their behavioural intentions. Hospitable behaviour of local people helps creating such a positive mood. Whilst commercial hospitality and experience is created in a business context to create monetary value, local hospitality is provided by local people. This local hospitality influences the overall quality of the tourists' experience (ibid).

H5: The emotions of a guest are, in some fashion, affected by perceived social elements.

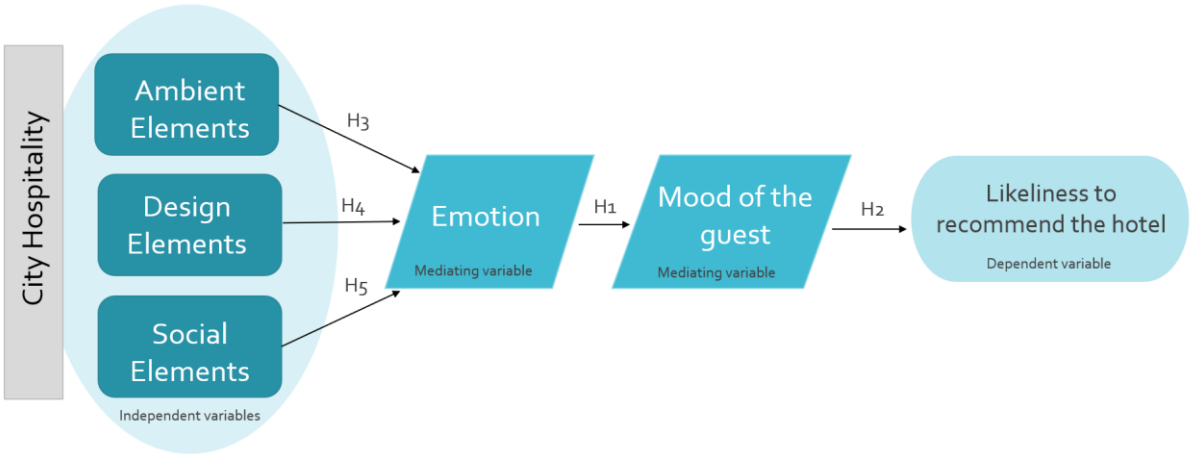


Figure 3: Theoretical framework

3. Methodology

3.1 Research Design

To enable the City Hospitality Chair to show value of City Hospitality for hotels, it is important to determine whether City Hospitality has an impact on hotel guest likeliness to recommend the hotel. Doing so requires being able to show whether the City Hospitality Elements (CHE) affect tourist emotion, using a **deductive** approach. Elements that are expected to have such an influence are identified in the literature review and thus do not need to be discovered. Therefore, a **correlational study** will be conducted to identify whether the relationships between the CHE and emotions exist. As a relationship is not yet established, a causal study is not possible. **Survey research** is chosen as surveys are useful to collect sufficient quantitative data on guest perception of CHE. Data collected in the survey was analysed afterwards to determine whether the correlations posed in the hypotheses exists.

As correlational studies should be performed in a natural environment (Sekaran and Bougie, 2016), the research had **minimal interference** of the researcher and took place in a **non-contrived** setting, making it a **field study**. As the research question addressed satisfaction of *urban tourists in Amsterdam*, the unit of analysis was **individuals**. As groups are not compared and there will be no change inflicted, the time horizon was **one shot**.

3.2 Data Collection Method

To collect data to answer the MRQ, an online survey was distributed through ThesisToolsPro. Online distribution was chosen to increase the reach of the survey and due to COVID-19, doing personally administered questionnaires was not an option. It is crucial to phrase questions clearly as respondents cannot ask questions and doubts cannot be clarified. For that reason, only closed-ended questions were asked. The survey was open from 28 February until 25 April, and it was distributed through LinkedIn, email, WhatsApp and social media platforms Instagram and Facebook. To gain a wider network of responses, the survey was shared in multiple Facebook groups that allow members to share their surveys with other research students from across the world.

The questionnaire included a consent form (App. 1), to ensure all participants were over 18 and agreed with the processing of the information they provided.

Questions used in the survey (App. 2) are based on questions asked in previous research which are featured in the literature review. Questions were asked on a 7-point Likert-type scale, as it enables respondents to pick an answer that fits their opinion better than with a 5-point scale (Joshi et al., 2015), whereas a 10-point scale has minimal difference between points (Dawes, 2008), which could be confusing.

Lastly, to gain additional insight on the relationship posed in H1, secondary data collection was performed. As clearly documenting the search process is crucial to make the research systematic, transparent and verifiable (Carnegie Mellon University, 2012), an overview of the search terms and combinations is presented in Appendix 5.

3.3 Sampling Design

The **population** of this research consists of urban tourists in Amsterdam that stayed overnight, in which the **elements** are individual tourists. In the period 2016 to 2020, the municipality of Amsterdam welcomed over 36 million overnight hotel guests (CBS, 2021). The characteristics of the population are as follows:

Country of origin	Absolute (x1.000)	%
Dutch	6.931	19%
European (Dutch excluded)	20.052	55%
American	5.415	15%
African	340	1%
Asian	2.894	8%
Oceanian	625	2%
Total amount of guests	36.278	100%

Table 1: Breakdown of origin of overnight hotel guests in Amsterdam between 2016-2019 (CBS, 2020)

To be able to draw conclusions with a confidence level of 95% the **sample** should have been 384 urban tourists (Sekaran and Bougie, 2016). Nevertheless, due to time constraints the final sample consists out of 91 urban tourists. Not all of the respondents have finalised the survey, only 79 respondents answered all questions in the survey.

As there is no sampling frame, a combination of convenience sampling and snowball sampling is used. The sample started with finding respondents that are accessible to the researcher such as friends, peers and through social media. At the end of the survey respondents were asked if they are willing to share the survey with at least one other person, to create a wider reach of respondents.

3.4 Data Editing and Transformation

Survey results were downloaded from ThesisToolsPro in a numerical CVS file, which was uploaded in an IBM SPSS 26th edition workbook. As this file already transformed all survey answers from text into numbers, no manual entry was required which limits entry errors. As the data set did include omissions, the code 99 was used to indicate missing values.

An additional variable was computed by recoding the existing variable 'Last Visit' into a new variable labelled 'Pre-Covid'. Respondents that indicated that their last visit was before 2020 are listed as 1: yes, and respondents that visited Amsterdam in 2020 or 2021 are listed as 2: no. For the variable view of the IBM SPSS workbook, please refer to Appendix 3.

3.5 Data Analysis

To investigate how well the created framework fits reality, four hypotheses (2-5) were created to conduct null hypothesis significance testing. Starting the data analysis, descriptive statistics were analysed to gain a better understanding in the characteristics of the sample and whether these characteristics were similar to the population as a whole. Furthermore, a frequency table featuring the mean and standard deviation was created for all other variables to identify which variables featured unexpected or notable outcomes.

As all non-characteristic questions are asked through a 7-point scale, the results are considered scale variables. Therefore Pearson's-R test were performed to test for correlations. As the hypotheses are non-directional, testing was two-tailed (Field, 2013). After conducting the tests, the effect size was used to determine the strength of the correlation. To determine whether there is a difference between the rational when being in a good mood compared to being in a bad mood, paired sample t-tests are used to determine whether there is a significant difference between the two mood types.

Lastly, to test whether there are differences among results with regards to the experience of tourist that stayed in 2020 and 2021 are different from the experience of those who stayed before the COVID-19 pandemic hit, the independent sample t-test is used. As previously mentioned, a new variable was computed, dividing the sample into a pre-COVID and during-COVID visitor groups. With the independent sample t-test, the means of the perceived City Hospitality Elements and emotions of the two groups were compared.

One hypothesis (H1) could not be tested based upon the survey research. Therefore, secondary data was collected to investigate whether previously conducted research supports or contradicts this hypothesis.

3.6 Validity & Reliability

3.6.1 Validity

Ideally, an experiment would have been conducted to test the correlation between variables, using a control group, to be able to avert cofounders influencing the dependent variable. Furthermore, using survey research makes it impossible for the researcher to construct a baseline measurement, and thus being unable to determine whether the dependent variable was not already as is before the dependent variable occurred. In this research that would mean that the researcher could not determine whether the urban tourists were already in a positive or negative mood before they encountered City Hospitality elements.

When creating the two groups for urban tourists that visited pre-covid and during covid, there was no distinction made between tourists that visited in January or February 2020 or those who visited after the 15th of March when the pandemic and the resulting restrictions could potentially have influenced the tourist experience. This could have been avoided by asking respondents that indicated to have travelled to Amsterdam in 2020 to state if they visited before the pandemic hit or during the pandemic.

Furthermore, convenience sampling implied selection bias and has led to the sample not being representative, as Western-European respondents are overrepresented. Additionally, the required sample size was not met, resulting in the generalisability of the research being compromised.

Lastly, it is probable that incorrect tests are selected as data is not checked for assumptions and bias by scanning for linearity, normality and outliers and as this is beyond the scope of LYCar research. This can result in the data being misinterpreted.

3.6.2 Reliability

The outcomes of the research depend on the memory of the sample, causing memory bias to occur. This will only be strengthen if the research were to be repeated in the future, which thus affects the test-retest reliability of this research. This could have been avoided by performing an experiment as this would not require participants to recollect memories.

Additionally, due to the nature of the Design Based Research cycle and the written preferred solution, confirmation bias is involved. Before the testing and analysis happened, preferred solution was written which could lead to the researcher to focus on finding these sought-after results.

3.7 Design Based Research Cycle

As part of the HTH LYCar curriculum, the Design Based Research (DBR) cycle is introduced as a process to encourage students to make the outcomes of their research implementable. As the researcher followed LYCar track 2 (a separate research client and internship company), there was no possibility to implement the proposed solution in the company. For that reason, an implementation plan (intervention) and an evaluation of the intervention is solely described and not executed. Yet the intervention and evaluation are described to an extend that it creates a roadmap as how to execute the intervention and solution in the manner the researcher intended.

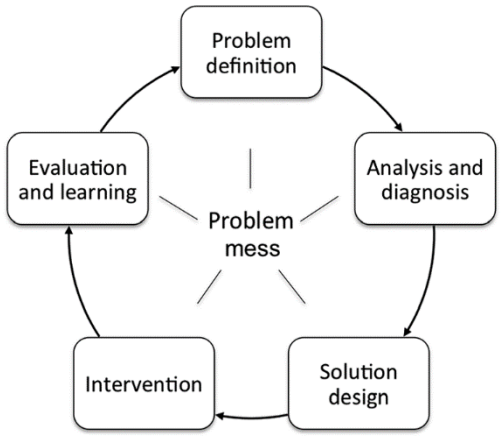


Figure 4: DBR Cycle (Anderson and Shattuck, 2012)

3.8 Ethical Data Management

Respondents of the survey were asked for their consent and responses cannot be traced back to the respondents. Data collected is for educational purposes only and the responses will not be sold or shared with third parties. Data is processed by the researcher only and presented in this Company Project Report in such a way that individual responses cannot be connected. Once the processing of data was completed, all raw data was deleted from the researcher's computer and is submitted to and stored by the HTH Research Centre (see App. 6). Once the data was retrieved from ThesisToolsPro, the survey was deleted. ThesisTools cannot share the data with other parties without the researchers consent (ThesisTools, 2021).

