

## **Master Thesis**

What characteristics of heritage hotels impact the most in terms of guest expectations and perceptions?

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What characteristics of heritage hotels has the most impact in terms of guest expectations and perceptions?

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Thursday, August 27, 2020

## DECLARATION

I herewith declare that

1. This work is composed by me.
2. This work has not been accepted in any previous application for a degree or diploma by me or anyone else.
3. The work of which this is a record is done wholly by me.
4. All verbatim extracts have been distinguished by quotation marks and the sources of my information have been specifically acknowledged.

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Place: Leeuwarden – The Netherlands

## ACKNOWLEDGMENTS

To do a master's program has been my dream since a long time. The research project has been complicated, challenging and in some parts fun. I will like to show my appreciation and thanks to all the people that make it possible.

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## ABSTRACT

This research project is about a new developing type of hotel that is gaining market share. Heritage hotels are an evolution from boutique hotels that have refurbish patrimonial or heritage mansions and open its doors to unique experiences and to the past. The aim of this research is to identify potential key characteristics of heritage hotels and to evaluate them in both guest expectations and perceptions in order to see a relationship between them. This comparison will help the hotels create added value services and to innovate, to assure customer satisfaction and loyalty. The study has been conducted in Quito Ecuador. This is mainly because the researcher is Ecuadorian, and Quito was the first city declare as a World Heritage Site by the UNESCO. Also, Quito has the largest and best preserve colonial city center of Latin America.

The problem statement to this project stated: How specific characteristics of heritage hotels impact customer expectations and guest perceptions, which leads to customer loyalty? This was able to prove by the use of 14 hypothesis in total and divided to expectation and perception of each key characteristic of heritage hotels.

This project was done with a quantitative method. Data was obtained by online questionnaires which used Likert scale from 1 – 10 that guest evaluate each dimension composing the key characteristics. Although the Covid-19 limitation, the sample was of 75 responses.

A brief presentation to the results, the use of IBM SPSS was extremely useful as statistical data was used to determine the findings. After running reliability test, correlation analysis, pair T test, ANOVA with tukey, it was determined that the Added Value, Style and decoration were the features that had the strongest significance. To highlight, added value for these hotels are the essence as they sell unique and memorable experiences by including interactive experiences and given an authentic product.

As for recommendations, the research will suggest to further study with the adjusted model that give a more reliable data, focus on more heritage hotels in the country and also conduct the study to guest in the hotels to have more valuable data. As recommendations to the hotels participating, it is proper to say that they should keep taking care of the architecture as it is a presentation card. Finally, it can be useful to co-work with the ministry of tourism to promote this new type of hotels in Ecuador.

**Key words:** Heritage Hotels, Authenticity, Experiences, Expectations, Customer satisfaction, Service quality, Service gap.

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## **1. Introduction:**

When planning a trip, what are the main characteristics people look while choosing the right hotel? Taking out from the picture the budget factor, one of the main aspects will be its location. This is because, people will prefer to stay around the touristic attractions. This is why hospitality industry is changing its core tangible product such as hotel rooms and starting to focus on selling experiences (Reñones, 2019). Heritage hotels create unique experiences or perceptions for guests and normally are located in city centers. Heritage buildings lead customers' imagination to create a specific experience. Boutique hotels have been pioneers in attracting clienteles that are looking for small cozy hotels with personalized services. But this concept is being adapted to Heritage hotels. For this kind of hotel service is exceeding customers expectation and the hotel is getting involve even more with the local community to actually share and make guest experience memorable. This sense of belonging and being in touch with a heritage location will positive increase the experience while traveling. In heritage hotels, guest not only go back in time, they actually can find, experiment past in present and interact with the timeline. Luxury chain hotels on the other hand have the advantage of standardization and reliability all over the world attach to their brand. Some customers will prefer to stay in one of these hotels and maintain themselves in a comfort zone rather than exploring a new concept. As the industry changes and intangibles are being sold Heritage hotels are gaining market and customers decide to book them. Human imagination its capable of designing an extremely detailed need that will lead to a memorable experience.

Experiences are unforgettable. Feeling the essence of a unique city, place or building will be in a person's mind forever. That is the magic of traveling. International tourism is one of the fastest growing industries in the world (Chung-ki, Taek-seon , & Sangmee, 2016) Leisure tourism, in contrast to business traveling, will expose to one's eyes the beauty of wonderful locations. Leisure tourism can be defined as an activity to achieve personal desires, to experiment tangible and intangible culture and appreciate landscapes, arts and traditions (Chung-ki et al. 2016). The main differences

between leisure and business relies in the purpose of traveling. On the one hand leisure purpose is to visit new cities, go on holidays or visit friends. On the other hand, business tourism will be a for of traveling to attend meetings or reunions such as medical conferences (Moll de Alba, Prats, & Coromina, 2016). This kind of tourism will lead explorers to be aware of its surroundings and to appreciate small details. As mentioned previously, luxury hotels or chain hotels will remain the same all over the planet in contrast of Heritage hotel that will be unique even though they are situated in the same city. For example, there has been a study in Macao historic center which aimed to evaluate the customer satisfaction. As Macao's historic center was the first UNESCO World Heritage site in China in 2005 and has great culture influenced by Portuguese and China, this destination is highly demanded by tourist (Jachna & Suntikul, 2015). The model applied was by Pine and Gilmore (1998) about the four realms of experience: Esthetic, Escapism, Entertainment and Education to a sample of 700 tourists and revealed there is a large relationship between the aspects in the emotions consumer behavior (Jachna & Suntikul, 2015). Another previous study was focused on the heritage buildings in Malaysia and Singapore to adapt them into Boutique hotels (Henderson, Liew, Ong, & Quek, 2013). These hotels located in patrimonial or heritage buildings are attacking the tourist niche which is looking to connect with local cultures and pursuit of authenticity (Henderson et al., 2013).

Ecuador is one of the smallest countries in the world, but it has a privileged location in the globe. Located in South America, the Andean mountain range and with the equator passing through, makes it the most biodiverse country in the world. Colonial history began when the Spaniards conquer the Inca empire and Quito was founded in 1534. For the city is an honor to be distinguished as the first UNESCO World Heritage city, declared on September 8, 1978 (Klassen, 2017). Besides this recognition, Quito has the largest and best-preserved historic centers in Latin America. The influence of the Spanish colony played an important role in the development of the city, with more than 14 baroque churches within city center, handcrafted souvenirs markets and the architecture around it makes it an ideal destination. Inside the city center there are four breath taking neighborhoods for heritage hotels. Two of them are around the main squares, Plaza Grande and Plaza San Francisco, These plazas are just three blocks

away from each other and have eight touristic attractions. The other locations fall in La Ronda street, picturesque and busy street with local food kiosks and souvenirs, the other in a calm resident familiar street called Junín. As tourism is growing in Ecuador, there are several new projects that are refurbishing old heritage houses and turning them into hotels. This will lead the new concept of hotels to a peak in Quito. Besides the architecture and service provided hotels should let guest know they are in this type of hotels.

Guest behavior and factors determining it are in constant change. As experiences are gaining importance for travelers their emotions influence them in the process. Emotions can guide tourist to travel to a specific site, quality of this experience will be determined by the level of emotional engagement with the place (Holbrook & Hirshman, 1982). This study aims to determine which characteristics of heritage hotels in Quito will influence guest's experiences over traditional luxury hotels. It is needed to take into account that chain hotels can also be adequate in heritage buildings around the world, but to become heritage hotels the starting point is the interaction between guest and the surrounding community. Information for this study will be quantitative and will be obtained from three main hotels in Ecuador.

### *1.1 Purpose of the study*

This research Project has an aim of identifying the main characteristics of Heritage Hotels. As a starting point these features will be analyzed in dept to find if there is any relationship with guest expectations and the overall perception with their stay. The study will take place in Quito and Guayaquil – Ecuador as it was mentioned previous lines above due to the city touristic potential and is remarkable colonial history. As a result of this study, heritage hotels around the world could base themselves to the paper and merge guest expectations with perceptions. Leading this journey to guest satisfaction and loyalty to this type of hotel.

## **2. Literature Review:**

### *2.1 Introduction to key topics*

New concepts in the hospitality industry might result in new travel tendencies. To begin developing this research project, in the following Literature Review there is going to be a brief description of some key concepts. Heritage the first concept will be followed by Heritage architecture to sum up in heritage hotels. In this particular section there will be an explanation of requirements by the president of the association of the Heritage Hotels of Europe. Afterwards, it will define chain hotels and standardized services, this will reflect the main differences between two kinds of hotels making one of a best choice for guests. In the next sections it will be focusing in the intangible feeling of guest that will be the influences for booking a specific type of hotel such as the expectations and perceptions. Last but not least it will mention consumer behavior, a service gap, Servqual as an instrument to measure service quality to develop to new concepts for quality in heritage hotels and parameters for gaining this distinctive, and Heritagequal. Furthermore, as it was mention in previous lines the three main heritage hotels of Quito will be described.

### *2.2 Heritage:*

Heritage is an important influencer in touristic resources around the planet. Most destinations tend to use their unique heritage and culture to increase the competitive advantage. Heritage will also create a national identity, that will allow people to image and confirm their belonging to a country (Woojin & Deepak, 2015). Heritage can be defined as belonging to the culture of a particular society. These kinds of locations are extremely attractive to become a holiday destination. According to UNESCO there are eight hundred sixty-nine cultural sites (UNESCO, 2019). Heritage will influence tourist to travel, while receiving countries should be prepared to exceed tourists' expectations and to have sustainable practices while preserving historic sites.

### 2.3 Heritage architecture:

First of all, architecture can be defined as a process of designing and constructing buildings or spaces that surround society (Makstutis, 2010). Normally old buildings can be confused as heritage architecture. Heritage buildings are more than that, they will have leaving history and their walls might show the past, as soon you walk through those doors you should feel the past. Latin America was conquered by the Spaniards, this means that the architecture in city centers was in checkerboard forms. The main square will have a government palace, a cathedral, a bishop palace and military. Then the city will start growing and just the wealthiest families can be close to the main plazas. As catholic religion was imposed to the local indigenous more than 20 churches were built. Incredibly, art was syncretized by them to include their own symbols. *La Real Audiencia de Quito* had the good luck to create “*La Escuela Quiteña de Arte*”. This school was responsible for wood crafting altars for catholic churches in the region and to create religious figures that were sent to Europe. Cultural heritage sites as Quito resemble the importance of history, artifacts and will lead to tourist evaluations of experience (Thanou, Tsiropoulou, & Papavassiliou, 2019).

### 2.4 Heritage Hotels:

Heritage hotels are part of history. These properties combine the old with modern amenities. Most of them try to maintain most of the original house and to adapt the renovation to the architecture of the time (Solutions, 2013). This kind of hotels does not have to be extravagant and expensive they just need to be unique. As old buildings have high demand on becoming new touristic accommodations preservation and promoting a destination play an important marketing strategy for this new concept of hotels (Feifan Xie & Ling Shi, 2018).

In the hotel industry there are many variables to consider before choosing the best hotel option according to the tourist needs. The industry is in constant growth as well as hotel offers. Competition between brands, additional services, productivity, market share can be resume in the competitive advantage of the property (Juhász-Dóra, 2016). Luxury hotels can be perceived by the functional value. This means that guests



can measure the degree of desire in terms of the hotel performance and quality (Peng & Chen, 2018).

Heritage hotels is a totally new concept for lodging facilities. This kind of hotels are developing rapidly in the tourism industry and some associations have been created to assure the concept gains its right value. According to Jan Svoboda (2020), president of Heritage Hotels of Europe there are several characteristics to evaluate before being able to qualify as this kind of hotel. He mentions that the property must contain some historic artifacts, should have a historic story about the building or the owner, a story to share with guest and should be at least more than 70 years old (Svoboda, 2020). Besides these tangible and intangible characteristics there should be established some service standards for these breathtaking hotels. In the next lines there will be a short introduction to three main heritage hotels in Quito.

### *2.5 Casa Gangotena:*

Hotel Casa Gangotena has a privilege location in the largest square in Quito city center. Plaza San Francisco has an amazing story to share as back in 1534 San Francisco de Quito was settle by Sebastian de Benalcázar. After some years, some wealthy and powerful families from Spain build their new homes surrounding the square. The Gangotena family arrived in the late 1800s. Their original mansion had just one floor. Unexpectedly, in 1914 this place was burn to the ground. Antonio Russo a famous Italian Architect redesign the family house and turn it into a fabulous mansion. The refurbishment leads out to a three-floor building, eight dormitories, three event rooms and one toilet. Now a days this hotel has 31 rooms, which classify in Luxury rooms (King or Twin) that have inner view of the house, 6 Plaza view rooms and 2 suites. The entire hotel contains eighty percent of the original materials such as wood floors from Valencia and hand painted metal decorations in corridors and room ceilings for decoration originally from Belgium. Casa Gangotena has a republican style. The hotel also has a unique roof top bar, a fine dining restaurant, and offers complementary end of the day activities for guests (Casa Gangotena, 2020).



(Casa Gangotena, 2020)



(Casa Gangotena, 2020)

### 2.6 Illa Experience:

A completely new hotel who open its doors in December 2018, has been turn into an icon in Quito. The hotel is family own and its located in a small but cozy alley in city center. Illa has 10 fantastic rooms that represent the three main epochs Quito had since 1700, everything in a restore house. The hotel distribution starts with the first level, the colonial epoch, this is absolute unique as the doors for each room has been donated by ancient churches around Ecuador to show the magnificent talent of the wood crafters in the colony. The second level has the republican times, in this section there are 4 rooms, 1 suite, 2 luxury rooms and one master suite. The main differences are the squared windows and the bright colors of gold and bronze that represent wealth back in time. In the upper level, the house transform itself to the new era, the new owners decide to be minimalistic and luxurious. Illa is an experience hotel, a pioneer in this topic as Casa Gangotena that began offering this activity for guests. An advantage for Illa is its prime location in Calle Junín that was a place where all artisans, musicians used to live in Quito (Illa Experience , 2020). Something that brings heritage to the present to this hotel inner decoration is the wood carvings that enclosure the TV, play the game with those carvings, as they are part of the original carvings in the major Catholic churches in Quito.



(Illa Experience, 2020)



(Illa Experience, 2020)

### 2.7 Hotel del Parque:

Hotel del Parque is the newest heritage hotel in Ecuador. This hotel is located in contrast to the first two of this study in the cost region of Ecuador. Specifically, in the historic center park in the city of Guayaquil. This hotel opens its doors in the beginning of 2017. As the hotel describes its privileged location as an oasis caught in time (Parque, 2020) the hotel offers an unforgettable experience to the guests. This luxurious heritage hotel has 44 rooms, two inner patios and has a republican-era architecture. This house was built in 1891 by the Guayaquil's oldest charity and named *Hospicio Corazón de Jesus* (Parque, 2020). The house must give shelter to homeless, elderly and ill people. The house was in a critical condition and almost facing demolition until in 1980 the Central Bank of Ecuador bought the property. After this, the Ecuadorian hotel chain Oro Verde bought the house and refurbish it becoming an iconic destination in the cost city.



(Hotel del Parque, 2020)



(Hotel del Parque, 2020)

### *2.8 Authenticity:*

Going deeper in the hospitality and tourism industry, unique products have more strength in potential buyers than just standardized products. These unique products or services can be defined as authentic. The term authentic resembles original, genuine or real of any object (Rickly & Vidon, 2018). As an evolution of Boutique hotels who adopted patrimonial houses to become breathtaking lodging establishments Heritage hotels are authentic in this sense. Another interesting component of authenticity adopted by Heritage hotels that is the clearest distinction among them and other category of hotels are their interactive activities. In most of the cases these activities are done inside the hotel with specialist in case they offer a gastronomic experience, who shows the preparation with ancient techniques and present almost the original recipe than has been passed from generation to generation.

### *2.9 Chain Hotels:*

Chain hotels can be found in almost every city. These hotels are part of a large brand that have specific characteristics and standards. This type of hotel must assure its customer a standardized service due to the brand name. It will not affect if they are located in huge modern buildings or in adequate old buildings. Chain hotels as Marriott or Wyndham are able to construct hotels according to the market segment. This know-how of the brand, clear procedure manuals and service standardization will give guest a clear view of what they will be receiving while staying in one of these properties. These lodging facilities will maintain guests in their comfort zones. In comparison to boutique hotels or heritage hotels, this huge brand will assure service quality just by the brand's name and reputation. This does not mean that hotels not belonging to international or big chains will not have service standards, their core value is service personalization and exquisite preparation of breath-taking details.