4. Results

4.1 Descriptive statistics

4.1.1. Demographics

To determine whether the sample represents similar characteristics as the population and whether certain groups are overrepresented or not, the first set of questions asked in the survey were regarding demographics to gain better understanding of composition of the sample. Out of the 92 respondents, 1 respondent was under 18, meaning for legal reasons these answers could not have been used and were deleted. Not all respondents answered all questions in the survey, out of the 91 legal respondents, only 79 completed the entire survey.

In this chapter SPSS outputs have been displayed in summarised tables. For the full SPSS outputs per test please refer to Appendix 4.

Nationality

As expected, most of the respondents to the survey are Dutch natives. 60,4% of the respondents indicated to associated mostly with being Dutch. Another 26,4% identified as European. 5 Asians and 4 Americans filled out the survey.

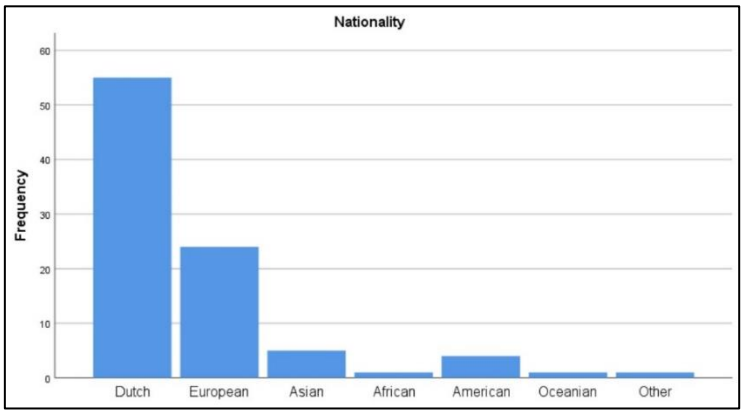


Figure 5: Bar chart of frequency of nationality

Age

59,3% of the respondents was aged between 18-25. This is an expected result based on sampling design.

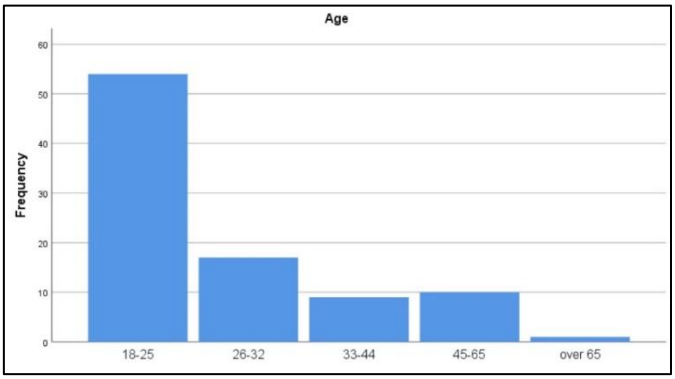


Figure 6: Bar chart of frequency of age

Gender

Respondents were able to select the gender they most identified with. This resulted in 41 respondents indicating they identified as male, 47 respondents identifying as female and 3 indicating they identified as non-binary.

Time of Stay

40 respondents stayed in Amsterdam during the period 2016-2019. Most people stayed in Amsterdam in 2020 and 2021.

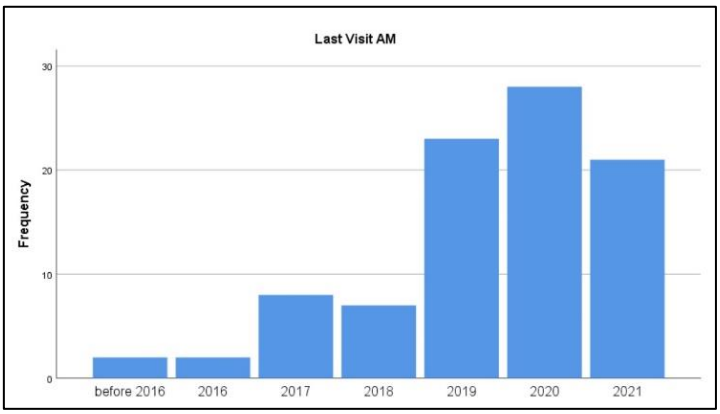


Figure 7: Bar chart of frequency of year of last visit to Amsterdam

Place of Stay

Looking at how many respondents resided in a hotel, it showed that 37,4% of the respondents stayed at a hotel during their stay, equalling 34 persons stayed at a hotel. 8 persons did not fill out the place of stay.

Place of stay	Frequency	Valid percent
Hotel	34	41,0
Friend or relative	17	20,5
I did not stay overnight	7	8,4
AirBnB	0	0
Other	25	30,1
Total	83	100

Table 2: Place of stay

4.1.2. Experience

A frequency table was created for all non-characteristic variables, in which the frequency, mean and standard deviation of all variables is displayed. Noticeable is that for all questions in which the respondents were asked to state their level of agreement, at least one respondent answered with the maximum 7 'totally agree' or 'in a very good way', except for the question regarding emotions by noise. Emotions affected by noise is the variable that has the lowest sample mean ($\overline{X}$=3,68), which implies that on average the respondents indicate that noise has a slightly negative affect on their emotions. Overall, **ambient elements** seem to have the least affect on urban tourists' emotions. For all ambient elements (weather, noise and cleanliness) the sample means were on average closest to 'neutral' out of the three City Hospitality Element categories.

Results show that accessibility is a factor that is perceived positive, as no respondents answered that they thought attractions were inaccessible. Within the sample, this is the question that respondents agreed most to (σ_X = 0,618) This element is the element that affected the sample's emotion in the strongest positive way of all elements ($\overline{X}$=5,96).

According to the respondents, they agreed to the statement 'I think buildings in Amsterdam are attractively designed' ($\overline{X}$=6,02), making this the statement with which the respondents agreed with most. To the question how the design of the buildings influenced their emotions, results indicate that on average it affected them in a slightly positive to positive way ($\overline{X}$=5,83). Overall, respondents indicate that **design elements** impacted their emotions most out of all element categories when looking at the sample means.

The question the respondents were most dispersed about was whether they experienced local people in Amsterdam to be pleasant (σ_X = 1,737), which would imply that the respondents have a different perception of what a pleasant encounter is, or they had very different encounters.

	Minimum	Maximum	Mean	St. Deviation
Emotions by noise	2	6	3,68	,824
Experience of accessibility	4	7	5,96	,618
Experienced design	2	7	6,02	1,000
Emotions by design	2	7	5,83	1,098
Experienced pleasantness	1	7	4,66	1,737

Table 3: Summarised table of means and SD of scale variables regarding mood and experience

4.2 Inferential Statistics

To discover whether any of the City Hospitality elements could have either a negative or positive influence on the emotions of urban travellers, the question ''the [element] affected my emotions in…'' was asked for all elements, to which the respondents could answer with 1 'a very negative way' to 7 'in a very positive way'. Answering with 4 would indicate that the elements affected the emotions of the urban traveller in 'no way at all'.

To determine whether the elements did or did not affect the respondents' emotions, a one-sample t-test is conducted with as test value the value 4. For all design and social elements, the one-sample t-test indicates that for all tests the mean of these elements **is not** 4 (p=,000 for all variables). For the ambient elements on the other hand, only for the question if noise affected respondents emotions the mean was not 4 (p=,001). For both weather and cleanliness the mean **is** 4 (p=,743 and ,333). This however does not directly imply that there is no relationship between the ambient elements perceived and urban travellers' emotions. To test the relation between how respondents perceived all city hospitality elements and the extend to how these elements affected their emotions, a two-tailed Pearson's-R test is conducted for all elements. All perceived elements are tested against emotions experienced by the respective element.

4.2.1 Ambient elements

		Emotions by weather	Emotions by noise	Emotions by cleanliness
Experienced weather	Pearson Correlation	,490		
	Sig (2-tailed)	,000		
Experienced noise	Pearson Correlation		-,126	
	Sig (2-tailed)		,254	
Experienced cleanliness	Pearson Correlation			,703
	Sig (2-tailed)			,000

Table 4: Correlation table ambient elements

Whilst the sample means for emotions affected by weather were neutral, the Pearson correlation indicates that there is a significant, weak to moderate relation between the experienced weather and the emotions affected by it (p=0,000 ; *r*=0,490).

The same pattern can be seen regarding the experienced cleanliness. The test results indicate a significant strong positive relation between the experienced cleanliness and the effect on the participants mood (p=0,000 ; *r*=0,703).

Interestingly, the p-value for the relationship between experienced noise and the emotions affected by noise indicate that there is no significant relationship between these variables (p=0,254). If a relationship would have been significant, this relationship would presumably have been negative as the question regarding experienced noise is the only question in the survey regarding City Hospitality elements that is phrased in such a way that high agreement would indicate a negative experience.

This indicates that for two out of three ambient elements a relationship between the perceived elements and the impact on the emotions can be assumed.

4.2.2 Design elements

		Emotions by accessibility	Emotions by safety	Emotions by design	Experienced green spaces
Experienced accessibility	Pearson Correlation	,290			
	Sig (2-tailed)	,008			
Experienced safety	Pearson Correlation		,854		
	Sig (2-tailed)		,000		
Experienced design	Pearson Correlation			,672	
	Sig (2-tailed)			,000	
Experienced green spaces	Pearson Correlation				,540
	Sig (2-tailed)				,000

Table 5: Correlation table design elements

For design elements the p-value of the Pearson correlation test is significant for all relationships between the experienced element and their respective emotions (top-down as presented in figure 5: p=,008 ; p=,000 ; p=,000 ; p=,000).

Looking at the strength of these significant relationships, the test indicates that the relationship between the experienced safety and the impact it had on the participants emotions was strongest, with a positive strong relation (*r*=,854). This could imply that out of the four tested design elements, safety has the strongest impact on the mental state of the respondents.

The relationship between the experienced design of buildings in Amsterdam has a moderate to strong positive relationship to the emotions felt (*r*=,672). For accessibility, this relationship is was weakest of all design elements, being a very weak positive relation (*r*=,290). For green spaces the relationship is a moderate to strong positive relation (*r*=,540). This implies that for all elements, in the case the experience was good, the emotions are more likely to be positive, whilst when the experience was negative, the emotions are more likely to be negative too.

4.2.3 Social Elements

		Emotions by helpfulness	Emotions by attitude
Experienced assistance	Pearson Correlation	,789	
	Sig (2-tailed)	,000	
Experienced explaining	Pearson Correlation	,783	
	Sig (2-tailed)	,000	
Experienced pleasantness	Pearson Correlation		,878
	Sig (2-tailed)		,000

Table 6: Correlation table social elements

The final element of City Hospitality tested are social elements.

Both the experience of local citizens helping the visitors and the local citizens explaining them how to use services correctly display a significant strong positive relation with regards to the emotions felt as a result of the helpfulness of local citizens (assistance p=,000 ; *r*=,789, explaining p=,000 ; *r*=,783).