### *2.10 Expectations:*

Creating unique experiences is one of the most reliable methods to make a customer remember a product and have a connection with the hotel (Chung Wang, Wang, & Tai, 2016). Experiences are the result of a motivation. According to the hierarchy

pyramid stated by Maslow this is the first step to create a need to travel. Motivation can be defined as reason to take a vacation or to do a travel activity (Yan & Halpenny, 2018). Following the motivations, expectations are triggered, and traveler's imagination starts to create different images, smells of what it might be experienced in the moment of truth. Moments of Truth are first encounters with the service providers that have a significant high impact on the overall experience of guests. This first impression is fundamental due to the expectation's clients have. Key indicator factors of this might affect the moment of true such as location, neighborhood, cleanness and personal interaction. Taking into consideration this aspect for hotels the front desk is where this encounter occurs and for heritage hotels exclusive and personalized service is expected.

#### *2.11 Experiences - Perceptions:*

Another important factor that lays an important role in the customers motivation and experiences are feelings. Pine and Gilmore (1998) came out with the concept of "The Experience economy". This stated that emotions had more influence than functional considerations leading it to the perceived value of the experience offered by the service. Experience has been a touristic tendency for the past years and its attracting market. Good experiences have positive consequences such as loyalty and worth of mouth recommendations, free marketing tool extremely powerful (Pine & Gilmore, 1998).

#### *2.12 Service quality:*

To assure service quality hotels have develop service manuals. In other words, these are standard operating procedures. By adopting this, service can be monitored so it can be delivered in a consistent manner and the product reputation is maintained or increased. These manuals are also used for training the new employees (Chung Wang , Wang, & Tai, 2016). Service quality is the result of the actual service provided towards what where the expectations of the customer. Service quality can be affected by a physical space, helpfulness, curtesy and time of response of the service provider and will help customer make tangible the service (Lemy , Goh , & Ferry, 2019).



### *2.13 Servqual:*

SERVQUAL an instrument developed by (Parasuraman, Zeithaml, & Berry, 1985) is a tool use for quality service measurement. The model is use in the hotel industry and relies on five dimensions: tangibles, reliability, responsiveness, assurance and empathy. This model helps the company find crucial information regarding customer satisfaction which relates with a discrepancy expectations and perceptions (Ryglova, Vajcnerova, & Sacha, 2011). According to Yang (2006), service quality is a key management component to support competitive advantage creation. A study conducted in Sir Lanka by (Kumarasinghe, Lee , & Karunasekara, 2019) focus on the perception between local and foreigners about service quality in five-star hotels in that country. As the result of this study it was revealed that the perceptions from locals were less satisfied by those hotels. Another application of the SERVQUAL model is to evaluate customer satisfaction. This is by understanding the Gaps between each dimension. Relaying on the five dimensions of the model hotels could develop some questionnaires to assure they are giving their customer what they are expecting. This model could be also applied in different hospitality and tourism branches (Ryglova, Vajcnerova, & Sacha, 2011).

### *2.14 Service Gap*

Service gap is a topic regarding a variation on what is expected and what is being delivered in reality. First of all there is a consumer gap that basically represent what a customer expect to obtain and his or her perception of what he or she receives (Wilson, Zeithaml, Bitner, & Gremler, 2016). Perceptions are subjective evaluations of service experiences (Wilson, Zeithaml, Bitner, & Gremler, 2016). Service gap has three main components in order to avoid these misunderstandings between the customer/guest and the service provider. The first one is about customer knowledge. The gap will highlight if there is an inadequate marketing orientation, an inadequate marketing research and insufficient relationship focus (Wilson, Zeithaml, Bitner, & Gremler, 2016). Secondly, the gap of not having the correct service quality designs and standards. These gaps can be identified if there is a poor service design, an

absence of a customer driven standard and inappropriate servicescape. To avoid a negative service gap, companies might relay to Servqual to constantly get feedback from customers and continue improving their performance (Bordoloi, Fitzsimmons, & Fitzsimmons, 2019).

#### *2.15 Heritage experience:*

The heritage experience goes beyond the service manual. It involves hotel service and a direct touch of popular culture with the actual essence of that particular location. Quito for example, in its old town, guests can experience local deserts and visit old church choirs and museums actually being guided by people of that specific site. Heritage hotels activities are guest only and are not being sell. The actual heritage experience is far more than just sleeping in a fantastic refurbish house that take you back two hundred year with modern commodities.

#### *2.16 Heritagecual:*

Currently there are not many articles related to heritage quality and this new concept of hotels. Heritagequal has a similar definition of: every heritage hotel provided brand experience seeking for differentiation developed by specific features and range of different product offers (Choo, Tan, & Yeo, 2018). Heritagecual will be a new concept developed in this research project. As it was mentioned before Heritage can be defined as a touristic influencer, and will also something that can create a national identity, that will allow people to image and confirm their belonging to a country (Woojin & Deepak, 2015). Quality is the assurance of the parameters and reliability of what is offered. In terms of this it will be the measurement of heritage in a hotel and how these aspects are going to assure a quality level. As a result, these components will help guest satisfaction and memorable experiences.

#### *2.17 Consumer behavior:*

Understanding consumer behavior is fundamental to service companies. Within this major topic, there are six stages in the consumer decision-making and evaluation of

services (Wilson, Zeithaml, Bitner, & Gremler, 2016). The model can be summarized in these elements: Need recognition, information search, recognition of alternatives, purchase, consumer experience and post evaluation (Wilson, Zeithaml, Bitner, & Gremler, 2016) .

To understand the degree of consumer perceived value, there has been some studies focus on human emotions. This was because phycologists have shown that potential clients have highly emotional decision making when purchasing touristic or hospitality related products (Peng & Chen, 2018).

Services are intangible products that may vary across providers. Taking into account the provider as the employee delivering services and employees working in different departments, a grey zone is formed. A tolerance zone for customers is the gap in which customers recognize and are willing to accept a particular variation in service (Wilson, Zeithaml, Bitner, & Gremler, 2016). The gap between the service desired and the accepted service in the tolerance zone. When service is delivered and the quality is higher than expected in means service exceed the customer expectations making him pleased, surprised and happy. In the other end if it did not achieve at least what he think is adequate, unsatisfaction pops in. Unsatisfied customers can lead to catastrophic consequences in the service industry. A bad review online will affect credibility and customers decision making might take longer. Expectations take the major part of the customer evaluation for services, that is way is extremely important to know and understand this gap (Wilson, Zeithaml, Bitner, & Gremler, 2016). There are some factors that will help service providers to understand and meet service expectation. This factors are: temporary service intensifiers, perceived service alternatives, customer self-perceived service role, situational factors and predicted service (Wilson, Zeithaml, Bitner, & Gremler, 2016). Hospitality industry must be aware of these factors to assure customer satisfaction and to gain reputation. Good management of experiences and exceeding customer expectations as a result, success.



### 3. Issues for investigation:

#### 3.1 Problem definition

As the purpose of the study is to analyze the relationship of the main characteristics of Heritage Hotels for both guest expectations and the overall guest perception of the stay, a conceptual model has been designed to have an easier understanding of how the research will be conducted. Departing from the literature review, concepts such as architecture, location, history, service quality, expectations, perception and satisfaction have been placed as key characteristics. Those key concepts will be analyzed through concept dimensions.

##### 3.1.1 Conceptual model

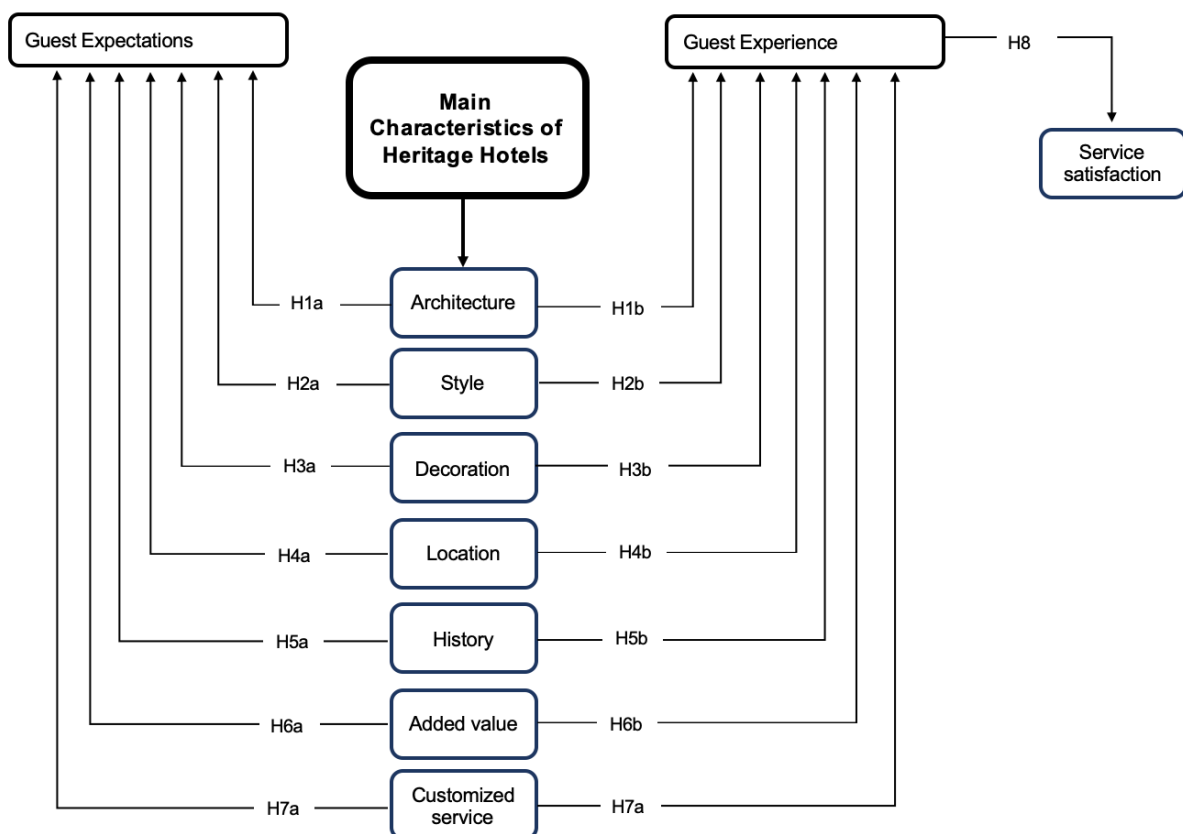


Figure 1 Conceptual model

### *3.1.2 Problem statement*

How specific characteristics of heritage hotels impact on guest/customer expectations and guest/customer perceptions, which leads to customer loyalty?

### *3.1.3 Research hypothesis*

H1a: Heritage hotel architecture has a positively impact on guest expectations.

H2a: Heritage hotels style is a positive influencer in guest perception creation.

H3a: Inner and outer decoration of Heritage hotels have a relationship with guest expectations.

H4a: Location of Heritage Hotels has an encouraging impact on guest expectations.

H5a: The history behind a Heritage hotel positively affect guest expectations.

H6a: Added value services in heritage hotels positively influence guest expectations.

H7a: The is a positive relationship between customized service and guest expectations in Heritage Hotels.

H1b: Heritage hotel architecture has a positively impact on guest perception.

H2b: Heritage hotels style has a positive influence in guest perception.

H3b: Inner and outer decoration of Heritage hotels have a relationship with guest perception.

H4b: Location of Heritage Hotels has an encouraging impact on guest perception.

H5b: The history behind a Heritage hotel positively affect guest perceptions.

H6b: Added value services in heritage hotels has a positive influence on guest perception.

H7b: The is a positive relationship between customized service and guest perception in Heritage Hotels.

H8: The combination of Heritage Hotel characteristics in both expectations and perceptions have a clear relationship with guest satisfaction.

### *3.2 Justification to the model*

As the hospitality industry is changing rapidly and looking to attract more guest, hotels are looking for competitive advantages. In this specific case, heritage hotels look to stand out of the blue and sell more than just hotel rooms. For this study several characteristics have been taken into account aiming to define this new concept and also to identify how these key characteristics interact with potential guest expectations and their perceptions. While elaborating the conceptual model strong characteristics or features were taken into account as a priority, these were architecture, location and customer service. First of all, architecture was taken due to the fact that is the first impression to guests. If the building where the hotel is operating catches the eye of travelers, an expectation is generated. The second strong factor is the location. As heritage hotels are usually heritage buildings, they will be situated in historic city centers, thus they will be close to major touristic points. This is very important as this type of hotels is mainly targeting leisure travelers. Thirdly, the customer service. This is important due to the fact that customers are looking for unique experiences and this will not be fulfilled just with nice rooms, open spaces, comfort, luxurious amenities, these hotels must have fantastic employee – customer interaction. The service will begin with the first inquiry from the upcoming guests.

For the other characteristic such as history, added value the main reason for choosing them was the authenticity. A heritage listed house is not very common and the history behind it should be strong enough for obtaining that distinctive (Svoboda, 2020). For example, Casa Gangotena Hotel, is a place rebuilt over one hundred years and belongs to a powerful Spanish family in the Ecuadorian colony. The added value feature of these hotels is also a key feature that is relevant for this study. This can be easily found in the hotel's website with a brief description, but the actual experiences of it is the key to success. After all these features are analyzed before arrival (expectation) and after stay (perception) the results can show significant relationship between the characteristics and this will generate customer loyalty to the hotel type.

## **4. Research Method:**

### *4.1 Project summary*

The hotel industry is innovating its core values for becoming more attractive to potential guest. The hospitality industry is evolving to change the way people look for a hotel while planning a trip. As preferences and new taste for perceptions is popping out from customers, hotels have brainstorm new complementary services guests are looking to purchase. In this sense hotels began to sell tangible experiences base on the cultural background of destination. Selling more than just hotel rooms is a competitive advantage nowadays. This could be applied to both customer segments, leisure and business. Large hotel chains in contrast to small and cozy luxury boutique hotels doesn't have the liberty to introduce complementary services as they must stick to the standards of the chain.

In the other hand, boutique hotels have created some unique activities that blows guest minds. In the majority of the cases boutique hotels and the new heritage Hotels are located in the center town of a city surrounded by cultural and patrimonial wonders. The mixture of luxury and history is a huge starting point of bringing past to present and interact with it. As it was mentioned before the hotel room passes to a second priority. Normally, Boutique hotels and Heritage hotels are characterized by luxurious interior decoration and a fascinating outer architecture.

The combination of this both factors are the first point to evaluate in this research project. While planning a trip you have in mind a destination that has capture your attention in many different ways and as a result an expectation has been created. The same happens while booking a hotel, depending on the architecture, decoration, style, location, service promised and an extra added value, the customer will generate expectations. Heritage hotels have those key characteristics plus the implementation of live interactive activities were guests will be the main characters. Secondly, with the expectation in the mind of the future guest arriving to the hotel, the staff is responsible to make it wonderful. A unique and memorable experience will represent free advertisement to the hotel and that hard work will have as a result guest satisfaction.

The experience starts in the moment of truth, the first encounter when guest enter the Heritage Hotel and the service offered is above expectations. This can be backed up with a nice rooming service combined with the hotel history.

As a result of this analysis between the expectation and perception in relation to the key characteristics of Heritage hotels with guest, the main aim of this project is to determine if there is any relationship between variables. A total of eight hypothesis will be tested with direct relation to the variable and characteristic. This research will be conducted in the three main Heritage hotels in Quito – Ecuador. Quito was the first city in the world to be declared as UNESCO world heritage site in September 1978.

#### *4.2 Research design & Justification*

In the following research quantitative approach will be followed. This type of research has two different approaches: experimental and non-experimental (O'Dwyer & Bernauer, 2014). When conducting a non-experiment design for the project, the goal will be to examine the actual attributes, behavior, or phenomenon that cannot be manipulated by the researcher (O'Dwyer & Bernauer, 2014). As a result of this type of study, the normal result that is expected is cause-effect. This means that it will be limited to descriptive and correlation conclusions (O'Dwyer & Bernauer, 2014). As part of quantitative research "Concepts are the building blocks of theory and represent the points around which business research is conducted (Bell, Bryman & Harley, p.153)." The project aims to highlight any correlation between characteristics in guest expectations with the overall perceptions at heritage hotels, this is why using a similar method as the scientific one is appropriate. Quantitative research has several attributes such as objectivity, precision, logical reasoning, replication and verification, clear explanations and interpretation of empirical results (O'Dwyer & Bernauer, 2014). The main reason that this method was chosen was due to the cross-sectional design. The aim for quantitative data collection in a set period of time with a connection with more than two variables, which result in analyzing it to find patterns of association (Bell et al., 2019)

Particularly in this research the aim is to identify what are the main characteristics that have significant difference in potential guest eyes. These influencers will create expectations and the concept of heritage hotel will be more powerful and as a consequence gain terrain in the market share. The second point will be to find if those characteristics have also an important role in the overall guest experience or perception as it was mention before. These two points will be analyzed by finding out which factor or factors has the highest stimulus to guests. Besides that, it will be also important to determine if these specific characteristics have a correlation between each other in both expectation and perception.

#### *4.3 Instrumentation*

This research project aims to evaluate key characteristics of Heritage hotels with guests' expectations and the overall perceptions of their stay. The project has determined that quantitative approach will be suitable to obtain precise data. This type of approach focusses on obtaining numerical data to find a relationship between the theory and the research (Bell, Bryman, & Harley, 2019). The seventh step for quantitative research is instrumentation. In this section the researcher evaluates the precise tool to use in order to collect valuable data. In the following section it will be mentioned different types of instruments and why they might be a useful tool for this project.

As mention in the previous section the aim of the study it to seek for any relation or pattern between the variables within the guest expectation and overall perceptions. The instrument used in this cross-sectional design is a questionnaire or survey. A survey is a structured form of gathering information from a sample of a larger population to build quantitative indicators (Groves, Flower, Couper, & Lepkowski, 2009). These questionnaires can contain open or close questions. In the case of this research project the content of the survey will be demographics to create guest profiles of heritage hotels and closed questions in scaling or Likert scale, so respondents can be able to rate the importance of each variable. The Likert scale was developed by Rensis Likert, this tool focus on the degree of agreement with the variables or

statements. As a result of this, the respondents will answer depending on what they feel about that specific characteristic (Bell et al., 2019).

#### *4.3.1 Experimental research*

Quantitative research project can work easily with experiments. This type of instrument is called experimental research and aims to collect data from people in a controlled situation in order to prove a hypothesis (Verhoeven, 2011). While conducting an experiment is important to carefully understand what type of information is being measured. Pre-measurements are those who are taken as a baseline or before the actual experiment as parameters, and the measurements afterwards as post measurements (Verhoeven, 2011). As a result, the researcher has two groups of people and can easily compare and contrast the data. In some particular cases a control group can be also set up. This instrument is in a degree aligned to the research project but the main limitation to collect data via experiment is the premeasurements as the hotels are located in Quito – Ecuador.

#### *4.3.2 Structured observation*

The second instrument that is commonly used for quantitative studies is structured observation. This type of observation involves direct observation of behavior and recoding it with the intention of finding specific characteristics listed before starting the data collection process (Bell, et al., 2019). The sample is called participants, the research will have some rules to identify what they need to look and how to react according the observations. Observation is done in a defined period of time and an observation schedule. Taking into consideration this instrument will mainly work for projects with direct participation of the employees. Also, this type of data collection will have a higher reliability with audit process as external people seek for behavior and observe the environment. For these two reasons structured observation has been discarded as a possible instrument for the research project been developed in this paper.

#### *4.3.3 Content analysis*

Thirdly, another instrument that is part of quantitative research projects is content analysis. In contrast to the first two instrument of gathering data this approach differs as it works with existing information from documents and texts (Bell, et al., 2019). The main objective of this instrument is to quantify specific parts of those texts in a detailed category and with a systematic manner (Bell, et al., 2019). This instrument work similar as in semi structure interviews in qualitative research with codes for fragments of information (Bell, et al., 2019). Content analysis have two different approaches that are normally used. The first one is semiotics, which evaluate signs and meanings and designed to have an effect on the potential consumers. The second approach is Ethnography, which focus more on the investigator reviewing documents to develop new meanings (Bell, et al., 2019). As it was mentioned in the previous section this instrument does not fit the line of the research that is going to be done. This is mainly because it uses existing information instead of authentic guest opinions.

#### *4.3.4 Self-completion questionnaires*

In terms of quantitative research instruments surveys and questionnaires are the most used tools (Verhoeven, 2011). This is used to gain understanding perspectives from different groups of people or participants (Bell, et al., 2019). Surveys are structured data collection methods with fixed questions in order to obtain fixed and limited number of answers (Verhoeven, 2011). This instrument can take place in three main ways. This first one is by self-completion surveys send by post to the target population. Secondly, a face-to-face survey where the researcher fills in the questionnaire with the information provided or it is filled in that moment. The third method is online survey which are now commonly used by the hospitality and touristic companies to build feedback form guests. This type is extremely popular this days as it is easy to send and people can fill them quickly (Verhoeven, 2011). It also presents some limitation as the questionnaires is often filtered and completed by a self-selection process of the respondent. For this research project this instrument is the most suitable as is quick and can be fill in by guests as they are checking out. The matrix used is a Likert scale survey where guest will qualify from 1 to 10 (being 1 not influential and 10 highly



influential) key characteristics of heritage hotels. As additional information obtained by these questionnaires, it could be possible to determine which hotel presents itself strongly as a Heritage hotel.

#### *4.4 Reliability and validity*

A major concern for a research project will be to have trustworthy information in order to test positively or dismiss hypothesis. Reliability of the results will indicate the freedom of the research to several random errors (Verhoeven, 2011). To be completely sure and to prove the project has absolute reliability will be to conduct the research again. There are some ways that could be useful for researchers to avoid random errors. One clear example is to reread the numbers several times and see possible variations on the results. Other example of random errors can be, someone does not know the answer to a question or a mistake while entering the data. To avoid these issues, it's important to check the sample size. The larger the sample the more accurate it becomes (Verhoeven, 2011). One key element about this research is that can assure reliability of the results is the standardization of the questionnaire that uses Likert scale (Verhoeven, 2011).

In terms of validity, this will determine to what extent the research is free of systematic errors (Verhoeven, 2011). Before finding validity is important to have ready the reliability of the project. Validity will determine the credibility of the results obtained in a research project, in other words a true reflection of reality (Verhoeven, 2011). There are two main elements that must be a focus of attention to assure validity, those are measurement instrument and research group (Verhoeven, 2011). Validity has various kinds and the most common are internal and external validity. Internal validity will help researches to figure the correct results. Often, this type of conclusions is from cause and effect relationships. The results that are expected for this research fall within this interpretation (Verhoeven, 2011)

## 4.5 Research Matrix

Table 1: Research matrix

CONCEPT	Definition	Indicator	Source
<b>Expectation</b>	This stated that emotions had more influence than functional considerations leading it to the perceived value of the experience offered by the service.	Measure the strength of each characteristic on generating expectations.	Pine, J., & Gilmore, J. (1998). Welcome to the Experience Economy. Harvard Business Review, 97-105.
<b>Experience</b>	Experiences are the result of a motivation. According to the hierarchy pyramid stated by Maslow this is the first step to create a need to travel. Motivation can be defined as reason to take a vacation or to do a travel activity.	Measure the strength of each characteristic on generating experiences. .	Yan, N., & Halpenny, E. (2018). The role of cultural difference and travel motivation in event participation: A cross-cultural perspective. International Journal of Event and Festival Management, 155-173.
<b>Architecture</b>	all architecture can be defined as a process of designing and constructing buildings or spaces that surround society.	Evaluate how the architecture of each hotels influence guest expectations and experiences.	Makstutis, G. (2010). Architecture: An Introduction. London: Laurence King Publishing Ltd

<b>Heritage</b>	Heritage will also create a national identity, that will allow people to image and confirm their belonging to a country.	This aspect will value the history of the hotels and culture of destination.	Woojin, L., & Deepak, C. (2015). Heritage hotels and historic lodging: perspectives on experimental marketing and sustainable culture. <i>Journal of Heritage Tourism</i> , 103-110.
<b>Service quality</b>	Service quality is the result of the actual service provided towards what where the expectations of the customer. Service quality can be affected by a physical space, helpfulness, curtesy and time of response of the service provider and will help customer make tangible the service.	After analyzing the key characteristics of Heritage hotels there is going to be a quick service quality balance.	Lemy, D., Goh , E., & Ferry, J. (2019). Moving out of the silo: How service quality innovations can develop customer loyalty in Indonesia`s hotels. <i>Journal of Vacation Marketing</i> , 462-479.
<b>Authenticity</b>	The term authentic resemble original, genuine or real of any object.	Authenticity play an important role in Heritage hotels as interactive experiences have guest participation.	Rickly, J. M., & Vidon, E. S. (2018). <i>Authenticity &amp; Tourism: Materialities, Perceptions, Experiences</i> . Emerald publisher.
<b>Location</b>	- An advantage for Illa is its prime location in Calle Junín that was a place where all artisans, musicians used to live in Quito.	Location in the city of destination will be responsible in the expectation and overall experiences of guest depending on the surroundings, noise and feeling of safety.	- Illa Experience , .. (2020). Illa Experience Hotel. Retrieved from The House: <a href="https://illaexperiencehotel.com/">https://illaexperiencehotel.com/</a>

	<p>- Hotel Casa Gangotena has a privilege location in the largest square in Quito city center. Plaza San Francisco has an amazing story to share as back in 1534 San Francisco de Quito was settle by Sebastian de Belancazar.</p> <p>- It is located in La Ronda street and is built within one of this fist Spanish house on the area build around 1738.</p>		<p>- Casa Gangotena, (2020). The Hotel. Retrieved from Casa Gangotena: <a href="https://www.casagangotena.com/our-hotel/">https://www.casagangotena.com/our-hotel/</a></p> <p>- La Casona de la Ronda, .. (2020). La Casona de la Ronda. Retrieved from About us: <a href="https://www.lacasonadelaronda.com/about-us.html">https://www.lacasonadelaronda.com/about-us.html</a></p>
<b>Added value</b>	<p>To understand the degree of consumer perceived value, there has been some studies focus on human emotions. This was because phycologists have shown that potential clients have highly emotional decision making when purchasing touristic or hospitality related products</p>	<p>This characteristic is going to be evaluated by the expectations and real experiences of the added value service of the interactive experiences for guests.</p>	<p>Peng, N., &amp; Chen, A. (2018). Examining consumers' luxury hotel stay repurchase intentions- incorporating a luxury hotel brand attachment variable into a luxury consumption value model. International Journal of Contemporary Hospitality Management, 1348-1366.</p>

#### *4.6 Sampling*

To obtain reliable data it is very important to select a well-defined sample. The first step for this section is to look to the research population. Population means the entire universe of units a sample can be taken off (Bell et al., 2019). The term unit is a term to define who is part of the sample as in some cases people are not part of the sample (Bell et al., 2019). The sample can be defined as the specific segment of the population to whom the investigation is focus on (Bell et al., 2019). As it was mention in the previous section, the sampling will help determine the target market of heritage hotels by using the demographics section. The main target population for this research project are guest from all over the world arriving to Ecuador and booking heritage hotels. According to the ministry of tourism Ecuador is currently receiving 2 million tourist a year (Ministerio de Turismo, 2020). In addition, it will be important to notice that the main target nationalities booking this type of hotels are Americans, British and Germans (Ministerio de Turismo, 2020).

A representative sample is the one who reflects the population precisely and the finding have relevant information. It is programed to obtain between 50 and 75 guest responses from each hotel. As the responses have the same weight of importance the sampling method that is going to be use is the simple random sample (Bell et al., 2019).

#### *4.7 Data collection procedure*

As mentioned in the instrument section, data will be collected though guest surveys. The first step will be to develop a survey that contains three section. The begging will be for demographics, being able to create an accurate guest profile for heritage hotels. The middle section will focus on the qualification or ranking preference to the characteristic of this kind of hotels before the booking, the guest expectation. The final section of the questionnaire will be the evaluation of those same characteristics to verify the importance of each one in the overall guest perception. This survey will be available in a print and online form to make it easy to fill in by guest during or after the stay. The main concern to the properties is that it should not be time consuming due

to guest early departures and this might affect the validity of the responses. The data will be collected between April and June, high season in Quito due to the Holy week with the traditional Jesus del Gran Poder parade and summer. To have more accurate results it is ideal to have the same amount of responses from each of the three hotels.

#### *4.8 Data Analysis plan*

Before the Data Analysis section start, data collection must be completed (Verhoeven, 2011). This research project will be using a quantitative approach and will focus on guest responses. Briefly summarizing the data collection procedure, in order to obtain valuable and reliable data the following procedure is going to be conducted. First of all, a questionnaire is going to be developed (sample in appendix 1). This instrument will have three sections. Section one will gather demographic information such as age range, nationality and gender. With this first information will help determine a potential guest profile for this type of hotel. The second section will focus mainly in the relationship between the main characteristics and its dimensions for Heritage Hotels in terms of the guest expectations. Thirdly, the same questions will be applied but in terms of the guest experience after his or hers stay. Finally, the last part of the questionnaire will evaluate guest satisfaction. With this information at hand the data will be analyzed in a statistical form. In the next sections there will be a brief explanation of different quantitative data analysis methods or tools and which of those are going to be useful to the aim of the project.

##### *4.8.1 Univariate analysis*

Quantitative data focus mainly on the numerical analysis of the information obtained. One method that is commonly used is the univariate analysis. This refers to the analysis of one variable at a time (Bell et al., 2019). To have a better and more clear visual understanding of the information there are different approaches. In the one hand frequency tables, this tool help place data by the number of people in each category and obtaining the percentage of it (Bell et al., 2019). This tool will be useful when plotting demographic information and creating guest profiles. In the other hand, diagrams are the most frequently used methods to have a clear display of information

(Bell et al., 2019). Diagrams that show the individual results such as pie and bar charts, and that can show the precise percentage and that the researcher can easily compare and see the different results is extremely beneficial. Starting with these first drawings is important that the research measure a central tendency. This element helps researchers find the average for a distribution and can be determined in three distinctive ways. The first is the arithmetic mean or the average, obtained by the sum of all the values and divided by the total number of values. Secondly, the median, that is finding the mid-point of the distribution. Thirdly the mode, the value that has the most frequency (Bell et al., 2019). Specifically, for this project it could be a useful tool for analysis but will give basic results in terms of one variable.

#### *4.8.2 Bivariate analysis*

Another way that helps a researcher have an easier understanding of quantitative data is a Bivariate analysis that focus in the investigation of two variables at the same time. Enabling to find a possible relationship between both. This means that in exploring a relation of two variables there must be evidence of variance in similar variables (Bell et al., 2019). For this type of analysis, researchers cannot infer that one variable cause another (Bell et al., 2019). For this project this method is going to be extremely useful due to its aim of determining if there is any relationship between the key characteristic of Heritage hotels with the guest expectation and perceptions. This will generate a cause and effect model that eventually will align to each other. As a result, the variance can be determined as significant or not. It is to remark that the analysis will be done separately as the following: independent variable (dimension), - effect, - dependent variable (expectation and perception). It will also pop results for the relation between expectations and the overall guest satisfaction. For plotting these results, it could be done with contingency tables or Pearson's  $r$  methods. This second model will examine the interval or ratio of two variables, scoring from -1 to 0 to 1. Meaning the closest to 0 the weaker the relation (Bell et al., 2019).

#### *4.8.3 Statistical significance*

Obtaining information is not a simple task. One of the main difficulties of working with a sample is that your result might not be accurate to the whole population. Even though a sample was taken out from the population in some cases there is the possibility of a sample error. This means that the results from the sample has a significant difference, resulting in an unrepresentative sample giving invalid findings (Bell et al., 2019). Statistical significance will help the researcher feel confident of the results. The idea is to find the way to have a high probability of having results that will match certain part of the population. To do this is important to take into account two important elements, confidence and risk (Bell et al., 2019). The second step is to understand that by using probability sampling statistical inference will be achieved (Bell et al., 2019). This means that the results will have a high probability to become accurate in relation to the entire population. As a complement the researcher will rely on the standard error of the mean. Secondly, the researcher must have its test conducted in a common structure (Bell et al., 2019). The first step is to define a null hypothesis, stating that there will not be a relationship within two variables. The second step will be to define the statistical significance will be acceptable. This will measure the risk at where the researcher will reject the null hypothesis. The third step will be to define the statistical significance of the overall findings (Bell et al., 2019). To prove these statistics there are several convenient tests. For example, the chi-square test will establish the confidence about a relationship between the two variables in the population by calculating an expected frequency for each cell of a table (Bell et al., 2019). Another test that is capable of providing clear results is the correlation and statistical significance. This test will measure the probability of finding a computed coefficient in the population from which the sample was taken off.