The experience of how pleasant local citizens were towards the respondents displays an even stronger significant positive relationship with regards to the emotions affected by the attitude of locals (p=,000 ; *r*=,878). This implies that if citizens were perceived less pleasant, the more likely respondents were to indicate their emotions being affected negatively, whilst if interaction with citizens was perceived as pleasant, the respondents were more likely to indicate that their emotions were affected positively.

Out of all three elements, the correlation coefficients for the social elements are highest, indicating that this element holds the strongest relationships between perceived elements and travellers' emotions.

4.2.4 Mood and recommendation

For the last section of questions in the survey, a paired sample t-test is used to determine whether the respondents are likely to act different depending on if they are in a good or a bad mood.

For this test, four pairs were created:

Pair 1	Q25: I am easily satisfied when I am in a good mood	Q26: I am easily dissatisfied when I am in a bad mood
Pair 2	Q27: It is harder to satisfy me when I am in a bad mood	Q28: It harder to dissatisfy me when I am in a good mood
Pair 3	Q29: My decisions are affected negatively when I am in a bad mood	Q30: My decisions are affected positively when I am in a good mood
Pair 4	Q31: If I have a good overall experience in a city, I will recommend the hotel to others	Q32: If I have a bad overall experience in a city, I will not recommend the hotel to others

Table 7: variable pairs paired sample t-test

	Minimum	Maximum	Mean	St. Deviation
Satisfied in a good mood	1	7	5,58	1,026
Dissatisfied in a bad mood	2	7	5,70	1,244
Harder to satisfy in a bad mood	2	7	5,57	1,184
Harder to dissatisfy in a good mood	1	7	4,94	1,479
Decisions affected negatively	1	7	5,16	1,445
Decisions affected positively	2	7	5,42	1,069
Recommend hotel after good experience	2	7	4,95	1,530
Not recommend hotel after bad experience	3	7	5,76	,895

Table 8: Paired sample t-test statistics

The paired sample-t test showed that there was no significant difference for pair 1 (p=,397) and pair 3 (p=,137).

For pair one that implies that respondents stated to slightly agree to agree with both statements ''I am easily satisfied when I am in a good mood'' and ''I am easily dissatisfied when I am in a bad mood'' ($\overline{X}$=5,77).

For pair 3 it is thus suggested that respondents believe their actions to be equally impacted when being in a bad mood as in a good mood. Respondents agreed slightly with both statements. This suggest that whilst decisions are impacted by guest mood, it is only so to a slight extend ($\overline{X}$=5,29).

For pair 2 however, there is a significant difference (p=,002). When looking at the means of these two questions, respondents believe that it is harder to satisfy them when being in a bad mood ($\overline{X}$=5,57) than it is to dissatisfy them in a good mood ($\overline{X}$=4,94). This could imply that being in a bad mood has a stronger influence on how situations are perceived than being in a good mood.

Lastly, for pair 4 the test also indicates a significant difference (p=,000). Here it shows that respondents are far more likely to not recommend a hotel after a bad experience in the city ($\overline{X}$=5,76) than to recommend the hotel after a good experience ($\overline{X}$=4,94).

4.2.5 Difference in experience pre- and during COVID-19

To determine whether there is a significant difference in the experience of City Hospitality Elements of urban tourists that visited Amsterdam before the COVID-19 pandemic, an independent sample t-test is performed.

Comparing the results for both experience and whether the elements affected the respondents' emotions showed that there is no significant difference in how the ambient elements were perceived, not even the cleanliness.

For the design elements, only one significant difference could be found, which is that of experienced accessibility (p-value Levene's test p=,052 meaning equal variances are assumed ; p= ,006). Results show that urban tourists that visited Amsterdam before the pandemic believed public attractions to be less accessible than during the pandemic ($\overline{X}$=5,77 ; $\overline{X}$=6,14).

The most noticeable differences between the pre-covid and the during-covid groups are seen among the results regarding the social elements. Whilst there is no significant difference between the tourists visiting before and during covid with regards to experienced assistance, for all four other questions there is a significant difference in the results.

Variable	Sig. t-test*	Mean pre-COVID	Mean during COVID
Experienced explaining	,011	4,08	4,93
Experienced pleasantness	,000	3,95	5,30
Emotions by helpfulness	,006	4,26	5,12
Emotions by attitude	,000	3,97	5,19

Table 9: summary independent sample t-test social elements | *equal variances are assumed for all four variables

Remarkable is that for all four variables, urban tourists that stayed during the COVID-19 pandemic perceived the local citizens to be more pleasant and helpful and these aspects had a higher positive impact on their emotions.

4.3 Secondary data analysis

To further investigate the proposed relationship between emotion and mood as stated in H1, secondary data was collected.

Whilst Matilla and Enz (2002) are of the opinion that mood being able to change our everyday thought process is already widely underpinned in literature. Their research aims to determine the role of emotions during quick service encounters. The results of their research suggest that emotions displayed during the service encounter directly impacted the mood state of the consumer, which in turn affects the customers judgment of the service received.

Prayag et al. (2019) state in their systematic review that multiple of the researches reviewed have identified emotions as significant antecedent of guest satisfaction in hospitality related studies. As stated in Chapter 2, both Sirakaya et al. (2004) and Kocabulut and Albayrak (2019) identified that guests mood impact guest satisfaction. Nevertheless, as Prayag et al. (2019) state that research investigating the relationship between mood and emotions in a hospitality setting are limited, research in other fields is consulted.

In the field of cognitive psychology, Ishii and Shinya (2021) researched the impact of positive and negative emotions on mood by testing the changes in mood after making adults cry either out of joy or sadness. They have found that crying from positive experiences resulted in positive changes in mood, whilst crying from negative experiences resulted in negative changes.

In all of the journal articles analysed above, no references were made to previous research that claimed that there was no affect of emotions on mood. As theories can only be proven false and not true, H1 will hold true until proven false (Ntregka, 2020b).

5. Discussion

5.1 Interpretations

5.1.1 Generalisability

Looking at the sample, it needs to be taken into consideration that it does not bear the same characteristics as the population when looking at country of origin. Whilst on average 18% of the population is Dutch, 60% of the sample indicates to be Dutch. It thus can be said that the Dutch urban travellers are overrepresented in the sample. As there are no statistics available regarding the average age of travellers in Amsterdam, it cannot be compared whether the group respondents between 18-25 is overrepresented too. The overrepresentation in the sample has a negative impact on the generalisability of the results.

5.1.2 H1

Guest mood is in some fashion related to the emotional state of guests

Based on the results from the survey research, H1 can neither be supported or rejected. None of the questions asked can be used to test the correlation between mood and emotional state. The secondary data collected does suggest that emotions experienced and thus the emotional state of humans impacts their mood. Whether this holds true for the relation between the emotional state of the guest and their mood in the specific research context cannot be claimed as research in secondary data analysed was not performed in a similar setting.

5.1.3 H2

Guest likeliness to recommend the hotel is, in some fashion, related to guest mood

Whilst a direct relationship between likeliness to recommend and guest mood can not be investigated based upon the survey results, results do suggest that this relationship could exist.

Respondents claimed that it is slightly likely that their decisions are impacted negatively when being in a bad mood, just as they are slightly likely to be impacted positively when being in a good mood. Furthermore, respondents stated that it is harder to satisfy them in a bad mood than it is to dissatisfy them in a good mood, which could indicate that, in line with the findings from both Sirakaya et al. (2004) and Kocabulut and Albayrak (2019) satisfaction and mood are related.

Lastly, there is a significant difference between the likeliness of the respondents to recommend the hotel after either a bad or good experience in the city. Due to this significant difference it can be said that respondents are more likely to **not** recommend the hotel when having had a bad experience in the city, then they are to recommend the hotel when having a good experience in the city.

5.1.4 H3

The emotions of a guest are, in some fashion, affected by perceived ambient elements

In line with hypotheses 3, results shows that the Ambient Elements indeed have an influence on the emotions of urban travellers. Both for **cleanliness** and **weather** a significant positive relation can be concluded. Results suggest that such a relationship however does not suggest for the element **noise**.

Out of the 3 elements tested, only the experienced amount of noise seems to have no significant relation to the emotions of the respondents. Whilst the sample means indicated that urban travellers were impacted the least by ambient elements out of all City Hospitality Elements, this relationship suggests that that does not mean that Ambient Elements have the least effect, simply that the experience of ambient elements in Amsterdam were less positive or negative than the other two elements.

5.1.5 H4

The emotions of a guest are, in some fashion, affected by perceived design elements

For all four elements, a significant relation was found between the elements experienced and the impact on their emotions. The relationship appears strongest for the element **safety** and the least strong for **accessibility** which only showed a weak positive relation.

5.1.6 H5

The emotions of a guest are, in some fashion, affected by perceived social elements

The results from the tests performed in SPSS also support the hypothesis that the emotions of the guests are in some way affected by social elements. For both **helpfulness** and **attitude** a significant relationship was found. As found in the results, the relations between emotions of the guests and perceived social elements are strongest of all three City Hospitality Elements categories. Interestingly, travellers that visited Amsterdam during the COVID-19 pandemic perceived local citizens to be more pleasant and helpful than those that visited before the pandemic.

5.2 Implications

The results presented are in line with the findings in the literature review. As Kohijoki and Koistinen found that external factors affect the shopping experience in retail, the same can be said about those external factors affecting a hotel guest experience.

Nevertheless, whilst Liu et al (2018) and Alegre and Garau (2010) state that noise plays an important role in tourist satisfaction, results show that noise does not significantly affect urban travellers emotions. Additionally, Yang et al. (2018), Stocchi et al. (2016), and Latinopoulos (2020) all indicated that accessibility is a significant determent of satisfaction. Whilst results indicate this to be supported, the relationship between accessibility and travellers' emotions is weaker than the relationship between emotions and other design elements.

In the literature review contradicting arguments were discovered regarding the impact of friendliness of locals on satisfaction. Mansour and Ariffin (2017) posed that friendliness is indeed an important concern of tourists, yet Kohsuke Matsuoka et al. (2017) believe that friendliness has no relation to tourist satisfaction. Results from this research are in line with the findings from Mansour and Ariffin, as the variable 'pleasantness of locals' resulted in the strongest relationship with emotions, out of all City Hospitality Elements.

In line with the findings of Sirakaya et al. (2004) and Kocabulut and Albayrak (2019), results show that respondents indeed believe that mood has an impact on their satisfaction, and results even show that respondents believe it is harder to satisfy them when they are in a bad mood than it is to dissatisfy them when they are in a good mood.

Furthermore, the results have practical implications. Looking at the relationship posed in this research, it can be said that it is of interest for hotels to look beyond what experience is offered within their walls. For hotels to be developed it can be relevant to look at more than accessibility alone when evaluating a potential location. For existing hotels it can be worthwhile to collaborate with municipalities and local organisations to better the overall guest experience in the city. This can ultimately benefit the City Hospitality Chair as they can offer their expertise to mitigate between the parties to create a more hospitable city environment for urban tourists to enjoy.

5.3 Limitations

The applied methodology faces several limitations that could not be avoided. Several of these are mentioned in Chapter 3.6.

A smaller sample than required to reach a confidence level of 95% causes the statistical power of this research to decrease (Sekaran and Bougie, 2016) meaning that the probability of correctly rejecting the null hypotheses is lower. This can result in this research suggesting that relationships between City Hospitality Elements exists in the population, whilst in truth they do not.

Furthermore, H1 is not tested in setting specific to the research context, thus whilst results suggest that a relationship between mood and emotions exists, it cannot be said with certainty that in this specific case emotions caused by city hospitality elements are strong enough to affect mood. This limitation is mainly caused by the research design. The research design applied is not the optimal design to conduct this research, however the methodological choices were constrained by COVID-19. The pandemic and its corresponding restrictions prevented gatherings and conducting an experiment would have been irresponsible and unsafe.

Conducting an experiment would also have limited the memory bias of respondents that with the chosen research design is very likely to have occurred.

5.4 Recommendation

As mentioned in the limitations, the research design used for this research was not ideal. Nevertheless, this research was worthwhile as it indicates that there is a connection between perceiving City Hospitality Elements and travellers' emotions. It is advised to investigate this connection further, and it is thus highly recommended to conduct an experiment in which the environment can be regulated and memory bias can be limited. Furthermore, when conducting an experiment, before and after measurements can be taken to determine whether a change in emotion truly occurred.

As all hypotheses were non-directional, it can be worthwhile to further investigate the directional relationship and explore the differences between the impact of positive and negative experiences.

6. Conclusion

Based on the overall results of this research, it can be said that evidence suggests that the theoretical framework is supported. Data found in the primary data collection indicates that there is a relationship between the perceived City Hospitality elements and emotion of urban tourists (H3, 4 & 5). Literature from secondary data collection supports the hypothesis that guests' mood is related to emotions. Lastly, both the literature found and survey results show that the likeliness to recommend the hotel could be related to mood.

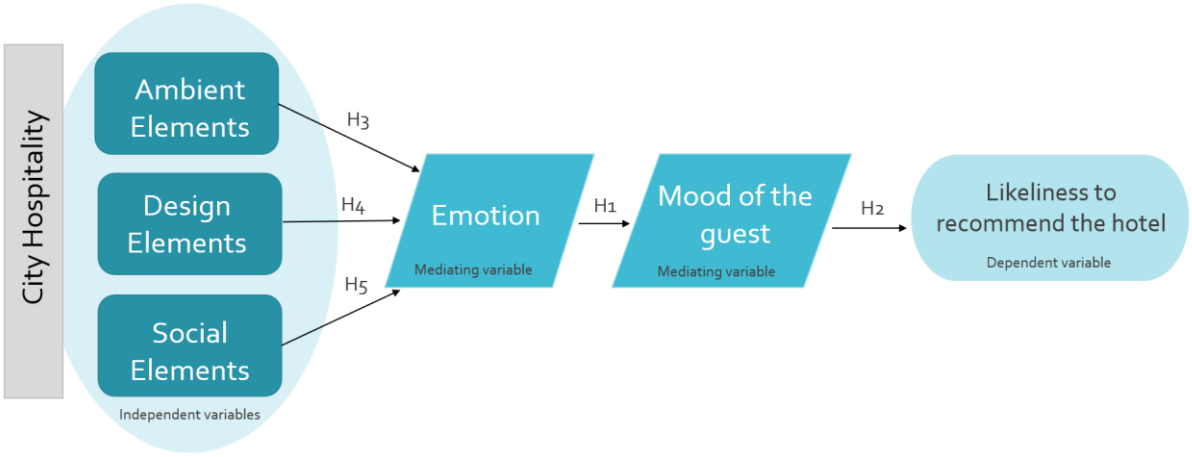


Figure 8: Theoretical framework

Despite the limited generalisability and validity as result of the research design, this research suggests that City Hospitality impacts the likeliness to recommend the hotel of urban tourists in Amsterdam to a certain extent.

City Hospitality has, to a certain extent, an impact on the likeliness to recommend the hotel of urban tourists in Amsterdam.

Nevertheless, it is recommended to further investigate the relationships proposed in the theoretical framework with an alternative research design to ensure results reach a higher generalisability.

7. Solution

Whilst the problem at hand is fairly simple, namely a lack of proven information, no complex solution is required. As said, to manage innovation appropriately, proving and showing value to stakeholders is crucial to get them on board (Andrew et al., 2007; Muo, 2014; Phillips and Phillips, 2017). Based on the literature review and the results, it can be concluded that the elements of City Hospitality **do** impact the emotions of urban tourist to a certain extent. It is recommended to conduct and experiment to test whether the impact is significant enough to affect the guest mood. Nonetheless, this research does add to the existing knowledge about City Hospitality, thus information collected can be shared with hotels, municipalities and investors as evidence of the added value of City Hospitality.

To determine what solution would fit best with the specific context for the City Hospitality Chair, a PICOC model is used.

P	Hotels and the municipality of Amsterdam
I	Presenting data about added value in an approachable manner
C	Not presenting data at all or only lengthy academic research
O	Determining whether City Hospitality is an interesting concept for them
C	Presenting the value of City Hospitality in Amsterdam to stakeholders

Table 10: PICOC model solution

Presenting findings to these stakeholders requires an engaging and understandable overview, that show immediate relevance of findings to them (DeCarlo, 2018). It is thus important to present the data in an approachable manner which will facilitate the decision-making process so that stakeholders can determine whether City Hospitality is worthwhile discovering and participating in (Durchevic, 2020). In a study conducted on communicating research findings to project stakeholders, aiming to close the research-practice-policy gap, stakeholders suggested that they would like to see research in a timely and informative way, presenting key findings such as **short research reports** or **infographics** (Veitch et al., 2020) [henceforth 'research summary'].

As this solution is simply about providing knowledge, it is therefore not a costly nor risky solution, nor does it have ethical implications. This makes that this solution is both economically and technically feasible and socially acceptable. Nevertheless, scientific literature suggests that considering multiple options leads to better decisions. When focussing on one solution, one tends to ignore evidence contradicting its expected results (Ntregka, 2020a). Another way to present data about added value to relevant stakeholders would be through seminars, presentations or workshops. As these solutions are more time-intensive, a research summary is preferred.

8. Intervention

Step four of the DBR cycle is the intervention step. In this step the procedure of implementing the solution is described. Even though the solution described above is simple, that does not imply that the implementation of it can be done carelessly. How the solution will be implemented can be visualised in Lewin's change model.

Figure 9: Kurt Lewin's change model (Lewin et al., 1951)

Unfreezing, changing and refreezing requires multiple steps. Whenever an organisation or individual wishes to implement change, there are six important factors to take into consideration: who, what, when, resistance, securing and communication (Cummings and Worley, 2013).

Who: When implementing this intervention, there are two mayor types of stakeholders involved, namely the sender of the information: the CHC together with the researcher, and the recipient of the information, the stakeholders of the chair (such as municipalities, hotels, city marketing organisations or investors).

What: As described in the solution, stakeholders prefer reading information in a timely and informative way. For this reason, a research summary of the research should be constructed. This research summary is based upon the findings in this Company Product report. The outcomes of the research will be reviewed and summarised into key points to communicate to relevant stakeholders. This will be done by the commissioner of the CHC and the researcher. This will be done jointly to engage in discussion concerning the outcomes and avoid overconfidence bias.

As the CHC consists out of two persons, namely the commissioner of this research and another faculty member, the necessity for change needs to be explained. This can be done based upon the problem statement presented in this paper. Afterwards, the research summary needs to be reviewed by the other member of the CHC to reach agreement over the information that is to be shared with stakeholders and its application. How the summary should be used cannot be dictated in this intervention as that depends on the preference of the members of the CHC.

Once this summary is finalised, the CHC can distribute the material to parties that are interested and use this as promotional material during meetings and correspondence.

When: As discussed with the commissioner, such a research summary will be constructed after the finalisation of the research, thus after 31 May 2021.

Resistance: Even if the change is minor, resistance is still likely to occur. Two types of resistance have been identified. One being that stakeholders do not take the time to read the information properly as they do not see the necessity (Prosci Inc., 2021b). This type of resistance is limited by keeping the research summary concise and attractive to read. Another type of resistance that could occur is from the other member of the CHC, due to lack of involvement. By actively engaging them in the process, their resistance to change can be limited (Kotter and Schlesinger, 2008).

Securing: In order to embed and sustain the solution it is important to review the usage of it and the information itself on a regular basis. Questions that need to be asked are:

- How are we using the information?
- Is this an adequate way of using the information? (Chapter 9 Evaluation).
- Is the input still up to date or are there new insights from the industry that should be taken into consideration?

For this reason it is advised to review the usage and information every year (Prosci Inc., 2021a).

Communication: As the CHC consists out of two persons it is important that together they determine how they would like to make the stakeholders aware of the information, so that communication remains consistent. This could be established during the review process.

Figure 10: Intervention timeline

9. Evaluation

Step five covers the evaluation of the intervention. Did the intervention have the desired effect? As said in chapter 1.3, stakeholders would be more likely to participate when the value and benefits of City Hospitality is showed. Thus, in this step it is important to ask relevant stakeholders whether they think the research summary made a difference in their decision-making process and if it was user friendly. This can be done through a combination of before/after measurements such short questionnaire or interviews. An example of this questionnaire can be found in Appendix 7. Furthermore, City Hospitality can compare the conversion rate of stakeholders that decide to participate from before the information was introduced to stakeholders and after. If there is an increase in stakeholders interested in participating or implementing City Hospitality, it can be concluded that the intervention is successful.

The possibility remains that the solution and intervention do not suffice, and either one specific group of stakeholders or multiple groups state that in the after measurement that they do not see the value of City Hospitality for their organisation. The short questionnaire includes an open question to let stakeholders comment on what they would need in order to be more inclined to work with City Hospitality. From there on, the solution can be revised. Depending on the suggestions of the stakeholders, this revision might require additional research to improve the suggested solution.

10. Dissemination

To avoid newfound knowledge to disappear in an archive, several acts of dissemination are performed or to be performed. This chapter provides an overview of these acts. To determine who would be interested in the outcomes of the research, the stakeholder map which was created in the Proposal was utilised.