#### *4.8.4 SPSS*

Once researchers understand the principles and tool that will be useful for projects computer software will become the best allied. SPSS was developed by IBM and its function is to facilitate the calculation of statistics. This system works in a pretty friendly manner. The first step to begin is to impute your information in the Data views sheet.



The spread sheet will display similar to an excel form, impute the data according to the number of respondents in the y axis, while in the x axis the information will become the variable that is being tested. In the case of this research project the x axis will show the dimensions that conform a key characteristic of a heritage hotel. Second step is to define the variables, missing values, variable label and value labels (Bell et al., 2019). Once all the data is in the system the first analysis will be done. Normally, a frequency table is generated and will display the number of cases in each category, the percentage of cases of each category and the percentage of missing values taken into account (Bell et al., 2019). For this project, there is going to be used frequency tables, Phi and Cramers test, regression models and scatter diagrams that will show potential relationships between the characteristic and expectations or experiences. Finally, there will be an analysis to determine if there is a strong connection resulting from each characteristic with the overall expectation and perceptions.

#### *4.9 Data Analysis*

As it was mentioned in previous lines the data collected from three heritage hotels in Ecuador will be analyzed. The collected data after sending the questionnaire through a customer data base gave a total of 75 valid responses. These questionnaires were filled up online using Microsoft forms. After gathering the information needed the analysis consists in a process with four sections using SPSS by IBM.

The first step in this analysis process was to run descriptive statistics to obtain a clear picture on the frequency and qualifications for each factor. Using this same tool, a sample profile could be determined as part of the study. This profile was determined by the demographics in the questionnaires.

Secondly, the data passes through a reliability revision in SPSS in order to measure the dependability of each item to form a scale. In the reliability section the most common tool used to measure data reliability is Cronbach Alfa. This method is normally used when Liker scale questionnaires are done to help the researcher understand the importance of the different dimensions used to support a certain

characteristic (Verhoeven, 2011). To fully understand this factor, the Cronbach alfa is a test that measure internal reliability (Bell, Bryman, & Harley, 2019). To simplify the interpretation of the coefficient, a rule of thumb the coefficient scores will give a decent idea of the results (Bell, Bryman, & Harley, 2019). Normally if Cronbach alfa is higher than 0.6 the reliability is strong and sufficiently homogeneous (Verhoeven, 2011). In the case it is between 0.45 and 0.6 the reliability is quite acceptable and anything below 0.45 will be discarded (Bell, Bryman, & Harley, 2019).

The third step for this process is to determine de correlation between the variables. The correlation measures the level of relationship between one or more variables. This also allows to interpret the strength and direction of this particular relationship (Bell, Bryman, & Harley, 2019). As the intention of this project is to evaluate the relationship between the characteristic of heritage hotels, by observing the correlation of the different dimensions will be possible to test positively or negatively the hypothesis that have been done in the previous sections. The correlation method contains two important factors. The first one is the  $r$  coefficient that present the positive or negative relation between variables, measured from -1 to 1 (Verhoeven, 2011). Meaning if the value obtain in the test is closer to 1 the relationship for those variables is strong. To compute the calculation in SPSS, it was by the bivariate correlation function.

The last step to complete data analysis was creating a combination of the responses to do a pair T-test. This was created by generating a scale in SPSS, were labels of 1 correspond to expectation and 2 for the perceptions. With this table is was easy to identify major differences between dimensions for each characteristic.

#### *4.10 Ethical issues*

Ethics and identity protection are really important. The main concerns for the three properties working in this research project is not to reveal any information to the competence. As these hotels have the same market share the project will protect the identity of the hotels by using codes for each one. As well the identity of the guests will be protected, and the only information use will be a nationality scan to determine the best market for heritage hotels in Quito. All of the information obtain in this project

will be strictly used for research and none of it will be given separately to the hotels involved.

#### *4.11 Delimitations of the Project*

This chapter shows how data was planned to be obtained and how it is going to be analyzed with a well-structured process. For this project there are some limitations that need to be considered. First of all, the sample hotels that were chosen are the most common and have a high target guest. Ecuador has three major cities: Quito, Guayaquil and Cuenca, hotels just represent two of these cities. Another limitation is that the questionnaires have been sent to the hotels and there was not a good control on how guest will respond. In most of the cases these questionnaires are filled during the check-out procedure and might affect the results as guests are in a hurry. Another limitation to this model is that it has two variables that are similar, and some respondents might see them as the same and do not answer carefully enough to get precise data. Finally, it is important to recall that this study is affected by people's expectations and perception; and would have been an advantage to proceed with the questionnaires in person and not online.

### **5. Results and findings**

In the following chapter, as it was mentioned in the last section the data obtained by the online questionnaires will be analyzed. Data analysis procedure will be done through SPSS. This section contains five topics, first demographic information will determine the sample profile. Secondly there will be descriptive statistics for all dimensions corresponding to key heritage hotel characteristics. Thirdly there will be an overall overview of the data reliability. Following, a correlation section will be presented to have a brief understanding on how the variables relate in terms of expectations and experiences. Fourthly an ANOVA test will be conducted. Finally, a pair T – test will show differences in scores for each variable representing a quality gap.

## 5.1 Sample profile

Using the tool of descriptive frequencies in SPSS the sample profile was determined as is shown in table 2. According to the data collected, is shown that there were 75 responses. Starting with this first information the table presents a similar gender rate of responses. Female population fill out 37 questionnaires representing 49.5% while male population add 38 responses corresponding to other 50.7% of the total population. The second element for this demographic table is the nationality. The vast majority of responses were done by Ecuadorian guests, 53 questionnaires indicating a 70.7% of the sample. The international guests that help with this data collection represent 29.3%. This group is composed by different nationalities as United States, Germany, Portugal, Chile, Peru and some others. Finally, the last section of this table shows the rate of response according the heritage hotel those guests stayed on. Casa Gangotena has 32 response, 42.7% of the sample, Illa Experience has 23 responses, 30.7% of the sample and Hotel del Parque obtained 20 evaluations being 26.7% of the sample.

Table 2: Descriptive statistics for sample profile

SAMPLE POPULATION: Demographics				
Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
Female	37	49.3	49.3	49.3
Male	38	50.7	50.7	100
Total	75	100	100	
Nationality				
	Frequency	Percent	Valid Percent	Cumulative Percent
Ecuador	53	70.7	70.7	70.7
International	22	29.3	29.3	100
Total	75	100	100	
Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
20 - 29	27	36	36	36
30 - 39	24	32	32	68
40 - 49	15	20	20	88
Other	9	12	12	100
Total	75	100	100	
Choose one Heritage Hotel				
	Frequency	Percent	Valid Percent	Cumulative Percent
Casa Gangotena	32	42.7	42.7	42.7
Casona de la Ronda	20	26.7	26.7	69.3
Illa Experience	23	30.7	30.7	100
Total	75	100	100	

## 5.2 Descriptive analysis of dimensions

Taking figure 1 as a starting point, the conceptual model has seven key characteristics that are being analyzed. Each of this characteristic has a couple of dimensions to complement the final qualification. These dimensions correspond to both independent variables for expectation firstly and perception secondly in the same level of importance. In order to evaluate and have a better understanding of how the sample qualify them independently in general terms, it was calculated the mean and standard deviation individually. In the appendix for this research it would be possible to look into a more detail results for the exposed results in this section.

Table 3 shows how the key characteristic of Architecture in terms of guest expectation was rated by the respondents. The results show the following information. There are three dimension that composes the score for the characteristic, the dimension for the “front view of the house” has the highest qualification of almost 9. For the other dimension in this set “public areas of the hotel” score 8.84. The dimension with the lowest score is “accessibility inside the hotel” with an overall score of 8.63. The standard deviation for this first group oscillates from 1.079 and 1.382. This shows slightly variance between them.

Table 3: Descriptive statistics of dimension - Expectation Architecture

Architecture - Expectation	N	Mean	Std. Deviation
<b>Front view of the house</b>	75	8.97	1.115
<b>Public areas of the hotel</b>	75	8.84	1.079
<b>Accessibility inside the hotel</b>	75	8.63	1.383

Table 4 evaluates the scores for the Style characteristic. This contain a pair of dimensions which have similar scores. Style of the house has a mean of 8.84, while the open spaces for guests score 8.8. The standard deviation for this characteristic has a small variance between 1.175 and 1.336.

Table 4: Descriptive statistics of dimension - Expectation Style

Style - Expectation	N	Mean	Std. Deviation
<b>Style of the house</b>	75	8.84	1.175
<b>Open spaces the hotel has for guests</b>	75	8.8	1.336

The next characteristic to be evaluated is decoration. Table 5 shows the behavior for the different dimensions. This characteristic is composed by two dimensions. For a total of 75 evaluations the pair had similar results. The first dimension contemplates the colors used by the hotel scored a mean of  $8.81 \pm 1.193$  of standard deviation. The second dimension had a mean score of  $8.84 \pm 1.066$  of standard deviation.

Table 5: Descriptive statistics of dimension - Expectation Decoration

Decoration - Expectation	N	Mean	Std. Deviation
<b>Colors used in the hotel</b>	75	8.81	1.193
<b>Furniture inside the hotel</b>	75	8.84	1.066

Location and history of heritage hotels might look as the most important factors. For this element the following dimensions were placed: Closeness to touristic points, Surroundings of the hotel, neighborhood and the culture in the city of destination. Table 6 demonstrates the overall scores obtained for this key element. From the three dimensions the highest achieving score was obtained by "closeness to touristic points". The score was 8.85 with a standard deviation of 1.421. Following, culture of destination also obtained a high score of 8.77. This means that guests like the complementation of location and history. Not behind of the first two, the surroundings and neighborhood of the hotel also plays an important role and reached a score of  $8.61 \pm 1.659$ .

Table 6: Descriptive statistics of dimension - Expectation Location & History

Location & History - Expectation	N	Mean	Std. Deviation
<b>Closeness to touristic points</b>	75	8.85	1.421
<b>Surroundings / neighborhood of the hotel</b>	75	8.61	1.659
<b>Culture in the city of destination</b>	75	8.77	1.203

In table 7 a key feature of heritage hotels is being analyzed. The added value for these hotels is normally high and represent something authentic or unique. The dimensions evaluated for this characteristic are “interactive experiences offered” and “product authenticity. As it can be seen, the second dimension stands out with a score over  $9 \pm 0.964$  of standard deviation. The lowest scoring dimension was “interactive experiences”. The score achieved was not low but has a higher standard deviation. The overall score was  $8.83 \pm 1.437$ .

Table 7: Descriptive statistics of dimension - Expectation Added Value

Added value - Expectation	N	Mean	Std. Deviation
<b>Interactive experiences offered to guests</b>	75	8.83	1.437
<b>Product authenticity</b>	75	9.17	0.964

The following table will plot the results for the expectation linked to a customized service at heritage hotels. Table 8 shows that from the 75 responses obtain in both dimensions, reservation process and personalized service is extremely important. This both dimensions score over 9 points. The respective means and standard deviation

are:  $9.2 \pm 1$  and  $9.37 \pm 0.964$ . The characteristic should be carefully compared with the experience.

Table 8: Descriptive statistics of dimension - Expectation Customized service

Customized service - Expectation	N	Mean	Std. Deviation
<b>Reservation process</b>	75	9.2	1
<b>Personalized service</b>	75	9.37	0.927

Table 9 is the last independent variable to the set of characteristics evaluating expectation. The customer satisfaction elements such as check in efficiency, friendliness of the staff and room comfort were rated. The highest scoring dimension was friendliness of the staff with a mean of  $9.42 \pm 0.887$ . The other two dimensions score similarly with  $9.33 \pm 0.875$  and  $9.33 \pm 0.895$  respectively.

Table 9: Descriptive statistics of dimension - Expectation Customer satisfaction

Customer Satisfaction - Expectation	N	Mean	Std. Deviation
<b>Check in efficiency</b>	75	9.33	0.875
<b>Friendliness of the staff</b>	75	9.41	0.887
<b>Room comfort</b>	75	9.36	0.895

Starting with table 10, the independent variables of the conceptual model are now being part of the study for guest perception. This table plots the scores regarding the architecture of heritage hotels. The highest scoring dimension was public areas of the hotel. This dimension scored  $9.07 \pm 0.0887$ . The lowest score was obtained by the accessibility inside the hotel with just over  $8.50 \pm 1.534$ .



Table 10: Descriptive statistics of dimension - Perception Architecture

Architecture - Perception	N	Mean	Std. Deviation
<b>Front view of the house</b>	75	8.95	1.283
<b>Public areas of the hotel</b>	75	9.07	1.119
<b>Accessibility inside the hotel</b>	75	8.59	1.534

In table 11, the dimensions for the hotel style in terms of guest perception was determined. The dimensions scored slightly different. The first dimension had a mean of  $9.07 \pm 0.963$ . The dimension who scored highest was open spaces for guests with a slight difference, the mark was  $9.2 \pm 1.04$ .

Table 11: Descriptive statistics of dimension - Perception Style

Style - Perception	N	Mean	Std. Deviation
<b>Style of the house</b>	75	9.07	0.963
<b>Open spaces the hotel has for guests</b>	75	9.2	1.04

Decoration inside the hotel is an important factor to attract guests. Table 12 shows the results of the decoration chosen for the hotel was appreciated by guests. The dimension of colors achieved a mean of  $9.07 \pm 0.905$  of standard deviation and the furniture used inside the hotel scored  $9.17 \pm 1.005$  of standard deviation.

Table 12: Descriptive statistics of dimension - Perception Decoration

Decoration - Perception	N	Mean	Std. Deviation
<b>Colors used in the hotel</b>	75	9.07	0.905
<b>Furniture inside the hotel</b>	75	9.17	1.005

In terms of perceptions, location and history is key characteristic to take into account. Table13, displays how 75 guests react to this. The highest scoring dimension is the

culture in the city of destination. This dimension obtains a mean rate of response of  $9.05 \pm 1.335$  of standard deviation. The lowest scoring dimension that conform this characteristic was the surroundings of the hotel. Its scores were  $8.39 \pm 1.747$ . Not leaving out closeness to touristic points score a mean of 8.55.

Table 13: Descriptive statistics of dimension - Perception Location & History

Location & History - Perception	N	Mean	Std. Deviation
<b>Closeness to touristic points</b>	75	8.55	1.622
<b>Surroundings / neighborhood of the hotel</b>	75	8.39	1.747
<b>Culture in the city of destination</b>	75	9.05	1.335

In table 14 the perception point of view for the added value services in heritage hotels is being presented. There are two dimensions for this analysis. The one with the higher score was the product authenticity. This dimension has a mean rate of  $9.48 \pm 0.935$ , while the second one score had  $9.12 \pm 1.568$ .

Table 14: Descriptive statistics of dimension - Perception Added value

Added value - Perception	N	Mean	Std. Deviation
<b>Interactive experiences offered to guests</b>	75	9.12	1.568
<b>Product authenticity</b>	75	9.48	0.935

Continuing on the analysis of descriptive statistics for the perception, table 15 shows the results for the customized service that was provided in any of the hotels participating in this project. The overall results show a high customization and not just regular standard procedures. The reservation process mark  $9.27 \pm 0.875$  of standard deviation. The experienced personalized service offered to guests obtain a global score of  $9.33 \pm 0.777$ .

Table 15: Descriptive statistics of dimension - Perception Customized service

Customized service - Perception	N	Mean	Std. Deviation
<b>Reservation process</b>	75	9.27	0.875
<b>Personalized service</b>	75	9.33	0.777

Table 16 completes the key characteristics presented in the conceptual model for perception of customer service. This factor is composed by three dimensions. Customer satisfaction aligns with Servqual models. The higher score obtained was by the friendliness of the staff dimension with  $9.37 \pm 0.835$ . The lowest score in this dimension was the check in efficiency with  $9.07 \pm 0.935$ . Incredibly all dimensions score higher than 9.

Table 16: Descriptive statistics of dimension - Perception Customer service

Customer satisfaction – Perception	N	Mean	Std. Deviation
<b>Check in efficiency2</b>	75	9.07	0.935
<b>Friendliness of the staff2</b>	75	9.37	0.835
<b>Room comfort2</b>	75	9.32	0.903

Lastly, in table 19 the probability of recommendation will sum up all the expectations and global perceptions in heritage hotels in Ecuador. The result is better than expected. The recommendation for these products is higher than 9.5 and has a standard deviation of 0.89.