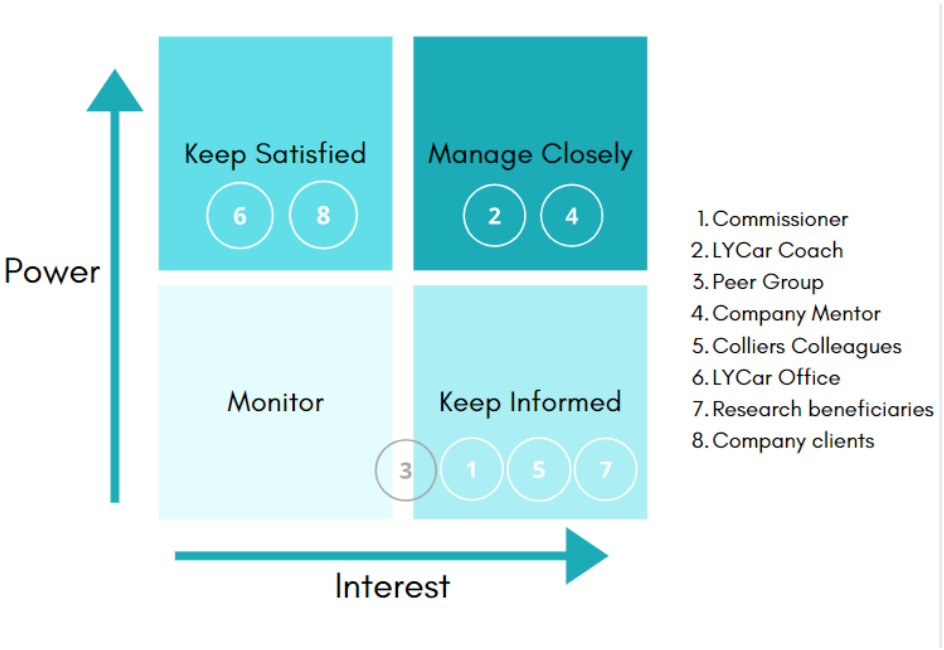


Figure 11: Stakeholder map

The stakeholders that need to be **managed closely** are the LYCar coach and the company mentor. Whilst the LYCar coach will receive and assess the Company Product, provided interim feedback and will be present during the LYCar event, additional dissemination is found unnecessary.

The company on the other hand, and with him the colleagues at Colliers, did express interest in the research. Accessibility and location play an important role in both the feasibility and valuation of a hotel property. The team has a weekly team meeting of approximately two to two-and-a-half hours in which daily business is discussed and other agenda points can be added upon request. A five-minute presentation with a Q&A about the research was held on Tuesday 25 of May. In this presentation, the set-up of the research and the most important findings were presented and a link is presented as to why this is interesting for the team working in Hospitality Real Estate.

In the **keep informed** quadrant there is also the Research Commissioner. As discussed with her, a short research article will be written or an infographic will be created by the researcher. As the commissioner and the researcher are of the opinion that this will be most useful when the research project is completed, a session will be planned to determine what the most interesting findings are that could be featured in such an article or infographic. As this session will take place after the submission of this report for assessment, there is no proof of dissemination to be presented here.

As this research is written specifically about urban tourists in Amsterdam, research beneficiary and non-profit organisation amsterdam&partners is contacted. In this contact, the research context and outcomes are shorty described and an offer has been made to

share the research outcomes or engage in a discussion with members of the organisation that are interested. So far, amsterdam&partners has not yet replied to this offer.

Lastly, the Peer Group was created out of students with similar topics. As multiple students in this group shared City Hospitality as overarching topic of, their position in the stakeholder map is between **monitor** and **keep informed**. With members of the Peer Group, numerous meetings were held in which progress and research outcomes were discussed, to give each other insights on findings and approaches, and to broaden the individual knowledge on City Hospitality.

11. Academic reflection

In Chapter 5 of this report, there has been reflected on the methodology, suggestions for further research and practical implications for the stakeholders. Nevertheless, there are multiple other topics that should be discussed.

As this research was specific to urban travellers in Amsterdam, it can be interesting to compare populations and determine if there are significant differences between cities. Whilst it is advisable to change the research design and conduct an experiment in the future, researchers could have valid reasons to conduct the research with a similar research design. As the research design is described in such a way to make it repeatable, a similar research can be performed for different populations.

Nevertheless, it might be of value for future research to revise the survey used for this research. After distribution and the collection of data it was found that there was relevant data missing. This could have been avoided by performing a critical review and an initial plan of how the data was to be tested to detect missing information before distributing the survey.

Furthermore, no specific definition is outlined in either in the literature review or in the research as to how guests would recommend a hotel. Whilst years ago, one would book their vacation through a booking agency and would rely on television, brochures and recommendations from friends or family, travellers now increasingly rely upon online travel agents such as booking.com or TripAdvisor. This online element is left out of the scope of this research yet would be an interesting angle to investigate in the future.

Moreover, it might be of added value to collaborate with a researcher in cognitive psychology to gain more insights in cognitive processes that would establish the relationship between emotion and mood.

Through the application of the DBR cycle, this research can add additional value for the City Hospitality Chair as besides adding to the existing knowledge base, a detailed plan is created to apply the acquired knowledge in the work of the CHC. Whilst the researcher discussed the creation of an infographic or research report with the CHC, the remainder of the intervention is not designed in collaboration with the CHC. Limited research is performed into the organisational culture of the CHC, and thus the CHC might determine the solution to be unsuitable. In hindsight, performing gaining a better understanding of the CHC and creating the intervention in collaboration with the CHC would have increased the value of the Company Product further.

Appendices

Appendix 1. Consent Form

Dear respondent,
Thank you very much for agreeing to participate in this survey.

My name is Evelien Driesen and I am a 23-year-old bachelor student at Hotelschool The Hague (HTH). For my graduation project, I am looking to identify the relationship between elements one might encounter during a tourist trip to the city of Amsterdam, and the emotions these elements can cause. This research is commissioned by the City Hospitality Chair of the HTH Research Centre.

You, as the survey respondent, declare you are 18 years old or over and recognise that your participation is voluntary, and you may withdraw from this research at any time.

The information provided by you in this questionnaire design will be used for student research purposes leading to the award of a bachelor's degree in hospitality management at Hotelschool The Hague, Brusselselaan 2, 2587 AH Den Haag.

The data will not be used in any manner which would allow identification of your individual responses.

Anonymised research data will be archived at the HTH database in order to make such data available/accessible to other researchers in line with ethical data sharing practices.

If you are interested in the outcomes of this research, you can send an email to 671046@hotelschool.nl to receive the outcomes once the research is completed.

Once again, thank you!
Yours faithfully,
Evelien Driesen

This consent form was provided by LYCar Office (2021) and tailored to the specific research context.

Appendix 2. Survey Questions

The first five questions are regarding the characteristics of the respondent

#	Question	Answer options
1	What is your nationality	Dutch, European, Asian, African, American, Oceanian
2	What is your age	Under 18*, 18-25, 26-32, 33-44, 45-64, over 65
3	With which of the following do you identify most	Male, Female, non-binary, I'd rather not say
4	When did you last visit Amsterdam?	Before 2016, 2016, 2017, 2018, 2019, 2020, 2021
5	Where did you stay overnight?	Hotel, a friend or relative, B&B, AirBNB, I did not stay overnight, other

Table 11: Characteristics survey questions

*respondents that replied to be under 18 will be excluded from the sample as it is not in compliance with the consent form and respondents are underage.

The following questions are regarding the perceived elements of City Hospitality, asked on a 7-point Likert-type scale.

Ambient elements

#	Question	Answer options
6	I think Amsterdam provides shelter from bad weather (e.g. shade, canopies)	totally disagree, disagree, slightly disagree, neutral, slightly agree, agree, totally agree
7	I think there is a lot of noise in Amsterdam	
8	I think Amsterdam is a clean city	
9	The weather influenced my emotions	In a very bad way, in a bad way, in a slightly negative way, in no way at all, in a slightly positive way, in a good way, in a very good way
10	The noise in Amsterdam influenced my emotions	
11	The cleanliness of the city influenced my emotions	

Table 12: Ambient elements survey questions

Design Elements

#	Question	Answer options
12	In Amsterdam you can easily get to public attractions	totally disagree, disagree, slightly disagree, neutral, slightly agree, agree, totally agree
13	I can move around safely in Amsterdam	
14	Buildings in Amsterdam are attractively designed	
15	There are enough green spaces in Amsterdam	
16	The accessibility to public attractions in Amsterdam influenced my emotions	In a very bad way, in a bad way, in a slightly negative way, in no way at all, in a slightly positive way, in a good way, in a very good way
17	The level of safety perceived in Amsterdam influenced my emotions	

18	The design of Amsterdam influenced my emotions	
19	The availability of green spaces influenced my emotions	

Table 13: Design elements survey questions

These questions are based upon survey questions from Teller (2008)

Social elements

#	Question	Answer options
20	Local people assisted me with finding my way (by giving directions)	totally disagree, disagree, slightly disagree, neutral, slightly agree, agree, totally agree
21	Local people explained me to use services correctly	
22	Local people were pleasant (smiled, said hello)	
23	The helpfulness of local people affected my emotions in	In a very bad way, in a bad way, in a slightly negative way, in no way at all, in a slightly positive way, in a good way, in a very good way
24	The attitude of local people affected my emotions in	

Table 14: Social elements survey questions

These questions are based upon the survey questions from Nam et al. (2016)

Mood and satisfaction

#	Question	Answer options
25	I am easily satisfied when I am in a good mood	(totally disagree, disagree, slightly disagree, neutral, slightly agree, agree, totally agree)
26	I am easily dissatisfied when I am in a bad mood	
27	It is harder to satisfy me when I am in a bad mood	
28	It harder to dissatisfy me when I am in a good mood	
29	My decisions are affected negatively when I am in a bad mood	
30	My decisions are affected positively when I am in a good mood	
31	If I have a good overall experience in a city, I will recommend the hotel to others	(very unlikely, unlikely, a bit unlikely, neutral, a bit likely, likely, very likely)
32	If I have a bad overall experience in a city, I will not recommend the hotel to others	

Table 15: Mood and satisfaction survey questions

Other survey questions were created with help from Robinson & Leonard (2018).