Table 17: Probability of recommendation

	N	Mean	Std. Deviation
<b>Probability of recommendation</b>	75	9.55	0.89

### 5.3 Reliability Analysis for Expectations

In this section the tables will present the reliability results for each set of independent variables being the expectation and perception for the seven key characteristics from

heritage hotels. In table 18, the result is a combined reliability test. This test helped with the overall calculation of the coefficient of Cronbach's alfa. The reliability of the data obtains from 75 responses reflect alfa coefficient of 0.816 to 0.827, meaning data is trustworthy.

Table 18: Overall reliability for Expectation

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
<b>0.816</b>	0.827	17

To complement the information given above in table 18, the coefficient of each dimension has been plotted in table 19. This table shows the different values of the alfa coefficient and how this affect the overall reliability of data according to the variables of study. As it can be seen, if any of the items is deleted the reliability of data will drop. The characteristic that has the largest negative impact is style. In case this item is deleted the alfa, coefficient will decrease from 0.816 to 0.675. Data will still remain accepted but on a limit. The alfa coefficient with the lowest score corresponds to style with 0.456 while the highest is customer satisfaction with 0.822. Another aspect to consider with this analysis is the variation of means the goes from 8.2 in style to 9.369 in customer satisfaction.

Table 19: Descriptive statistics & reliability statistics for each dimension - Expectation

Descriptive statistics and reliability for each dimension					
Heritage Hotel Characteristics	N	N of items	Chronbach's alfa	Mean	Std. Deviation
Architecture	75	3	0.583	8.813	0.88572
Style	75	2	0.456	8.200	1.01222
Decoration	75	2	0.661	8.827	0.97777
Location & History	75	3	0.614	8.747	1.08198
Added Value	75	2	0.720	9.000	1.08117
Customized Service	75	2	0.654	9.287	0.83088
Customer Satisfaction	75	3	0.822	9.369	0.76046

#### 5.4 Reliability Analysis for Perception

In the following section the results presented will be for the reliability of the data obtained for the variables affected by guest experiences. The initial result shows a Cronbach's alfa coefficient that can go between 0.815 and 0.838. This section is composed by eighteen different items. The main difference to the expectation result is the incorporation of the probability of recommendation.

Table 20: Overall reliability for Perception

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
<b>0.815</b>	0.838	18

As it was presented before for the dimensions according to the expectation of guests. The reliability of data obtained for the experience is plotted in table 21. This table shows a particular Cronbach's alfa value of 0.027 in the dimension of style. The alfa coefficients for this variable rises from 0.027 to 0.705 when looking to the value change of any item is deleted, it's evident that if the style or decoration are not taken into consideration the alfa value will rise to 0.705 or 0.718 respectively. In terms of means, the rate scales show the lowest calcification to the location and history with 8.662 and the highest calcifications to the added value and customized service with 9.3 both of the variables.

Table 21: Descriptive statistics & reliability statistics for each dimension - Perception

Descriptive statistics and reliability for each dimension					
Heritage Hotel Characteristics	N	N of items	Chronbach's alfa	Mean	Std. Deviation
Arquitecture	75	3	0.383	8.867	0.88532
Style	75	2	0.027	9.133	0.85202
Decoration	75	2	0.365	9.120	0.74815
Location & History	75	3	0.627	8.662	1.19369
Added Value	75	2	0.574	9.300	1.08117
Customized Service	75	2	0.701	9.300	0.72597
Customer Satisfaction	75	3	0.702	9.253	0.7057

### 5.5 Correlation Analysis

One of the main objectives of the research project was to determine relationships between the variables. Specifically, if for heritage hotels there was any type of connection between the expectation and the perception from guests with the key characteristics determined in the conceptual model. As a consequence of this a correlation analysis is an exceptionally useful statistical tool to figure out this type of relationships and also complement it by showing the forces between them.

As table 22 displays, the existing correlation between the variables are significant in almost all of them. Firstly, it will look at the factors that have the strongest correlations between expectation and perception. The key characteristics with the greatest correlation level are style and architecture with 0.764  $p < 0.01$ , followed by 0.577  $p < 0.01$ . In the other hand of this first look to the correlation analysis, it is also shown that the factor of decoration presents the weakest correlation in terms of the expectation and perception. This characteristic scored a correlation of 0.274  $p < 0.05$ .

In the middle section of the correlation table the other variables show a relative mid force strength of relationship. There are four characteristics that compose this section. Characteristics such as customer satisfaction showed a correlation of 0.389  $p < 0.01$ , added value had a mark of 0.367  $p < 0.01$ , location and history have a similar relationship with 0.365  $p < 0.01$ . To finalize, the second weakest correlation between characteristics is the customized service that reflect a final score of 0.337  $p < 0.01$ .

As a complement to this first analysis, finding if there was a relationship between the key characteristics of heritage hotels between the expectations and perceptions from guests; individual correlation tests for each variable have been done and they could be found in the appendix section.

Table 22: Correlation for key characteristics in relation to expectation vs perception

Correlations								
		Architecture Experience	Style Experience	Decoration Experience	Location Experience	Added value Experience	Customized serv Experience	Customer Satisfaction Experience
Architecture Expectation	Pearson Correlation	.577**	.515**	.357**	0.103	-0.115	0.144	.274*
	Sig. (2-tailed)	0	0	0.002	0.38	0.327	0.217	0.018
	N	75	75	75	75	75	75	75
Style Expectation	Pearson Correlation	.350**	.764**	.323**	0.066	0.069	0.166	0.191
	Sig. (2-tailed)	0.002	0	0.005	0.571	0.559	0.154	0.101
	N	75	75	75	75	75	75	75
Decoration Expectation	Pearson Correlation	.254*	.454**	.274*	0.03	-0.008	.279*	0.172
	Sig. (2-tailed)	0.028	0	0.018	0.797	0.948	0.015	0.14
	N	75	75	75	75	75	75	75
Location Expectation	Pearson Correlation	0.196	.345**	0.124	.365**	0.139	-0.022	-0.037
	Sig. (2-tailed)	0.092	0.002	0.288	0.001	0.234	0.849	0.754
	N	75	75	75	75	75	75	75
Addedvalue Expectation	Pearson Correlation	0.075	.249*	.242*	0.098	.367**	0.095	0.156
	Sig. (2-tailed)	0.521	0.031	0.036	0.404	0.001	0.419	0.18
	N	75	75	75	75	75	75	75
Customized serv Expectation	Pearson Correlation	0.059	0.192	.335**	0.049	.309**	.337**	.443**
	Sig. (2-tailed)	0.616	0.098	0.003	0.676	0.007	0.003	0
	N	75	75	75	75	75	75	75
Customer Satisfaction Expectation	Pearson Correlation	0.003	.280*	.491**	0.126	.294*	.437**	.389**
	Sig. (2-tailed)	0.982	0.015	0	0.282	0.011	0	0.001
	N	75	75	75	75	75	75	75
** Correlation is significant at the 0.01 level (2-tailed).								
* Correlation is significant at the 0.05 level (2-tailed).								

### 5.6 T – Test for identifying differences

In the following section a pair T test have been conducted in order to see clearly the differences in scores obtain according each independent variable and its dimensions. The T test propones a quality gap and will back up the purpose of this study that aims to find a relationship between the characteristics before and after guests' lodge at heritage hotels. Table 23 presents a global pair T test to easily compare the results.

The architecture variable has been plotted. It can be easily observing the different scores obtained in each dimension and the direct comparison between expectation and perception. The overall score an increase from 8.81 to 8.86. The characteristic did not show a significant difference. The dimension that has the largest variance is public areas of the hotel. This dimension was rated 8.84 before guest arrival and after guests experienced the hotel the mark raised up to 9.07. For the other two dimensions there is a decrease in scores. Front view of the house showed a minimum change from 8.97 to 8.95 while the accessibility inside the hotel also dropped from 8.63 to 8.59.

The next comparison for the scores obtained is for style. This characteristic has a positive relationship towards the scores difference. Both dimensions scored around 8.8 in terms of expectation and raised approximate 9.15 when rated after the perception. The overall score for this showed a significant difference of 0.01, and the global mark raise from 8.82 to 9.02.

In terms of decoration used for heritage hotels guest booking this type of hotels appreciate them but still gave a decent mark. Furniture and the colors used in the hotels scored in both dimensions around 8.8. In terms of the perception guests gave a higher score to both dimensions, furniture raised to 9.17 and colors to 9.07. For this characteristic it is highlighted that there is a significant difference within the dimensions in terms of expectation and perception of 0.019. The score raised from 8.82 in expectation to 9.12 as guest perception.



Location and History are considered important characteristics for heritage hotels. In this case the dimensions qualified for this shows an unexpected result. The only dimension that showed a positive effect on the perceptions was the culture in the city of destination. This dimension improved the score from 8.77 to 9.05. The other two dimensions showed a minimal drop from 8.85 to 8.55 and 8.61 to 8.31 respectively. This might be due to the different city location of the hotels. The final score was not significant as it dropped from 8.7 to 8.6.

Added value services that are executed correctly can always assure customer satisfaction. The added value of heritage hotels looks to bring the past into the present by making guest participate in interactive experiences. This characteristic was analyzed by two dimensions. The first one is the interactive experienced offered. In this dimension is clearly shown the positive increase in the score. The dimension had the expectation in around 8.8 and was finally qualified with almost 9.2. The other dimension showed also a positive relation with a sharp raise from 9.17 to 9.48. For the added value key factor, the highlighted dimension of product authenticity reflects a significant difference between expectation and perception.

The information obtains by 75 responses evaluating the customized service expected and perceptions for heritage hotels is shown in table 23. This element has two dimensions that support it. The higher scoring dimension is personalized service. This dimension had a small drop from 9.37 to 9.33. The second dimension shows a positive relation, reservations process increased from 9.2 expected to 9.27. This second element is a good sign for heritage hotels as the guest journey starts with the reservation process. If the comparison is done individually, the score went up from 9 as expectation to 9.3 in perception. This given significance of 0.036.

Lastly the pair t test analysis for the customer satisfaction was conducted. The scores are quite tight but the expectation on this characteristic is higher than what is experienced. The check in efficiency has the largest variation that goes from 9.33 to 9.07. The other two dimensions scores 9.41 and 9.36 for the expectation are received a global perception score of around 9.3.

To conclude the pair T test analysis, the heritage hotel characteristics that had a significant difference were style, decoration and added value. These characteristics had a significance difference of 0.01, 0.019 and 0.036 respectively. As this significant score is given the result shows that the scores obtained in those key features are higher rated for perceptions than for expectations, proving the purpose of the study. Individual dimension scores presented in this section can be found in the characteristic t test analysis in the appendix section.

Table 23: T-test Pair Sample Statistics

T Test - Paired Samples Statistics							
		Mean	t	Sig. (2-tailed)	N	Std. Deviation	Std. Error Mean
Pair 1	Architecture Expectation	8.8133	-0.567	0.572	75	0.88572	0.10227
	Architecture Perception	8.8667			75	0.88532	0.10223
Pair 2	Style Expectation	8.82	-2.634	0.01	75	1.01222	0.11688
	Style Perception	9.02			75	0.85202	0.09838
Pair 3	Decoration Expectation	8.8267	-2.405	0.019	75	0.97777	0.1129
	Decoration Perception	9.12			75	0.74815	0.08639
Pair 4	Location Expectation	8.7467	0.569	0.571	75	1.08198	0.12494
	Location Perception	8.6622			75	1.19369	0.13784
Pair 5	Added value Expectation	9	-2.136	0.036	75	1.08117	0.12484
	Added value Perception	9.3			75	1.08117	0.12484
Pair 6	Customized serv Expectation	9.2867	-0.128	0.898	75	0.83088	0.09594
	Customized serv Perception	9.3			75	0.72597	0.08383
Pair 7	Customer Satisfaction Expectation	9.3689	1.233	0.222	75	0.76046	0.08781
	Customer Satisfaction Experience	9.2533			75	0.7057	0.08149

## 5.7 One-way ANOVA

As part of this research, the second objective was aligned to determine if there was a potential influence on the expectation over the perceptions. The list of key characteristics with the different dimension help the researcher obtain the results from different opinions and perceptions and also to compare individual hotel performance. To elaborate a clear picture for these differences, an ANOVA test has been conducted.

For the ANOVA test, there are two factors, between groups and within groups. Starting from this groups the null hypothesis will be tested as true if  $p < 0.05$  and F has a value

larger than 1. In case this is not achieved the null hypothesis will be different. Specifically, in this case the F is the ratio of the two mean squares of the two groups. This has been calculating as between groups  $df = 2$  / within groups  $df = 71$ . Table 30, plots the results for the ANOVA test, and it shows a variation of the F value that goes from 0.413 ( $p=0.567$ ) to 0.999 ( $p=0.0000024$ ), this indicated seven significant differences between the characteristics in terms of expectation influencing perceptions were the p value scale above 0.05. With these scores being in range of 0.413 and 0.999 those features determine an impact on each other.

As a complement to the ANOVA analysis, a tukey has also been done. This analysis helps the researcher to have a better view of how data interact with the different hotels and also understand how the different characteristics interact according the hotels. For example, the tukey revealed that in the satisfaction characteristic there are significant differences between Casa Gangotena and Illa Experience. This differences in certain factors such as the check in efficiency with 0.040 will have an impact in the overall service satisfaction. Also, this tool allows a better reading of the data while analysis independently each hotel and how the results as compared and contrasted between them. In the appendix the complete table will be shown.

Table 24: ANOVA test

ANOVA							
		Sum of Squares	df	Mean Square	F	p	Sig.
Architecture Expectation	Between Groups	7.116	2	3.558	5.029	0.99	0.009
	Within Groups	50.937	72	0.707	p=0.009		
	Total	58.053	74				
Architecture Experience	Between Groups	17.287	2	8.644	15.286	0.999	0
	Within Groups	40.713	72	0.565	p=0.0000029		
	Total	58	74				
Style Expectation	Between Groups	5.568	2	2.784	2.853	0.935	0.064
	Within Groups	70.252	72	0.976	p=0.064		
	Total	75.82	74				
Style Experience	Between Groups	5.89	2	2.945	4.433	0.985	0.015
	Within Groups	47.83	72	0.664	p=0.015		
	Total	53.72	74				
Decoration Expectation	Between Groups	1.463	2	0.731	0.76	0.528	0.471
	Within Groups	69.284	72	0.962	p=0.471		
	Total	70.747	74				
Decoration Experience	Between Groups	0.608	2	0.304	0.537	0.413	0.587
	Within Groups	40.812	72	0.567	p=0.567		
	Total	41.42	74				
Location Expectation	Between Groups	5.833	2	2.917	2.599	0.918	0.081
	Within Groups	80.798	72	1.122	p=0.081		
	Total	86.631	74				
Location Experience	Between Groups	26.807	2	13.403	12.272	0.999	0
	Within Groups	78.636	72	1.092	p=0.0000268		
	Total	105.443	74				
Added Value Expectation	Between Groups	2.846	2	1.423	1.225	0.7	0.3
	Within Groups	83.654	72	1.162	p=0.299		
	Total	86.5	74				
Added Value Experience	Between Groups	6.884	2	3.442	3.113	0.949	0.051
	Within Groups	79.616	72	1.106	0.0505		
	Total	86.5	74				
Customized Service Expectation	Between Groups	3.28	2	1.64	2.47	0.908	0.092
	Within Groups	47.806	72	0.664	p=0.091		
	Total	51.087	74				
Customized Service Experience	Between Groups	1.177	2	0.588	1.12	0.668	0.332
	Within Groups	37.823	72	0.525	p=0.331		
	Total	39	74				
Customer Satisfaction Expectation	Between Groups	0.558	2	0.279	0.476	0.376	0.623
	Within Groups	42.236	72	0.587	p=0.623		
	Total	42.794	74				
Customer Satisfaction Experience	Between Groups	3.162	2	1.581	3.378	0.96	0.04
	Within Groups	33.692	72	0.468	p=0.039		
	Total	36.853	74				

## 5.9 Regression Analysis

The regression model in this section has been used in order to observe if any of the correlations tested before between the variables have any prediction function. In order to achieve this model, the dependent variable was set for the probability of recommendation and the independent values where chosen for overall satisfaction, added value, customized service, and customer satisfaction.