Appendix 3. SPSS variable view

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
1	Nationality	Numeric	8	0	Nationality	{1, Dutch}...	None	8	Right	Nominal	Input
2	Age	Numeric	8	0	Age	{1, Under 18}...	None	8	Right	Ordinal	Input
3	Gender	Numeric	8	0	Gender	{1, Male}...	None	8	Right	Nominal	Input
4	Last_Visit	Numeric	8	0	Last Visit AM	{1, before 2016}...	None	8	Right	Ordinal	Input
5	PlaceofStay	Numeric	8	0	Place of stay	{1, Hotel}...	6	8	Right	Nominal	Input
6	Exp_Weather	Numeric	8	0	Experienced weather	{1, totally disagree}...	99	8	Right	Scale	Input
7	Exp_Noise	Numeric	8	0	Experienced noise	{1, totally disagree}...	99	8	Right	Scale	Input
8	Exp_Cleanliness	Numeric	8	0	Experienced cleanliness	{1, totally disagree}...	99	8	Right	Scale	Input
9	Emo_Weather	Numeric	8	0	Emotions by weather	{1, in a very bad way}...	99	8	Right	Scale	Input
10	Emo_Noise	Numeric	8	0	Emotions by noise	{1, in a very bad way}...	99	8	Right	Scale	Input
11	Emo_Cleanliness	Numeric	8	0	Emotions by cleanliness	{1, in a very bad way}...	99	8	Right	Scale	Input
12	Exp_access	Numeric	8	0	Experience of accessibility	{1, totally disagree}...	99	8	Right	Scale	Input
13	Exp_safety	Numeric	8	0	Experienced safety	{1, totally disagree}...	99	8	Right	Scale	Input
14	Exp_design	Numeric	8	0	Experienced design	{1, totally disagree}...	99	8	Right	Scale	Input
15	Exp_green	Numeric	8	0	Experienced green spaces	{1, totally disagree}...	99	8	Right	Scale	Input
16	Emo_access	Numeric	8	0	Emotions by accessibility	{1, in a very bad way}...	99	8	Right	Scale	Input
17	Emo_safety	Numeric	8	0	Emotions by safety	{1, in a very bad way}...	99	8	Right	Scale	Input
18	Emo_design	Numeric	8	0	Emotions by design	{1, in a very bad way}...	99	8	Right	Scale	Input
19	Emo_green	Numeric	8	0	Emotions by green spaces	{1, in a very bad way}...	99	8	Right	Scale	Input
20	Exp_assist	Numeric	8	0	Experienced assistance	{1, totally disagree}...	99	8	Right	Scale	Input
21	Exp_explain	Numeric	8	0	Experienced explaining	{1, totally disagree}...	99	8	Right	Scale	Input
22	Exp_pleasant	Numeric	8	0	Experienced pleasantness	{1, totally disagree}...	99	8	Right	Scale	Input
23	Emo_helpful	Numeric	8	0	Emotions by helpfulness	{1, in a very bad way}...	99	8	Right	Scale	Input
24	Emo_attitude	Numeric	8	0	Emotions by attitude	{1, in a very bad way}...	99	8	Right	Scale	Input
25	Sat_GM	Numeric	8	0	Satisfied in good mood	{1, totally disagree}...	99	8	Right	Scale	Input
26	DSat_BM	Numeric	8	0	Dissatisfied in bad mood	{1, totally disagree}...	99	8	Right	Scale	Input
27	H2S_BM	Numeric	8	0	Harder to satisfy in bad mood	{1, totally disagree}...	99	8	Right	Scale	Input
28	H2DS_GM	Numeric	8	0	Harder to dissatisfy in good mood	{1, totally disagree}...	99	8	Right	Scale	Input
29	Deci_BM	Numeric	8	0	Desicions affected negatively	{1, totally disagree}...	99	8	Right	Scale	Input
30	Deci_GM	Numeric	8	0	Decisions affected positively	{1, totally disagree}...	99	8	Right	Scale	Input
31	Recom_GE	Numeric	8	0	Recommend hotel after good experience	{1, very unlikely}...	99	8	Right	Scale	Input
32	Recom_BE	Numeric	8	0	Not recommend hotel after bad experience	{1, very unlikely}...	99	8	Right	Scale	Input

Figure 12: Variable view SPSS

Appendix 4. SPSS outputs

4.1 Descriptive statistics

Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dutch	55	60,4	60,4	60,4
	European	24	26,4	26,4	86,8
	Asian	5	5,5	5,5	92,3
	African	1	1,1	1,1	93,4
	American	4	4,4	4,4	97,8
	Oceanian	1	1,1	1,1	98,9
	Other	1	1,1	1,1	100,0
	Total	91	100,0	100,0	

Figure 13: Frequency and valid percentage of nationality

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	54	59,3	59,3	59,3
	26-32	17	18,7	18,7	78,0
	33-44	9	9,9	9,9	87,9
	45-65	10	11,0	11,0	98,9
	over 65	1	1,1	1,1	100,0
	Total	91	100,0	100,0	

Figure 14: Frequency and valid percentage of age

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	41	45,1	45,1	45,1
	Female	47	51,6	51,6	96,7
	non-binary	3	3,3	3,3	100,0
	Total	91	100,0	100,0	

Figure 15: Frequency and valid percentage of associated gender

Place of stay

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hotel	34	37,4	41,0	41,0
	Friend or relative	17	18,7	20,5	61,4
	I did not stay overnight	7	7,7	8,4	69,9
	Other	25	27,5	30,1	100,0
	Total	83	91,2	100,0	
Missing	6	8	8,8		
Total		91	100,0		

Figure 16: Frequency and valid percentage of place of stay

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Experienced weather	84	1	7	3,88	1,660
Experienced noise	84	2	7	5,05	1,361
Experienced cleanliness	84	2	7	4,24	1,518
Emotions by weather	84	2	7	3,95	1,325
Emotions by noise	84	2	6	3,68	,824
Emotions by cleanliness	84	2	7	4,14	1,346
Experience of accessibility	82	4	7	5,96	,618
Experienced safety	82	2	7	5,20	1,281
Experienced design	81	2	7	6,02	1,000
Experienced green spaces	82	1	7	4,44	1,548
Emotions by accessibility	82	4	7	5,12	,921
Emotions by safety	82	1	7	4,72	1,451
Emotions by design	82	2	7	5,83	1,098
Emotions by green spaces	82	2	7	4,70	1,283
Experienced assistance	82	1	7	4,59	1,547
Experienced explaining	82	1	7	4,52	1,541
Experienced pleasantness	82	1	7	4,66	1,737
Emotions by helpfulness	82	1	7	4,71	1,427
Emotions by attitude	82	1	7	4,61	1,513
Satisfied in good mood	79	1	7	5,85	1,026
Dissatisfied in bad mood	79	2	7	5,70	1,244
Harder to satisfy in bad mood	79	2	7	5,57	1,184
Harder to dissatisfy in good mood	79	1	7	4,94	1,479
Desicions affected negatively	79	1	7	5,16	1,445
Decisions affected positively	79	2	7	5,42	1,069
Recommend hotel after good experience	79	2	7	4,94	1,530
Not recommend hotel after bad experience	79	3	7	5,76	,895
Valid N (listwise)	78				

Figure 17: Descriptive statistics: means and SD of all scale variables

4.2 Inferential statistics | City Hospitality Elements

One-Sample Test

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference Lower	Upper
Emotions by weather	-,329	83	,743	-,048	-,34	,24
Emotions by noise	-3,576	83	,001	-,321	-,50	-,14
Emotions by cleanliness	,973	83	,333	,143	-,15	,43
Emotions by accessibility	11,025	81	,000	1,122	,92	1,32
Emotions by safety	4,490	81	,000	,720	,40	1,04
Emotions by design	15,090	81	,000	1,829	1,59	2,07
Emotions by green spaces	4,905	81	,000	,695	,41	,98
Emotions by helpfulness	4,488	81	,000	,707	,39	1,02
Emotions by attitude	3,649	81	,000	,610	,28	,94

Figure 18: One-sample t-test for emotion variables in which test value = 4

Correlations

		Experienced weather	Experienced noise	Experienced cleanliness	Emotions by weather	Emotions by noise	Emotions by cleanliness
Experienced weather	Pearson Correlation	1	-,056	,174	,490**	-,002	-,025
	Sig. (2-tailed)		,612	,114	,000	,986	,824
	N	84	84	84	84	84	84
Experienced noise	Pearson Correlation	-,056	1	-,157	,101	-,126	-,162
	Sig. (2-tailed)	,612		,153	,359	,254	,142
	N	84	84	84	84	84	84
Experienced cleanliness	Pearson Correlation	,174	-,157	1	-,030	,284**	,703**
	Sig. (2-tailed)	,114	,153		,785	,009	,000
	N	84	84	84	84	84	84
Emotions by weather	Pearson Correlation	,490**	,101	-,030	1	-,036	-,030
	Sig. (2-tailed)	,000	,359	,785		,743	,787
	N	84	84	84	84	84	84
Emotions by noise	Pearson Correlation	-,002	-,126	,284**	-,036	1	,292**
	Sig. (2-tailed)	,986	,254	,009	,743		,007
	N	84	84	84	84	84	84
Emotions by cleanliness	Pearson Correlation	-,025	-,162	,703**	-,030	,292**	1
	Sig. (2-tailed)	,824	,142	,000	,787	,007	
	N	84	84	84	84	84	84

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 19: Ambient elements Pearson correlation table

Correlations

		Experience of accessibility	Experienced safety	Experienced design	Experienced green spaces	Emotions by accessibility	Emotions by safety	Emotions by design	Emotions by green spaces
Experience of accessibility	Pearson Correlation	1	,259*	,063	-,241*	,290**	,140	,082	-,014
	Sig. (2-tailed)		,019	,573	,029	,008	,210	,465	,899
	N	82	82	81	82	82	82	82	82
Experienced safety	Pearson Correlation	,259*	1	,380**	,025	-,020	,854**	,384**	,127
	Sig. (2-tailed)	,019		,000	,825	,856	,000	,000	,256
	N	82	82	81	82	82	82	82	82
Experienced design	Pearson Correlation	,063	,380**	1	,267*	,160	,466**	,672**	,258*
	Sig. (2-tailed)	,573	,000		,016	,154	,000	,000	,020
	N	81	81	81	81	81	81	81	81
Experienced green spaces	Pearson Correlation	-,241*	,025	,267*	1	,248*	,061	,263*	,540**
	Sig. (2-tailed)	,029	,825	,016		,025	,586	,017	,000
	N	82	82	81	82	82	82	82	82
Emotions by accessibility	Pearson Correlation	,290**	-,020	,160	,248*	1	,137	,216	,199
	Sig. (2-tailed)	,008	,856	,154	,025		,221	,051	,073
	N	82	82	81	82	82	82	82	82
Emotions by safety	Pearson Correlation	,140	,854**	,466**	,061	,137	1	,411**	,133
	Sig. (2-tailed)	,210	,000	,000	,586	,221		,000	,235
	N	82	82	81	82	82	82	82	82
Emotions by design	Pearson Correlation	,082	,384**	,672**	,263*	,216	,411**	1	,296**
	Sig. (2-tailed)	,465	,000	,000	,017	,051	,000		,007
	N	82	82	81	82	82	82	82	82
Emotions by green spaces	Pearson Correlation	-,014	,127	,258*	,540**	,199	,133	,296**	1
	Sig. (2-tailed)	,899	,256	,020	,000	,073	,235	,007	
	N	82	82	81	82	82	82	82	82

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 20: design elements Pearson correlation table

Correlations

		Experienced assistance	Experienced explaining	Experienced pleasantness	Emotions by helpfulness	Emotions by attitude
Experienced assistance	Pearson Correlation	1	,848**	,760**	,789**	,705**
	Sig. (2-tailed)		,000	,000	,000	,000
	N	82	82	82	82	82
Experienced explaining	Pearson Correlation	,848**	1	,769**	,783**	,750**
	Sig. (2-tailed)	,000		,000	,000	,000
	N	82	82	82	82	82
Experienced pleasantness	Pearson Correlation	,760**	,769**	1	,806**	,878**
	Sig. (2-tailed)	,000	,000		,000	,000
	N	82	82	82	82	82
Emotions by helpfulness	Pearson Correlation	,789**	,783**	,806**	1	,912**
	Sig. (2-tailed)	,000	,000	,000		,000
	N	82	82	82	82	82
Emotions by attitude	Pearson Correlation	,705**	,750**	,878**	,912**	1
	Sig. (2-tailed)	,000	,000	,000	,000	
	N	82	82	82	82	82

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 21: Correlation table social elements

4.3 Inferential statistics | mood and likeliness to recommend

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference Lower	Upper			
Pair 1	Satisfied in good mood - Dissatisfied in bad mood	,152	1,586	,178	-,203	,507	,851	78	,397
Pair 2	Harder to satisfy in bad mood - Harder to dissatisfy in good mood	,633	1,784	,201	,233	1,033	3,153	78	,002
Pair 3	Desicions affected negatively - Decisions affected positively	-,253	1,498	,168	-,589	,082	-1,503	78	,137
Pair 4	Recommend hotel after good experience - Not recommend hotel after bad experience	-,823	1,723	,194	-1,209	-,437	-4,245	78	,000