Table 31 shows the regression model for the overall satisfaction in heritage hotels, and which variable has been more influential to the project. As a result, the most significant factor that affect the probability of recommendation is the added value of the hotels. The significance is 0.01 with a beta value of 0.735. As the added value is composed for two dimensions, it can be said that the interactive experiences and the product authenticity are fundamental factors for reaching satisfaction.

Table 25: Regression analysis for satisfaction

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.557	1.034		-1.505	0.137
	SAT	0.601	0.192	0.413	3.127	0.003
	Added Value Perception	0.222	0.067	0.269	3.325	0.001
	Customized Service Perception	0.141	0.11	0.115	1.281	0.204
	Customer Satisfaction Perception	0.231	0.159	0.183	1.452	0.151
a Dependent Variable: Probability of recommendation						

## 6. Discussion

The main purpose of this section is to have a critical analysis on how the results of the study engage with the proposed hypothesis mentioned in chapter 3. Also, this information will help the researcher solve the problem statement relying in the statistical information and link it with the literature review supporting this project. Finally, the original conceptual model might be modified in terms of the results. To conclude this chapter some of the limitations will be exposed that were found along the way.

### 6.1 Evaluation of the topic

The topic for this research Project has been chosen due to the touristic potential that Quito, Ecuador capital city has. This city was recognized by UNESCO as the first

World Heritage site of the world in 1978. Due to the richness of the history and location in our planet Ecuador tourism income is constantly increasing. Specifically, in Quito, the amount of chain hotels is quite limited and mainly focused on the business customer segment. Heritage hotels are a variation of the well know boutique hotels that are mainly characterized to be small luxurious houses that are more exclusive and are privately owned. Quito city center has the largest and best preserve colonial space in the entire Latin America, this is way currently there are more than 10 hotel projects. As projects include the renovation of this historic or patrimonial listed mansions, the project aligns perfectly to existing and coming hotels to create heritage hotels. Heritagequal will be a basic outline on what will be the common characteristics this type of hotels must have and as tangibles and intangibles in order to offer unique memorable experiences. For this project the hotels that participate have almost eight years in the market and are worldwide known. For the amount of responses from guest the hotel participation was: Casa Gangotena 43%, Illa Experience 30% and Hotel del Parque 27%. Guest participating in this research were mainly Ecuadorians with a total of 70% of global contribution.

In the other hand, the project had two parallel studies that aim to match a relationship in terms of a heritage expectation and perceptions. This parallel study also helps with the identification of quality gaps. The main idea of conducting the same hypothesis to each variable was to obtain information from both guest expectations and perceptions simultaneously. As for the hospitality and tourism tendency for selling experiences is still a priority even for 2021 (Reñones, 2019), the characteristics that were more influential to achieve this where the added value and the service customization. These factors make guest feel welcome and better of all, find authentic hospitality and hostmanship.

## 6.2 Evaluation of Hypothesis

***H1a: Heritage hotel architecture has a positively impact on guest expectations.***

***H1b: Heritage hotel architecture has a positively impact on guest perception.***

After running the statistical analysis for this first set of hypotheses interacting with each other it can be say that in both analysis the correlation and in the pair T test, the hypothesis has been proved. This is due to the factors that in two of the three dimension the expectation is high for the guests, and once they arrive to the hotel the overall perception in each individual dimension the score is higher. The only dimension that has a slightly lower score was the accessibility of the hotel. In terms of the correlation, the significant and strength for the relationships was determined to be highly positive.

***H2a: Heritage hotels style is a positive influencer in guest expectation creation.***

***H2b: Heritage hotels style has a positive influence in guest perception.***

The second characteristic that can identify a heritage hotel is the style use by it. The style that a hotel has been analyzed by two dimensions. Surprisingly, this dimension has better scores than expected. For both dimensions the scores from the global perceptions are higher than the ones for the expectations. As a result, for this, and considering that the scores for the style in expectation terms is higher than 8.5 the influence is positive. This hypothesis has been proved. As a backup in the correlation analysis, the relationship between these factors showed to be strong. Another evidence supporting this is the significant difference shown in the pair T test.

***H3a: Inner and outer decoration of Heritage hotels have a relationship with guest expectations.***

***H3b: Inner and outer decoration of Heritage hotels have a relationship with guest perception.***

Decoration is a factor that easily catch the attention for potential guests and also is an important factor for servicescape. As heritage hotels aim to resemble past in a modern and luxurious way this factor is fundamental. After the analysis of the data, the results have been positive. The dimensions been part have showed a close relationship in terms of expectation and perceptions. This score was improved in the perceptions

from a global mean of 8.82 to 9.12. This hypothesis is also been proved as it also has significance obtained by the pair T test.

***H4a: Location of Heritage Hotels has an encouraging impact on guest expectations.***

***H4b: Location of Heritage Hotels has an encouraging impact on guest perceptions.***

Location is always important at the moment of looking for a hotel while booking. Depending on the purpose of the travel this could be more influential. As for heritage hotels the main purpose for guest is leisure, the place should be close to touristic attractions. For this study, the hypothesis has not been proven positively. In terms of a correlation between the expectation and perception there is a small and strong relationship for the variables. In the other had the T test reflect a negative outcome from the expectation to the perception. The overall mean drops from 8.75 to 8.66. Going in depth to each dimension the major significant difference is in the closeness to touristic attractions 8.85 to 8.55, this can be interpreted that guest look forward to being in a short range. And also find the surroundings of the hotel important to qualify the location, this also reflect a negative effect on guest perception from 8.61 to 8.39.

***H5a: The history behind a Heritage hotel positively affect guest expectations.***

***H5b: The history behind a Heritage hotel positively affect guest expectations***

The hotel history hypothesis has not been proved in this study. Mainly this result was not achieved as this characteristic is combined to the location and to the added value of each hotel. In all of this establishments the history behind the hotel is find in the webpage and also transmitted to the guest in their personalized rooming service. Is a characteristic that can have a further study. In this term the culture of the city destination has been demonstrated that for tourist arriving to Quito, the city has positively impact them. The scores improved from 8.77 to 9.05.



***H6a: Added value services in hotels positively influence guest expectations.  
H6b: Added value services in hotels has a positive influence on guest perception.***

As it has been mentioned before through this study, the experiences are what hotels are focusing and trying to sell. This intangible setting has become extremely influential and important to create a hotel identity. Part of this added value services, hotels have incorporated special and unique interactive experiences that can be pre-booked or that have fixed schedules. For this aspect, the added value key characteristic proves the relationship between the hypothesis and also proves each one individually. There is a strict correlation between the dimensions composing the features. The scores also prove this point as the global mean raised up from 9 to 9.3. This is also due to the raise in the expectation for these activities from 8.8 to 9.12 after experiencing them. As a result of this, the product is considered authentic, this result also showed a considerable improve from 9.1 to 9.5. Also according to the pair T test there is a significance of 0.036.

***H7a: There is a positive relationship between customized service and guest expectations in Heritage Hotels.  
H7b: There is a positive relationship between customized service and guest perception in Heritage Hotels.***

Going off the trend of chain hotels, where everything is standardized, and the procedures are exactly the same no matter where the hotel is located, for heritage hotels the customization of its service is a fact. This begins with the first client - employee interaction when the sales and reservation team receive an inquiry. The reservation process had a constant result approximately of 9.2. This can show that this dimension is equally perceived from what guest received. The second characteristics is inside the hotel, the personalized service during reservation must also be provided during stay. Guest expect (9.37 score) this kind of service and obtain 9.33 as a final score. This shows a small negative experience and might be due to the fact of employee rotation in some of the hotels being part of this study. With this negative result the hypothesis is not proved true.

***H8: The combination of Heritage Hotel characteristics in both expectations and perception have a clear relationship with guest satisfaction.***

Finally, the last element of this model is the customer satisfaction and a potential loyalty to this type of hotel. After the analysis, the questionnaires highlighted that 95.5% of the respondents will recommend the hotels they stayed on. This shows a positive impact from key heritage hotels characteristics to guest satisfaction. This hypothesis has been proved. As part of the regression model it has shown a significance relation of customer satisfaction towards some characteristics of heritage hotels.

### *6.3 Answer to the problem statement*

***How specific characteristics of heritage hotels impact customer expectations and guest perceptions, which leads to customer loyalty?***

After the statistic test have been conducted some relevant information has been obtained in order to solve the problem statement of this research project. First of all, the information that has collected through the online questionnaires was fair enough and give reliable information. Almost all characterizations in the reliability test provided a Cronbach alfa coefficient higher than 0.6. For the fourteen features being analyzed just four characteristics including style and architecture for expectations, style and decoration for perceptions had a lower score than 0.6. Secondly, the ANOVA test help look for the variable's differences between groups. This gave a better picture for the global view and gave the results per hotel. Also, the individual hotel performance can be done separately in a different study working with each hotel. As this study focus on the global view of heritage hotels there was no further investigation on this aspect. This analysis showed that five features had significant differences. This will allow for the participating hotels evaluate themselves and improve their weaknesses. Also, this can allow the hotels look for more potential markets as the regression model showed that the main feature creating loyalty is the added value features. The added value feature is the soul of heritage hotels as this is something authentic provided by these hotels and it will also be the differentiator for competitors. The ANOVA mark the product authenticity significantly important with a score of 0.01. Finally, the most

relevant test that provide a positive and the result with a high weight to prove the research question is the t test for pairs. This analysis marked how the respondents answer their expectations versus their perception. The tendency is that if they had high expectation their experience was also marked high. This is not coincidence as the differences are significant. The features that are most relevant are the style, decoration and added value. As these hotels are unique is extremely important to have this information.

As part of the study, the result obtained can be linked to several outcomes conducted previously with a similar aim. A study conducted in Malaysia (Choo, Tan, & Yeo, 2018) about improving the experience in heritage hotels had an important outcome. Firstly, shows that customer experiences that affect the product experience, moments of truth, aligns with quality, thus it can be delivered by heritage hotels. Also remark the importance from hoteliers that there should be a constant improvement or innovation on the service, and this will enhance customer satisfaction for both local and international tourists.

Another significant finding that can support this research project is supported by an article with the intention of determining travel motivation, past experiences (Huang & Hsu, 2009). As part of the study aim to the probability of recommendation, part of loyalty achieved by guest to heritage hotels will be the coming back or going to more heritage hotels around the world. To conclude this section, with all the information given above, it can be affirmed that the problem statement for this research project has been mostly achieved.

#### *6.4 Review the conceptual model*

This research project had the base model in figure 1, labeled as the conceptual model. The conceptual model bring into line the key concepts and also display an idea of how the interaction will be from expectations to perception. Part of the model also contain part of servqual model with elements as tangibles, reliability, responsiveness and assurance. This first model has been simplified and the results shown in this project

adjusts into a smoother way. The adjust version to the conceptual model can be find in figure 2.

Based on the first model the separated key characteristics have be merged in three main groups. The first group has tangibles, meaning architecture. Features composing the characteristic will remain the same as well as the dimensions defining each one of them. Secondly, location has remained the same. History has merged into added value, this help the results as in most of the cases heritage hotels have a history behind them and in site guest can actually relive the past. The main reason to unite this was due to the fact that history on the place can be easily find by guest but the history for the hotel will be given by employees and by this the knowledge is complete. A story will be created for guests. Finally, the last group is Customized services. In this group all factors and dimensions aligned to customer satisfaction, guest interactions, customer service become one. Then the second face is to see if the overall score of these features affect guest satisfaction and customer behavior. To finalize with loyalty. This will be measured by two factors. The first is the probability of recommending the product and the second is measured by the intention of returning. The first section for this achieved a mean score of 9.55.

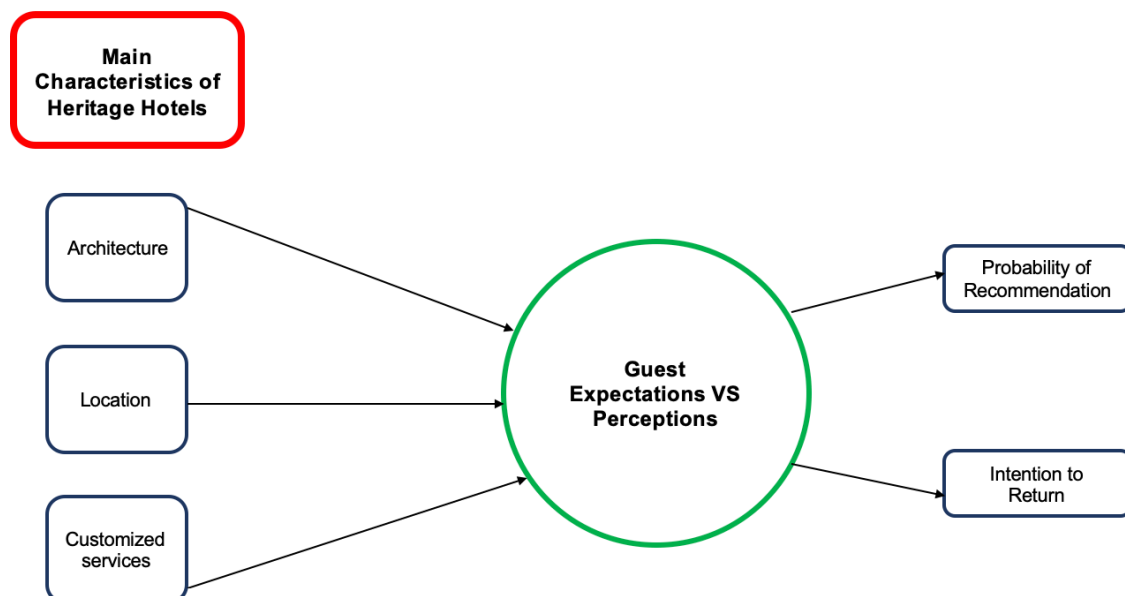


Figure 2: Reviewed conceptual model

#### 6.4.1 Cronbach alfa for new model

In order to prove that the adjusted version of the conceptual model have stronger results a reliability test has been conducted. The result for this new test has remarkable improvements to the initial Cronbach alfa coefficient. For both scenarios, expectations and perceptions, all factors obtained an alfa value higher than 0.06. The alfa rage oscillates from 0.614 to 0.762 in expectations, and between 0.618 to 0.812 in the perception analysis. Tables 26 and 27 plot the results of this reliability analysis.

Table 26: NEW Descriptive statistics & reliability statistics for each dimension – Expectation

Descriptive statistics and reliability for each dimension					
Heritage Hotel Characteristics	N	N of items	Chronbach's alfa	Mean	Std. Deviation
Arquitecture	75	7	0.752	9.015	0.88572
Location & History	75	3	0.614	8.662	1.08198
Customized service	75	7	0.762	9.313	0.76046

Table 27: NEW Descriptive statistics & reliability statistics for each dimension – Perception

Descriptive statistics and reliability for each dimension					
Heritage Hotel Characteristics	N	N of items	Chronbach's alfa	Mean	Std. Deviation
Arquitecture	75	7	0.618	8.867	0.88532
Location & History	75	3	0.627	9.133	1.19369
Customized service	75	8	0.812	9.120	0.7057

#### 6.5 Limitations of findings

This study was intendent initially to be done by guest coming to Ecuador from different parts of the world. The majority of the guest coming to heritage hotels in Quito and Guayaquil are within a high target. The idea behind this was to determine the guest profile searching for this type of hotels. As Covid-19 affected traveling and put in a complete stop the hospitality and tourism industry the research faced a huge limitation. Ecuadorian government set a complete lockdown to the country, no one could go out or come in starting March 13 until mid-July. This as a result cause 96% of booking to be canceled and the hotels began to close for indefinite period of time their operations. As a result of this the survey could not be conducted and the first limitation occurred.

Data became extremely difficult to obtain. Data collected for this project was due to a creation of a guest database for past guests, but the rate of response was low. The project aimed to have more than 200 responses but at the end there were just 75. The second limitation this project faced was partially of language barrier. As the heritage hotels receive mainly international tourists, the questionnaire has been done in English. The database contained more local guests and that could affect the answers. Thirdly, the hotel sample just took the main three heritage hotels in Ecuador. Data could be more precise if more hotels in Ecuador are taken into consideration.

Least but not last, a limitation that could have had a negative effect on the data collected is the fact of guest profile mixture. The sample was confirmed by tourists and travel agents that have stayed as guests in one or more of the hotels. Those results were the first to arrive and are good quality but it is important to highlight that travel agents will have different perceptions and points of view than tourists.