Figure 22: Paired differences table

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Satisfied in good mood	5,85	79	1,026	,115
	Dissatisfied in bad mood	5,70	79	1,244	,140
Pair 2	Harder to satisfy in bad mood	5,57	79	1,184	,133
	Harder to dissatisfy in good mood	4,94	79	1,479	,166
Pair 3	Desicions affected negatively	5,16	79	1,445	,163
	Decisions affected positively	5,42	79	1,069	,120
Pair 4	Recommend hotel after good experience	4,94	79	1,530	,172
	Not recommend hotel after bad experience	5,76	79	,895	,101

Figure 23: Paired sample statistics

4.4 Inferential statistics | Differences pre-covid and during covid

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Experienced weather	Equal variances assumed	,513	,476	,756	82	,452	,275	,364	-,448	,998
	Equal variances not assumed			,760	81,967	,449	,275	,362	-,444	,994
Experienced noise	Equal variances assumed	,947	,333	1,141	82	,257	,339	,297	-,252	,929
	Equal variances not assumed			1,149	81,783	,254	,339	,295	-,248	,925
Experienced cleanliness	Equal variances assumed	,070	,792	,931	82	,354	,309	,332	-,351	,969
	Equal variances not assumed			,931	80,959	,355	,309	,332	-,352	,970
Emotions by weather	Equal variances assumed	4,172	,044	-1,856	82	,067	-,530	,285	-1,097	,038
	Equal variances not assumed			-1,887	76,981	,063	-,530	,281	-1,088	,029
Emotions by noise	Equal variances assumed	,049	,825	-,832	82	,408	-,150	,180	-,509	,209
	Equal variances not assumed			-,833	81,687	,407	-,150	,180	-,508	,208
Emotions by cleanliness	Equal variances assumed	,810	,371	,857	82	,394	,252	,294	-,333	,838
	Equal variances not assumed			,861	81,999	,392	,252	,293	-,331	,835

Figure 24: Difference pre- and during covid ambient elements

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Experience of accessibility	Equal variances assumed	3,875	,052	-2,826	80	,006	-,370	,131	-,631	-,110
	Equal variances not assumed			-2,893	69,886	,005	-,370	,128	-,626	-,115
Experienced safety	Equal variances assumed	1,047	,309	-1,678	80	,097	-,470	,280	-1,027	,088
	Equal variances not assumed			-1,666	75,770	,100	-,470	,282	-1,032	,092
Experienced design	Equal variances assumed	,318	,574	,008	79	,993	,002	,224	-,443	,447
	Equal variances not assumed			,008	76,325	,994	,002	,225	-,446	,449
Experienced green spaces	Equal variances assumed	6,057	,016	1,420	80	,160	,483	,340	-,194	1,160
	Equal variances not assumed			1,436	78,558	,155	,483	,336	-,187	1,153
Emotions by accessibility	Equal variances assumed	3,792	,055	,058	80	,954	,012	,205	-,396	,420
	Equal variances not assumed			,059	79,382	,953	,012	,203	-,392	,416
Emotions by safety	Equal variances assumed	,072	,790	-1,705	80	,092	-,541	,317	-1,172	,090
	Equal variances not assumed			-1,702	78,454	,093	-,541	,318	-1,173	,092
Emotions by design	Equal variances assumed	,014	,905	-,068	80	,946	-,017	,244	-,503	,469
	Equal variances not assumed			-,068	78,727	,946	-,017	,245	-,504	,470
Emotions by green spaces	Equal variances assumed	1,888	,173	-,879	80	,382	-,250	,284	-,815	,316
	Equal variances not assumed			-,888	79,134	,377	-,250	,281	-,810	,310

Figure 25: Difference pre- and during covid design elements

Group Statistics

	Pre_Covid	N	Mean	Std. Deviation	Std. Error Mean
Experience of accessibility	Yes	39	5,77	,427	,068
	No	43	6,14	,710	,108
Experienced safety	Yes	39	4,95	1,356	,217
	No	43	5,42	1,180	,180
Experienced design	Yes	39	6,03	1,063	,170
	No	42	6,02	,950	,147
Experienced green spaces	Yes	39	4,69	1,341	,215
	No	43	4,21	1,698	,259
Emotions by accessibility	Yes	39	5,13	,833	,133
	No	43	5,12	1,005	,153
Emotions by safety	Yes	39	4,44	1,465	,235
	No	43	4,98	1,406	,214
Emotions by design	Yes	39	5,82	1,121	,179
	No	43	5,84	1,090	,166
Emotions by green spaces	Yes	39	4,56	1,142	,183
	No	43	4,81	1,402	,214

Figure 26: Group statistics pre- and during covid design elements

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Experienced assistance	Equal variances assumed	,555	,458	-1,711	80	,091	-,578	,338	-1,251	,094
	Equal variances not assumed			-1,702	77,075	,093	-,578	,340	-1,255	,098
Experienced explaining	Equal variances assumed	1,715	,194	-2,590	80	,011	-,853	,329	-1,509	-,198
	Equal variances not assumed			-2,575	76,460	,012	-,853	,331	-1,513	-,193
Experienced pleasantness	Equal variances assumed	,689	,409	-3,806	80	,000	-1,354	,356	-2,061	-,646
	Equal variances not assumed			-3,788	77,189	,000	-1,354	,357	-2,065	-,642
Emotions by helpfulness	Equal variances assumed	,038	,847	-2,841	80	,006	-,860	,303	-1,462	-,258
	Equal variances not assumed			-2,841	79,171	,006	-,860	,303	-1,462	-,257
Emotions by attitude	Equal variances assumed	,004	,947	-3,931	80	,000	-1,212	,308	-1,825	-,598
	Equal variances not assumed			-3,933	79,392	,000	-1,212	,308	-1,825	-,598

Figure 27: Difference pre- and during covid social elements

Group Statistics

	Pre_Covid	N	Mean	Std. Deviation	Std. Error Mean
Experienced assistance	Yes	39	4,28	1,605	,257
	No	43	4,86	1,457	,222
Experienced explaining	Yes	39	4,08	1,579	,253
	No	43	4,93	1,404	,214
Experienced pleasantness	Yes	39	3,95	1,685	,270
	No	43	5,30	1,536	,234
Emotions by helpfulness	Yes	39	4,26	1,371	,220
	No	43	5,12	1,366	,208
Emotions by attitude	Yes	39	3,97	1,386	,222
	No	43	5,19	1,402	,214

Figure 28: Group statistics pre- and during covid social elements

Appendix 5. Secondary Data | Search Terms

EBSCO

Terms	Limited to	Results	Titles found	Source
Mood AND emotion AND (meta-analysis or systematic review) NOT disorder AND impact or influence or effect	Peer reviewed	26.790	A systematic review of consumer satisfaction studies in hospitality journals: conceptual development, research approaches and future prospects	(Prayag et al., 2019)
Impact of emotions on mood	Peer reviewed	1.700	Positive emotions have different impacts on mood and sympathetic changes in crying from negative emotions	(Ishii and Shinya, 2021)
Mood AND emotion NOT disorder AND impact or influence or effect or role	Peer reviewed	161,719	The role of emotions in service encounters	(Mattila and Enz, 2002)

Table 16: Search terms used EBSCO

Science Direct

Terms	Publication title	Results	Titles used	Source
Mood AND emotion	International Journal of Hospitality Management	171		
Mood AND emotion AND impact or influence or effect	Behaviour research and therapy	403	Affective correlates of negative mood regulation expectancies: A systematic review and meta-analysis	(Mazur-Socha and Przepiórka, 2021)

Table 17: Search terms used Science Direct

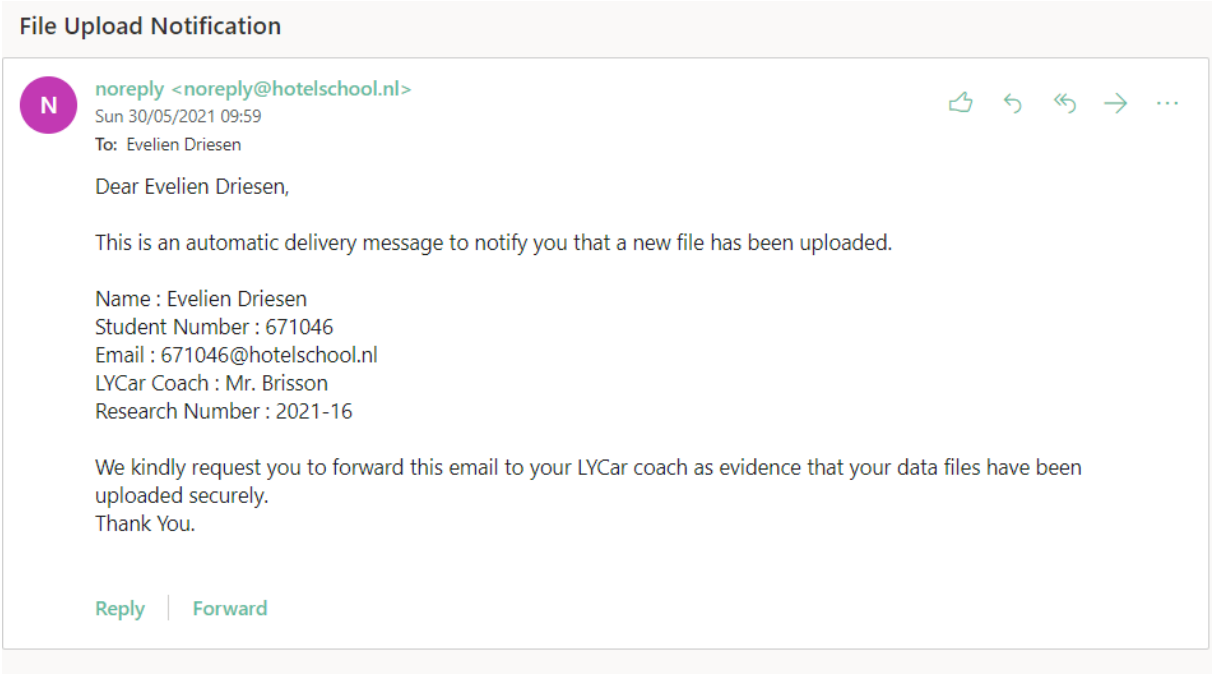
Google Scholar

Terms	Results	Titles used	Source
Relation between emotion and mood	1.360.000	Distinctions between emotion and mood	(Beedie et al., 2005)

Table 18: Search terms used Google Scholar

All searches were performed on 22 May 2021.

Appendix 6. Ethical data management


File Upload Notification

noreply <noreply@hotelschool.nl>
Sun 30/05/2021 09:59
To: Evelien Driesen

Dear Evelien Driesen,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Evelien Driesen
Student Number : 671046
Email : 671046@hotelschool.nl
LYCar Coach : Mr. Brisson
Research Number : 2021-16

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.
Thank You.

Reply | Forward

Figure 29: Proof of submission data set to the HTH Research Centre

Please note that due to technical difficulties only the xlsx. input file that was downloaded from ThesisToolsPro is uploaded. The system was unable to process IBM SPSS sav. files.