## **7. Conclusion and Recommendation**

In the following chapter, the majority of the content will be focusing on a summary of the contents in this research project. The most important results will be highlighted and will also include two types of recommendations. This first recommendation will be for practice and the second one will focus on ideas for future research.

### *7.1 Conclusion*

In the hospitality and service industry the key to success is linked to customer or guest satisfaction. Several tools have been developed in order to have an easy and clear management of the industry performing companies to assure satisfaction. For the innovating type of hotels in this study this is also carefully managed. Heritage hotels mainly align to the tendency of selling more than hotel rooms and they seek to sell unique memorable experiences. As this new concept of hotel is developing it was wise to conduct a research that will compare both guest expectation and perception to determine which characteristic have the most significant impact on their visitors. This

is way the main purpose of the study was to analyze key features in heritage hotels affecting guest perceptions and how these perceptions are transformed into guest satisfaction and loyalty creation.

In conclusion, the main objective of the study has been accomplished in its majority. For the fourteen hypotheses, seven in each dimension, six of them were proven correctly. In this sense it has been determined that the main three characteristics that have a great significance for heritage hotels are, Style, Decoration and Added Values. As it was mentioned the main feature of these hotels is to bring back the past and make guest experience it with interactive activities. In terms of the style and decoration, these two features have also a significant relevance as it forms part of the servicescape and creates the perfect environment leading to satisfaction. The added value features offered in heritage hotels are the essence and their main competitive advantage.

In terms of the second set of elements, the other three characteristics that are influential but do not have a significant difference in expectations versus perception were architecture, location and history that played a least important role but still contribute to the overall experience and lead to satisfaction. According to the Servqual model tangibles align with the architecture and physical spaces available to guest who showed a higher perception mean than expected but was not that significant. Location and history were expected to be a primary element of this types of hotels but result on minor differences between expectation and perceptions.

The problem statement for this research Project has been answered satisfactorily. Most of the hypothesis have been proved positively and a clear picture of how the key characteristic of heritage hotels behave in both points of view. The information obtained by the 75 responses reflect reliable data in most of the features. As figure 1 (conceptual model) showed a flow in the information on how the expectation compares to the actual perception of the guest were taken into account simultaneously. Taking the original model as a starting point, figure 3 was created. An adjusted model that have positive effect on the data reliability. This new model also takes into

consideration a second element in loyalty and satisfaction that completes it. This new feature is the guest willingness to return to the hotel. This can have a significant effect as the probability of recommending either of the hotels studied has a mean higher than 9.5. Finally, to conclude the research study, the most relevant analysis that was used was the pair T test. The tool create a clear visual plot to identify this significant differences.

## 7.2 Recommendation

### 7.2.1. *Heritage hotels in Ecuador*

According to the results of this research project, there are some recommendations that can be commented. First impressions are always important. The architecture of a building will always catch the attention. This is why as a first recommendation for this research project is to stay focus on the building appearance. The architecture, style and decoration will be a presentation card for heritage hotels in order to attract more guests. To be able to maintain the properties in such a fantastic way there should be an alliance with the government or tourism ministry that can help economically or can state protection to these patrimonial locations. Also, will be important to take care of the neighborhood. Hotels like these ones attract guest from all over the world and it is great the hotels work with the surrounding community. These projects will generate benefits for bot, hotels and community.

Secondly, the study was conducted in a general way to understand which of the characteristics had a relationship with guests' expectations and perceptions leading it to customer satisfaction and loyalty. An individual study can be done for each hotel aiming to look individual performance and to check for any signs of possible improvement. The ANOVA test in the appendix of this project show brief results in terms of comparing the three hotels in this study.

Thirdly, a good marketing campaign will also help the new hotel concept gain market share. Currently there is a decent marketing campaign from the Ecuadorian Ministry of Tourism to promote the countries natural beauty and main cities. The study can



prove a point in this aspect and the ministry can also help the promotion of the concept and by this the hotels gain market share from global hotel chains.

#### 7.2.2. *Further research*

For further study on the topic, the research recommends using the adjusted model. The new model has stronger variables that will reflect on more reliable data as the variables are simplified and there are more dimensions supporting each characteristic. This new model also allows the flow of information in both expectation and perception of the same customer. As a final result this will lead to both parameters of satisfaction, recommendation and will also take into consideration the probability of guests coming back. Another important advice from the researcher is to conduct the study only to guest from any heritage hotel in Ecuador or the world. This guest profile will become extremely useful for the hotel concept when looking for new markets. As a third recommendation, it might result on a significant improve of the data if the questionnaire is fill in directly in the hotel and not as an online survey. Data collected in this way will be more precise. Lastly, it would be advisable to take more hotels into consideration to replicate the study.

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## Appendices

### *Appendix 1: Draft version of instrument*

## Heritage Hotels: Expectations and Experiences

### 1. Gender

- ☐ Male
- ☐ Female

### 2. Age

- ☐ 20 - 39
- ☐ 40 - 59
- ☐ 60 - 79
- ☐ Other

### 3. Nationality

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## Section 1

**Before arriving to this Heritage hotels, please evaluate the following characteristics in terms of your EXPECTATION.**

### 4. Front view of the house

1 2 3 4 5 6 7 8 9 10

### 5. Public areas of the hotel

1 2 3 4 5 6 7 8 9 10

### 6. Accessibility inside the hotel

1 2 3 4 5 6 7 8 9 10

### 7. Style of the house

1 2 3 4 5 6 7 8 9 10

### 8. Colors of the hotel

1 2 3 4 5 6 7 8 9 10

9.Furniture inside the hotel

1 2 3 4 5 6 7 8 9 10

10.Open spaces

1 2 3 4 5 6 7 8 9 10

11.Closeness to touristic points

1 2 3 4 5 6 7 8 9 10

12.Surroundings of the hotel

1 2 3 4 5 6 7 8 9 10

13.Culture of destination

1 2 3 4 5 6 7 8 9 10

14.Interactive experiences

1 2 3 4 5 6 7 8 9 10

15.Product authenticity

1 2 3 4 5 6 7 8 9 10

16.Reservation process

1 2 3 4 5 6 7 8 9 10

17.Personalized service

1 2 3 4 5 6 7 8 9 10

**Section 2**

**Heritage Hotels: Expectations and Experiences**

**After your stay in this Heritage hotels, please evaluate the following characteristics in terms of your EXPERIENCE.**

18.Front view of the house

1 2 3 4 5 6 7 8 9 10

19.Public areas of the hotel

1 2 3 4 5 6 7 8 9 10

20.Accessibility inside the hotel

1 2 3 4 5 6 7 8 9 10

21.Style of the house

1 2 3 4 5 6 7 8 9 10

22.Colors of the hotel

1 2 3 4 5 6 7 8 9 10

23.Furniture inside the hotel

1 2 3 4 5 6 7 8 9 10

24.Open spaces

1 2 3 4 5 6 7 8 9 10

25.Closeness to touristic points

1 2 3 4 5 6 7 8 9 10

26.Surroundings of the hotel

1 2 3 4 5 6 7 8 9 10

27.Culture of destination

1 2 3 4 5 6 7 8 9 10

28.Interactive experiences

1 2 3 4 5 6 7 8 9 10

29.Product authenticity

1 2 3 4 5 6 7 8 9 10

30.Reservation process

1 2 3 4 5 6 7 8 9 10

31.Personalized service

1 2 3 4 5 6 7 8 9 10

**Section 3**  
**Customer satisfaction**

32.Check in efficiency

1 2 3 4 5 6 7 8 9 10

33.Friendliness of the staff

1 2 3 4 5 6 7 8 9 10

34.Room comfort

1 2 3 4 5 6 7 8 9 10

35.Overall quality of the stay

1 2 3 4 5 6 7 8 9 10

36.Probability of recommendation

1 2 3 4 5 6 7 8 9 10



## Appendix 2: Reliability Expectation – Architecture

Case Processing Summary			
		N	%
Cases	Valid	75	100
	Excluded	0	0
	Total	75	100
a Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.583	0.588	3

Item Statistics			
	Mean	Std. Deviation	N
Front view of the house	8.97	1.115	75
Public areas of the hotel	8.84	1.079	75
Accessibility inside the hotel	8.63	1.383	75

Inter-Item Correlation Matrix			
	Front view of the house	Public areas of the hotel	Accessibility inside the hotel
Front view of the house	1	0.3	0.291
Public areas of the hotel	0.3	1	0.376
Accessibility inside the hotel	0.291	0.376	1

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	8.813	8.627	8.973	0.347	1.04	0.031	3
Item Variances	1.44	1.163	1.913	0.75	1.644	0.17	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Front view of the house	17.47	4.198	0.355	0.127	0.535
Public areas of the hotel	17.6	4.054	0.424	0.181	0.443
Accessibility inside the hotel	17.81	3.127	0.413	0.177	0.461

### Appendix 3: Reliability Expectation -Style

Case Processing Summary			
		N	%
Cases	Valid	75	100
	Excluded <sup>a</sup>	0	0
	Total	75	100

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.456	0.459	2

Item Statistics			
	Mean	Std. Deviation	N
Style of the house	8.84	1.175	75
Open spaces the hotel has for guests	8.8	1.336	75

Inter-Item Correlation Matrix		
	Style of the house	Open spaces the hotel has for guests
Style of the house	1	0.298
Open spaces the hotel has for guests	0.298	1

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum /	Variance	N of Items
Item Means	8.82	8.8	8.84	0.04	1.005	0.001	2
Item Variances	1.582	1.379	1.784	0.404	1.293	0.082	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Style of the house	8.8	1.784	0.298	0.089	.
Open spaces the hotel has for guests	8.84	1.379	0.298	0.089	.

#### Appendix 4: Reliability Expectation – Decoration

Case Processing Summary			
		N	%
Cases	Valid	75	100
	Excluded <sup>a</sup>	0	0
	Total	75	100
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.661	0.664	2

Item Statistics			
	Mean	Std. Deviation	N
Colors used in the hotel	8.81	1.193	75
Furniture inside the hotel	8.84	1.066	75

Inter-Item Correlation Matrix		
	Colors used in the hotel	Furniture inside the hotel
Colors used in the hotel	1	0.497
Furniture inside the hotel	0.497	1

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	8.827	8.813	8.84	0.027	1.003	0	2
Item Variances	1.28	1.136	1.424	0.288	1.253	0.041	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Colors used in the hotel	8.84	1.136	0.497	0.247	.
Furniture inside the hotel	8.81	1.424	0.497	0.247	.

## Appendix 5: Reliability Expectation - Location & History

Case Processing Summary			
		N	%
Cases	Valid	75	100
	Excluded	0	0
	Total	75	100
a Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.614	0.624	3

Item Statistics			
	Mean	Std. Deviation	N
Closeness to touristic points	8.85	1.421	75
Surroundings / neighborhood of the hotel	8.61	1.659	75
Culture in the city of destination	8.77	1.203	75

Inter-Item Correlation Matrix			
	Closeness to touristic points	Surroundings / neighborhood of the hotel	Culture in the city of destination
Closeness to touristic points	1	0.32	0.312
Surroundings / neighborhood of the hotel	0.32	1	0.436
Culture in the city of destination	0.312	0.436	1

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	8.747	8.613	8.853	0.24	1.028	0.015	3
Item Variances	2.074	1.448	2.754	1.306	1.902	0.429	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Closeness to touristic points	17.39	5.943	0.372	0.139	0.586
Surroundings / neighborhood of the hotel	17.63	4.534	0.46	0.227	0.471
Culture in the city of destination	17.47	6.279	0.466	0.223	0.48

## Appendix 6: Reliability Expectation - Customized service

Case Processing Summary			
		N	%
Cases	Valid	75	100
	Excluded	0	0
	Total	75	100
a Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.654	0.655	2

Item Statistics			
	Mean	Std. Deviation	N
Reservation process	9.2	1	75
Personalized service	9.37	0.927	75

Inter-Item Correlation Matrix		
	Reservation process	Personalized service
Reservation process	1	0.487
Personalized service	0.487	1

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	9.287	9.2	9.373	0.173	1.019	0.015	2
Item Variances	0.929	0.859	1	0.141	1.164	0.01	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Reservation process	9.37	0.859	0.487	0.237	
Personalized service	9.2	1	0.487	0.237	

## Appendix 7: Reliability Perception - Added Value

Case Processing Summary			
		N	%
Cases	Valid	75	100
	Excluded <sup>a</sup>	0	0
	Total	75	100
<sup>a</sup> Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.72	0.756	2

Item Statistics			
	Mean	Std. Deviation	N
Interactive experiences offered to guests	8.83	1.437	75
Product authenticity	9.17	0.964	75

Inter-Item Correlation Matrix		
	Interactive experiences offered to guests	Product authenticity
Interactive experiences offered to guests	1	0.608
Product authenticity	0.608	1

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	9	8.827	9.173	0.347	1.039	0.06	2
Item Variances	1.497	0.929	2.064	1.135	2.222	0.644	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Interactive experiences offered to guests	9.17	0.929	0.608	0.369	.
Product authenticity	8.83	2.064	0.608	0.369	.

## Appendix 8: Customer satisfaction

Case Processing Summary			
		N	%
Cases	Valid	75	100
	Excluded <sup>a</sup>	0	0
	Total	75	100
<sup>a</sup> Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.822	0.822	3

Item Statistics			
	Mean	Std. Deviation	N
Check in efficiency	9.33	0.875	75
Friendliness of the staff	9.41	0.887	75
Room comfort	9.36	0.895	75

Inter-Item Correlation Matrix			
	Check in efficiency	Friendliness of the staff	Room comfort
Check in efficiency	1	0.743	0.535
Friendliness of the staff	0.743	1	0.542
Room comfort	0.535	0.542	1

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum /	Variance	N of Items
Item Means	9.369	9.333	9.413	0.08	1.009	0.002	3
Item Variances	0.784	0.766	0.801	0.035	1.046	0	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Check in efficiency	18.77	2.448	0.727	0.577	0.703
Friendliness of the staff	18.69	2.405	0.732	0.581	0.697
Room comfort	18.75	2.705	0.577	0.333	0.853

## Appendix 9: Reliability Expectation – Architecture

Case Processing Summary			
		N	%
Cases	Valid	75	100
	Excludeda	0	0
	Total	75	100
a Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.383	0.422	3

Item Statistics			
	Mean	Std. Deviation	N
Front view of the house2	8.95	1.283	75
Public areas of the hotel2	9.07	1.119	75
Accessibility inside the hotel2	8.59	1.534	75

Inter-Item Correlation Matrix			
	Front view of the house2	Public areas of the hotel2	Accessibility inside the hotel2
Front view of the house2	1	0.313	-0.073
Public areas of the hotel2	0.313	1	0.347
Accessibility inside the hotel2	-0.073	0.347	1

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	8.867	8.587	9.067	0.48	1.056	0.062	3
Item Variances	1.751	1.252	2.354	1.102	1.88	0.312	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Front view of the house2	17.65	4.797	0.109	0.136	0.497
Public areas of the hotel2	17.53	3.712	0.485	0.236	.155a
Accessibility inside the hotel2	18.01	3.797	0.151	0.157	0.474



# Appendix 10: Reliability Perception – Style

Case Processing Summary			
		N	%
Cases	Valid	75	100
	Excluded <sup>a</sup>	0	0
	Total	75	100
<sup>a</sup> Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.027	0.027	2

Item Statistics			
	Mean	Std. Deviation	N
Style of the house2	9.07	0.963	75
spaces the hotel has for guests2	9.2	1.04	75

Inter-Item Correlation Matrix		
	Style of the house2	Open spaces the hotel has for guests2
Style of the house2	1	0.013
spaces the hotel has for guests2	0.013	1

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	9.133	9.067	9.2	0.133	1.015	0.009	2
Item Variances	1.005	0.928	1.081	0.153	1.165	0.012	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Style of the house2	9.2	1.081	0.013	0	.
Open spaces the hotel has for guests2	9.07	0.928	0.013	0	.

# Appendix 11: Reliability Perception – Decoration

Case Processing Summary			
		N	%
Cases	Valid	75	100
	Excluded	0	0
	Total	75	100
a Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.365	0.367	2

Item Statistics			
	Mean	Std. Deviation	N
Colors used in the hotel2	9.07	0.905	75
Furniture inside the hotel2	9.17	1.005	75

Inter-Item Correlation Matrix		
	Colors used in the hotel2	Furniture inside the hotel2
Colors used in the hotel2	1	0.225
Furniture inside the hotel2	0.225	1

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	9.12	9.067	9.173	0.107	1.012	0.006	2
Item Variances	0.915	0.82	1.01	0.19	1.232	0.018	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Colors used in the hotel2	9.17	1.01	0.225	0.051	.
Furniture inside the hotel2	9.07	0.82	0.225	0.051	.