Appendix 7. Evaluation | Questionnaire

7.1 Before measurement

#	Question	Answer options
1	City Hospitality can be a valuable concept for my organisation	(totally disagree, disagree, slightly disagree, neutral, slightly agree, agree, totally agree)
2	From my organisations perspective it is interesting to apply City Hospitality	
3	It is clear to me what City Hospitality could do for my organisation	
4	I would be more inclined to work with City Hospitality if…	Open question

Table 19: Before measurements intervention evaluation

7.2 After measurement

#	Question	Answer options
1	City Hospitality can be a valuable concept for my organisation	(totally disagree, disagree, slightly disagree, neutral, slightly agree, agree, totally agree)
2	From my organisations perspective it is interesting to apply City Hospitality	
3	It is clear to me what City Hospitality could do for my organisation	
4	Information about the value of City Hospitality was presented in a clear manner	
5	I would be more inclined to work with City Hospitality if…	Open question

Table 20: After measurements intervention evaluation

Appendix 8. Dissemination

8.1 Act 2 | presentation at Colliers

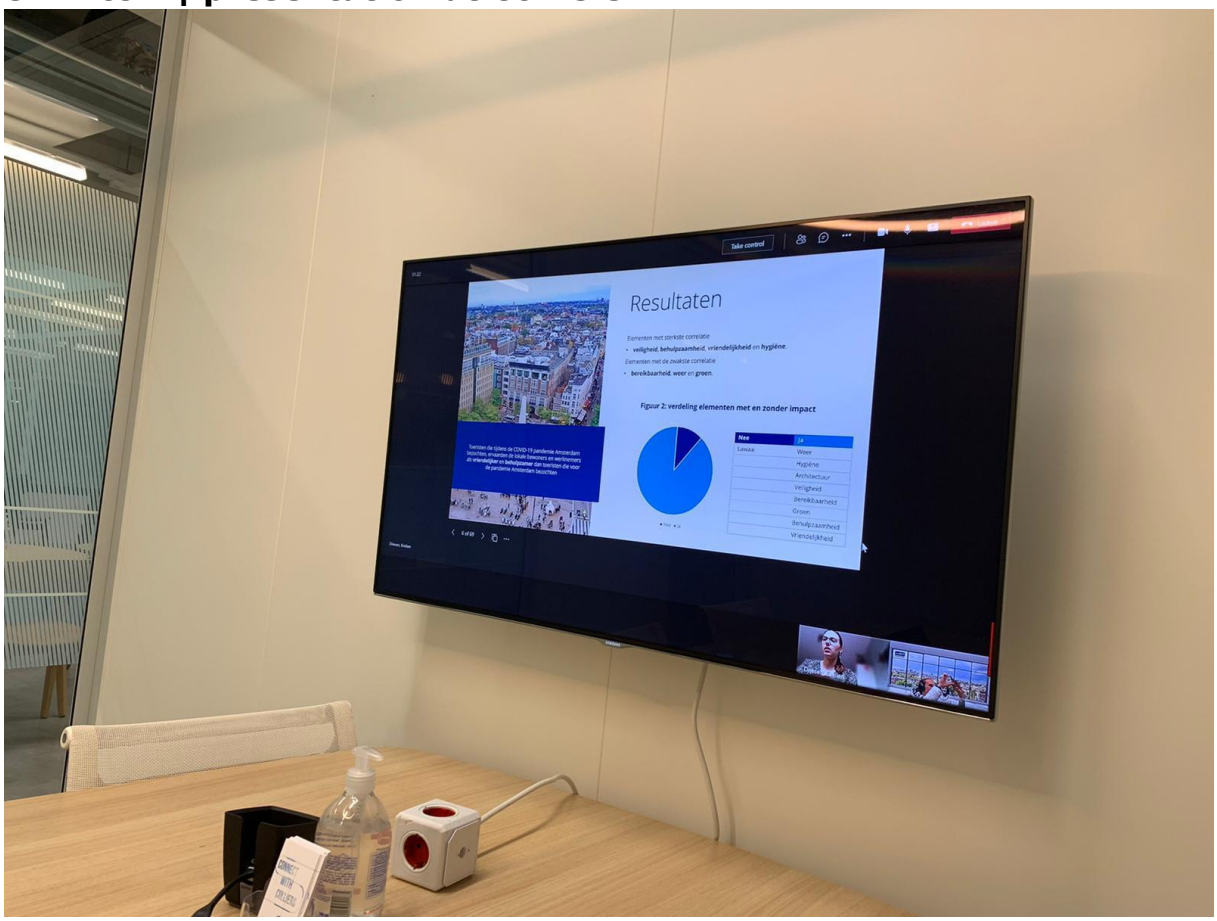


Figure 30: Picture of presentation to the Colliers Alternative Real Estate team

Due to COVID-19 restrictions, the maximum capacity of meeting rooms in the Amsterdam office are 8 persons. As the Alternative Real Estate team consists out of 9 including the researcher, the presentation during the team meeting was broadcasted onto the screen in the meeting room to not exceed the 8-persons limit in the meeting room.

8.2 Act 3 | amsterdam&partners

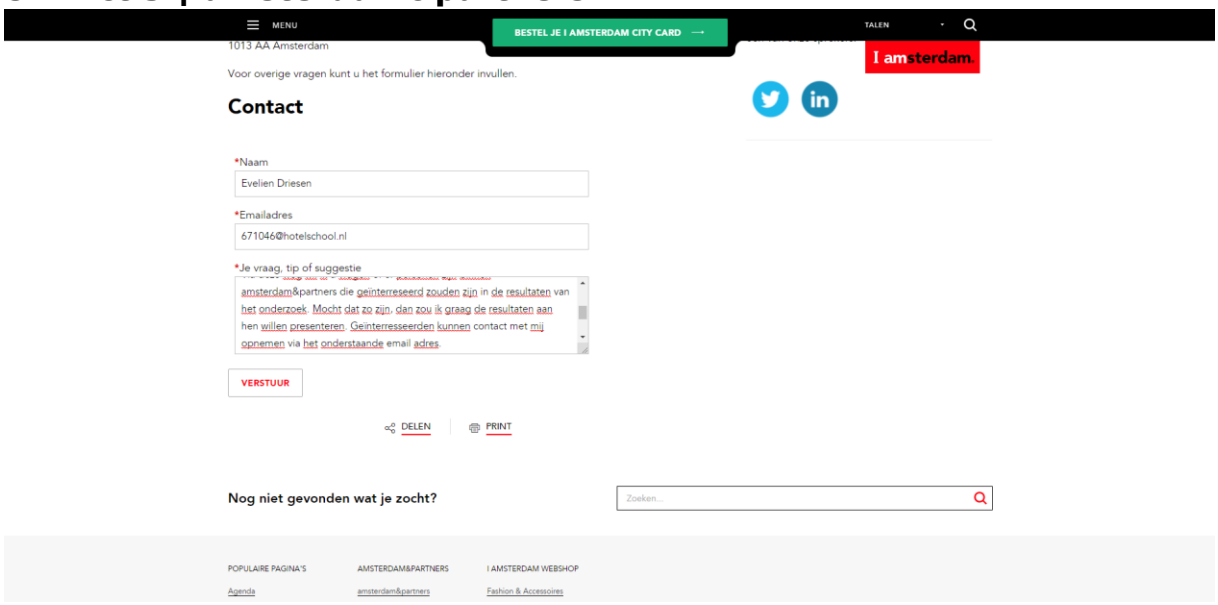


Figure 31: Screenshot of contact form for Amsterdam&partners, filled out on 13 May 2021

8.2 Act 4 | Peer group knowledge sessions

Figure 32: Peer Group session with Camille Merlin, Salang Gu and Thibault Leportier

Appendix 9. LYCar Proposal form

Please use the link below to access the LYCar Proposal assessment form:

https://hotelschool-my.sharepoint.com/:b:/g/personal/671046_hotelschool_nl/EUVW6IfK3z9OtJ7iwo6TwRYBFVN9JAptXQXycfkZBe7FGw?e=MN5yNA

Appendix 10. Proof of wordcount

Words in main body

Words in figures	Figure 1	38
	Figure 2	44
	Figure 3	31
	Figure 4	14
	Figure 5	9
	Figure 6	8
	Figure 7	12
	Figure 8	31
	Figure 9	21
	Figure 10	IN TEXT
	Figure 11	32
Total words in Figures		**240**
Total words text		10.526
Total words in main body		10.766

Table 21: wordcount

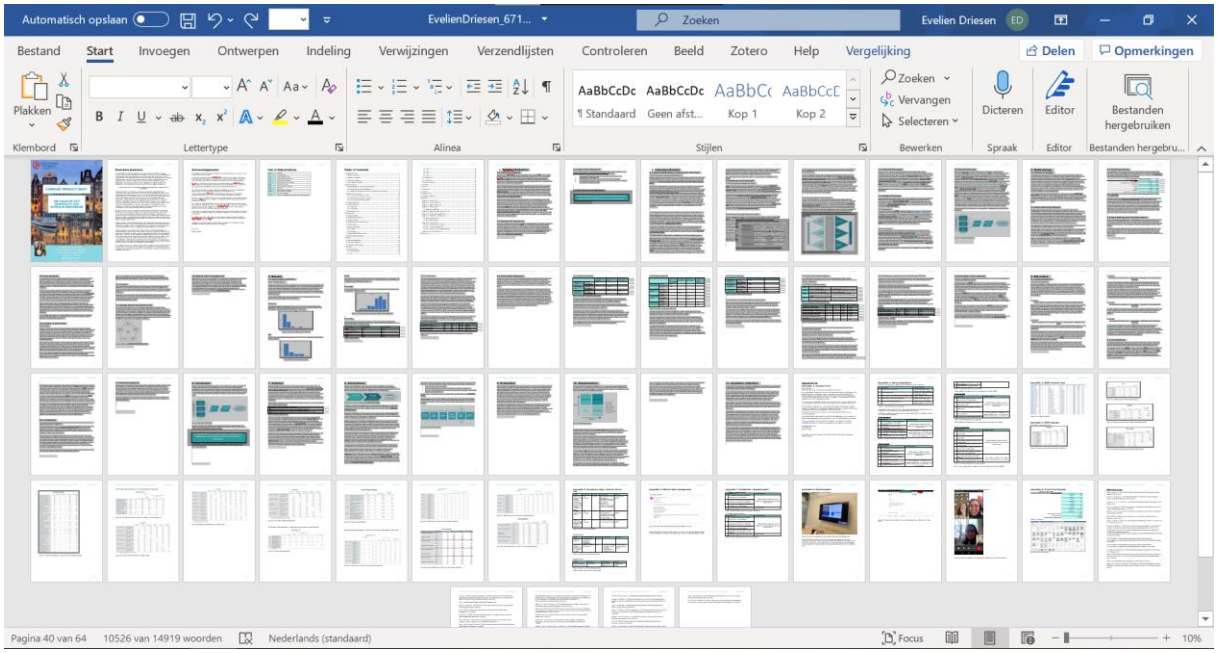


Figure 33: proof of wordcount

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