## Appendix 12: Reliability Perception - Location & History

Case Processing Summary			
		N	%
Cases	Valid	75	100
	Excluded	0	0
	Total	75	100
a Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.627	0.624	3

Item Statistics			
	Mean	Std. Deviation	N
Closeness to touristic points2	8.55	1.622	75
Surroundings / neighborhood of the hotel2	8.39	1.747	75
Culture in the city of destination2	9.05	1.335	75

Inter-Item Correlation Matrix			
	Closeness to touristic points2	Surroundings / neighborhood of the hotel2	Culture in the city of destination 2
Closeness to touristic points2	1	0.487	0.317
Surroundings / neighborhood of the hotel2	0.487	1	0.264
Culture in the city of destination2	0.317	0.264	1

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	8.662	8.387	9.053	0.667	1.079	0.121	3
Item Variances	2.487	1.781	3.051	1.27	1.713	0.419	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Closeness to touristic points2	17.44	6.061	0.518	0.276	0.405
Surroundings / neighborhood of the hotel2	17.6	5.784	0.475	0.251	0.475
Culture in the city of destination2	16.93	8.441	0.336	0.116	0.654

### Appendix 13: Reliability Perception - Customized service

Case Processing Summary			
		N	%
Cases	Valid	75	100
	Excluded	0	0
	Total	75	100
a Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.701	0.704	2

Item Statistics			
	Mean	Std. Deviation	N
Reservation process2	9.27	0.875	75
Personalized service2	9.33	0.777	75

Inter-Item Correlation Matrix		
	Reservation process2	Personalized service2
Reservation process2	1	0.543
Personalized service2	0.543	1

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	9.3	9.267	9.333	0.067	1.007	0.002	2
Item Variances	0.685	0.604	0.766	0.162	1.269	0.013	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Reservation process2	9.33	0.604	0.543	0.295	.
Personalized service2	9.27	0.766	0.543	0.295	.

#### Appendix 14: Reliability Perception - Added Value

Case Processing Summary			
		N	%
Cases	Valid	75	100
	Excluded <sup>a</sup>	0	0
	Total	75	100
<sup>a</sup> Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.574	0.628	2

Item Statistics			
	Mean	Std. Deviation	N
Interactive experiences offered to guests2	9.12	1.568	75
Product authenticity2	9.48	0.935	75

Inter-Item Correlation Matrix		
	Interactive experiences offered to guests2	Product authenticity2
Interactive experiences offered to guests2	1	0.458
Product authenticity2	0.458	1

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	9.3	9.12	9.48	0.36	1.039	0.065	2
Item Variances	1.666	0.875	2.458	1.584	2.811	1.254	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Interactive experiences offered to guests2	9.48	0.875	0.458	0.21	.
Product authenticity2	9.12	2.458	0.458	0.21	.

# Appendix 15: Reliability Perception - Customer satisfaction

Case Processing Summary			
		N	%
Cases	Valid	75	100
	Excludeda	0	0
	Total	75	100
a Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.702	0.704	3

Item Statistics			
	Mean	Std. Deviation	N
Check in efficiency2	9.07	0.935	75
Friendliness of the staff2	9.37	0.835	75
Room comfort2	9.32	0.903	75

Inter-Item Correlation Matrix			
	Check in efficiency2	Friendliness of the staff2	Room comfort2
Check in efficiency2	1	0.539	0.391
Friendliness of the staff2	0.539	1	0.395
Room comfort2	0.391	0.395	1

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	9.253	9.067	9.373	0.307	1.034	0.027	3
Item Variances	0.795	0.697	0.874	0.177	1.255	0.008	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Check in efficiency2	18.69	2.107	0.553	0.328	0.565
Friendliness of the staff2	18.39	2.348	0.562	0.331	0.562
Room comfort2	18.44	2.412	0.448	0.201	0.698

Appendix 16: Correlation Architecture

Descriptive Statistics			
	Mean	Std. Deviation	N
Architecture Expectation	8.8133	0.88572	75
Architecture Experience	8.8667	0.88532	75
Correlations			
		Architecture Expectation	Architecture Experience
Architecture Expectation	Pearson Correlation	1	.577**
	Sig. (2-tailed)		0
	N	75	75
Architecture Experience	Pearson Correlation	.577**	1
	Sig. (2-tailed)	0	
	N	75	75
** Correlation is significant at the 0.01 level (2-tailed).			

Appendix 17: Correlation Style

Descriptive Statistics			
	Mean	Std. Deviation	N
Style Experience	9.02	0.85202	75
Style Expectation	8.82	1.01222	75
Correlations			
		Style Experience	Style Expectation
Style Experience	Pearson Correlation	1	.764**
	Sig. (2-tailed)		0
	N	75	75
Style Expectation	Pearson Correlation	.764**	1
	Sig. (2-tailed)	0	
	N	75	75
** Correlation is significant at the 0.01 level (2-tailed).			



Appendix 18: Correlation Decoration

Descriptive Statistics			
	Mean	Std. Deviation	N
Decoration Expectation	8.8267	0.97777	75
Decoration Experience	9.12	0.74815	75
Correlations			
		Decoration Expectation	Decoration Experience
Decoration Expectation	Pearson Correlation	1	.274*
	Sig. (2-tailed)		0.018
	N	75	75
Decoration Experience	Pearson Correlation	.274*	1
	Sig. (2-tailed)	0.018	
	N	75	75
* Correlation is significant at the 0.05 level (2-tailed).			

Appendix 19: Correlation Location & History

Descriptive Statistics			
	Mean	Std. Deviation	N
Location Expectation	8.7467	1.08198	75
Location Experience	8.6622	1.19369	75
Correlations			
		Location Expectation	Location Experience
Location Expectation	Pearson Correlation	1	.365**
	Sig. (2-tailed)		0.001
	N	75	75
Location Experience	Pearson Correlation	.365**	1
	Sig. (2-tailed)	0.001	
	N	75	75
** Correlation is significant at the 0.01 level (2-tailed).			

Appendix 20: Correlation Added value

Descriptive Statistics			
	Mean	Std. Deviation	N
Added value Expectation	9	1.08117	75
Added value Experience	9.3	1.08117	75
Correlations			
		Added value Expectation	Added value Experience
Added value Expectation	Pearson Correlation	1	.367**
	Sig. (2-tailed)		0.001
	N	75	75
Added value Experience	Pearson Correlation	.367**	1
	Sig. (2-tailed)	0.001	
	N	75	75
** Correlation is significant at the 0.01 level (2-tailed).			

Appendix 21: Customized service

Descriptive Statistics			
	Mean	Std. Deviation	N
Customized serv Expectation	9.2867	0.83088	75
Customized serv Experience	9.3	0.72597	75
Correlations			
		Customized serv Expectation	Customized serv Experience
Customized serv Expectation	Pearson Correlation	1	.337**
	Sig. (2-tailed)		0.003
	N	75	75
Customized serv Experience	Pearson Correlation	.337**	1
	Sig. (2-tailed)	0.003	
	N	75	75
** Correlation is significant at the 0.01 level (2-tailed).			

Appendix 22: Correlation Customer satisfaction

Descriptive Statistics			
	Mean	Std. Deviation	N
Customer Satisfaction Expectation	9.3689	0.76046	75
Customer Satisfaction Experience	9.2533	0.7057	75
Correlations			
		Customer Satisfaction Expectation	Customer Satisfaction Experience
Customer Satisfaction Expectation	Pearson Correlation	1	.389**
	Sig. (2-tailed)		0.001
	N	75	75
Customer Satisfaction Experience	Pearson Correlation	.389**	1
	Sig. (2-tailed)	0.001	
	N	75	75
** Correlation is significant at the 0.01 level (2-tailed).			

### Appendix 23: T test – Architecture

T-test for Architecture						
	Expectation VS Perception	N	Mean	Sig. (2- tailed)	Std. Deviation	Std. Error Mean
Front view of the house	Expectation	75	8.97	0.892	1.115	0.129
	Perception	75	8.95	0.892	1.283	0.148
Public areas of the hotel	Expectation	75	8.84	0.209	1.079	0.125
	Perception	75	9.07	0.209	1.119	0.129
Accessibility inside the hotel	Expectation	75	8.63	0.867	1.383	0.16
	Perception	75	8.59	0.867	1.534	0.177

### Appendix 24: T test – Style

T-test for Style						
	Expectation VS Perception	N	Mean	Sig. (2- tailed)	Std. Deviation	Std. Error Mean
Style of the house	Expectation	75	8.84	0.198	1.175	0.136
	Perception	75	9.07	0.198	0.963	0.111
Open spaces the hotel has for guests	Expectation	75	8.8	0.145	1.336	0.154
	Perception	75	9.2	0.145	1.04	0.12

### Appendix 25: T test – Decoration

T-test for Decoration						
	Expectation VS Perception	N	Mean	Sig. (2- tailed)	Std. Deviation	Std. Error Mean
Furniture inside the hotel	Expectation	75	8.84	0.051	1.066	0.123
	Perception	75	9.17	0.051	1.005	0.116
Colors used in the hotel	Expectation	75	8.81	0.042	1.193	0.138
	Perception	75	9.07	0.043	0.905	0.105

#### Appendix 26: T test - Location & History

T-test for Location & History						
	Expectation VS Perception	N	Mean	Sig. (2-tailed)	Std. Deviation	Std. Error Mean
Closeness to touristic points	Expectation	75	8.85	0.22	1.421	0.164
	Perception	75	8.55	0.22	1.622	0.187
Surroundings / neighborhood of the hotel	Expectation	75	8.61	0.417	1.659	0.192
	Perception	75	8.39	0.417	1.747	0.202
Culture in the city of destination	Expectation	75	8.77	0.179	1.203	0.139
	Perception	75	9.05	0.179	1.335	0.154

#### Appendix 27: T test - Added Value

T-test for Added Value						
	Expectation VS Perception	N	Mean	Sig. (2-tailed)	Std. Deviation	Std. Error Mean
Interactive experiences offered to guests	Expectation	75	8.83	0.234	1.437	0.166
	Perception	75	9.12	0.234	1.568	0.181
Product authenticity	Expectation	75	9.17	0.05	0.964	0.111
	Perception	75	9.48	0.05	0.935	0.108

#### Appendix 28: T test - Customized service

T-test for Customized Service						
	Expectation VS Perception	N	Mean	Sig. (2-tailed)	Std. Deviation	Std. Error Mean
Reservation process	Expectation	75	9.2	0.665	1	0.115
	Perception	75	9.27	0.665	0.875	0.101
Personalized service	Expectation	75	9.37	0.775	0.927	0.107
	Perception	75	9.33	0.775	0.777	0.09

### Appendix 29: T test Customer service

T-test for Customer Satisfaction						
	Expectation VS Perception	N	Mean	Sig. (2-tailed)	Std. Deviation	Std. Error Mean
Check in efficiency	Expectation	75	9.33	0.073	0.875	0.101
	Perception	75	9.07	0.073	0.935	0.108
Friendliness of the staff	Expectation	75	9.41	0.776	0.887	0.102
	Perception	75	9.37	0.776	0.835	0.096
Room comfort	Expectation	75	9.36	0.786	0.895	0.103
	Perception	75	9.32	0.786	0.903	0.104

### Appendix 30: Pair T test

Paired Samples Correlations				
		N	Correlation	Sig.
Pair 1	ArchitectureExpectation & ArchitecturePerception	75	0.577	0
Pair 2	StyleExpectation & StylePerception	75	0.764	0
Pair 3	DecorationExpectation & DecorationPerception	75	0.274	0.018
Pair 4	LocationExpectation & LocationPerception	75	0.365	0.001
Pair 5	AddedvalueExpectation & AddedvaluePerception	75	0.367	0.001
Pair 6	CustomizedservExpectation & CustomizedservPerception	75	0.337	0.003
Pair 7	Customer Satisfaction Expectation & Customer Satisfaction Perception	75	0.389	0.001

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	ArchitectureExpectation - ArchitecturePerception	-0.05333	0.81473	0.09408	-0.24079	0.13412	-0.567	74	0.572
Pair 2	StyleExpectation - StylePerception	-0.2	0.6576	0.07593	-0.3513	-0.0487	-2.634	74	0.01
Pair 3	DecorationExpectation - DecorationPerception	-0.29333	1.05617	0.12196	-0.53634	-0.05033	-2.405	74	0.019
Pair 4	LocationExpectation - LocationPerception	0.08444	1.28528	0.14841	-0.21127	0.38016	0.569	74	0.571
Pair 5	AddedvalueExpectation - AddedvaluePerception	-0.3	1.21644	0.14046	-0.57988	-0.02012	-2.136	74	0.036
Pair 6	CustomizedservExpectation - CustomizedservPerception	-0.01333	0.90035	0.10396	-0.22049	0.19382	-0.128	74	0.898
Pair 7	CustomerSatisfactionExpectation - CustomerSatisfactionPerception	0.11556	0.81187	0.09375	-0.07124	0.30235	1.233	74	0.222



Appendix 31: ANOVA TUKEY

Multiple Comparisons							
Tukey HSD							
Dependent Variable	(I) Hotel	(J) Hotel	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Check in efficiency	Casa Gangotena	Illa Experience	-0.079	0.242	0.943	-0.66	0.5
		Hotel del Parque	0.012	0.253	0.999	-0.59	0.62
	Illa Experience	Casa Gangotena	0.079	0.242	0.943	-0.5	0.66
		Hotel del Parque	0.091	0.271	0.939	-0.56	0.74
	Hotel del Parque	Casa Gangotena	-0.012	0.253	0.999	-0.62	0.59
		Illa Experience	-0.091	0.271	0.939	-0.74	0.56
Friendliness of the staff	Casa Gangotena	Illa Experience	-0.053	0.243	0.974	-0.63	0.53
		Hotel del Parque	0.269	0.253	0.542	-0.34	0.88
	Illa Experience	Casa Gangotena	0.053	0.243	0.974	-0.53	0.63
		Hotel del Parque	0.322	0.272	0.467	-0.33	0.97
	Hotel del Parque	Casa Gangotena	-0.269	0.253	0.542	-0.88	0.34
		Illa Experience	-0.322	0.272	0.467	-0.97	0.33
Room comfort	Casa Gangotena	Illa Experience	-0.209	0.246	0.673	-0.8	0.38
		Hotel del Parque	0.063	0.257	0.968	-0.55	0.68
	Illa Experience	Casa Gangotena	0.209	0.246	0.673	-0.38	0.8
		Hotel del Parque	0.272	0.275	0.587	-0.39	0.93
	Hotel del Parque	Casa Gangotena	-0.062	0.257	0.968	-0.68	0.55
		Illa Experience	-0.272	0.275	0.587	-0.93	0.39
Check in efficiency2	Casa Gangotena	Illa Experience	.617*	0.249	0.04	0.02	1.21
		Hotel del Parque	0.213	0.259	0.692	-0.41	0.83
	Illa Experience	Casa Gangotena	-.617*	0.249	0.04	-1.21	-0.02
		Hotel del Parque	-0.404	0.278	0.319	-1.07	0.26
	Hotel del Parque	Casa Gangotena	-0.213	0.259	0.692	-0.83	0.41
		Illa Experience	0.404	0.278	0.319	-0.26	1.07
Friendliness of the staff2	Casa Gangotena	Illa Experience	0.333	0.225	0.306	-0.21	0.87
		Hotel del Parque	0.444	0.234	0.148	-0.12	1
	Illa Experience	Casa Gangotena	-0.333	0.225	0.306	-0.87	0.21
		Hotel del Parque	0.111	0.251	0.899	-0.49	0.71
	Hotel del Parque	Casa Gangotena	-0.444	0.234	0.148	-1	0.12
		Illa Experience	-0.111	0.251	0.899	-0.71	0.49
Room comfort2	Casa Gangotena	Illa Experience	0.5	0.243	0.106	-0.08	1.08
		Hotel del Parque	0.1	0.253	0.918	-0.51	0.71
	Illa Experience	Casa Gangotena	-0.5	0.243	0.106	-1.08	0.08
		Hotel del Parque	-0.4	0.272	0.31	-1.05	0.25
	Hotel del Parque	Casa Gangotena	-0.1	0.253	0.918	-0.71	0.51
		Illa Experience	0.4	0.272	0.31	-0.25	1.05
* The mean difference is significant at the 0.05 level.							