

SUMMARY OF THESES

Katalin Juhász-Dóra

PARADOX OF GUEST SPACE

Milieu of luxury hotels in Budapest from local society perspective

of doctoral (PhD) dissertation

Supervisors:

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Budapest, 2020

Marketing Institute, Tourism Department

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1. Research background and research problem

Nowadays almost every member of the society travels using various services in different spaces, often struggling with ambivalent feelings: in several cases the primary target segment of a specific service cannot be identified. The starting point of our research is based on a practical problem: local society members rarely visit and discover tourist attractions or sights in the neighborhood of their residence place (living environment) and use only (tourist) services there only a few times.

The research problem is complex, we assume that the primary reason behind this research is the preassumption, that local residents have ambivalent feelings and doubts of being warmly welcomed in luxury tourist service environments. Ambivalent feelings and doubts of the local society imply a paradoxon, the ambiguity and questioning of *"what am I doing here"*, *"what is the purpose of my visit"*, *"this is not my place"*, *"I was not invited here"*, *"this place is not for me"*¹. Consumer opinion and consumption habits related to luxury services are contradictory in several ways of understanding.

We investigate the different ways of understanding and the paradoxon meaning of the guest space through the analysis of two luxury hotels in Budapest from the perspective of the local society in the dissertation. The local society is rarely informed about premium services of tourist service providers, despite the inviting and alluring services of internationally operated luxury hotels. Thanks to the latest architectural solutions, the division and layout of luxury hotel interiors are becoming more popular and exciting for the guests. Private rooms and suites, community spaces, the specific spaces of services are separated in the hotel, therefore a detached closed space appears inside the facility. The design and formation of the spaces is based not only on the needs of consumers, however, there is also a business aspect behind this, financial and operational reasons can be identified between economic operation, real estate development and the design of public and private spaces in a hotel (McNeill, 2008). This closure appears not only in the building but in the city, as well (Glaeser, 2020). The luxury city hotel functions as a closed space in the dynamic flow of the city, the location of the hotel is in close relationship with the quality and level of hotel services and target consumers, the future hotel guests. Several invisible, hidden and unmeasurable phenomena are present in the tourism industry (Bódis, 2017, Ilyés, 2017), a dinner spent at a luxury hotel by a local resident is a great example to illustrate this current phenomenon. The luxury hotel is a specific service-provider complex, which offers luxury services for the local citizens as

¹ Extracts from the results of the primary research results, consumer interviews with local residents

well, but the primary provider complex, with the function of providing luxury services for the future hotel guests, who spend guest-nights in the hotel as well, but most the offered services are available for the local residents, as well.

Based on the analysis of the literature, it can be concluded that the negative attitude of the local society (Lunardo - Mouangue, 2019) can be traced back to rather complex reasons, which include luxury hotel services, interior and exterior physical environment (Alfakhri et al., 2018), a complex mapping of local culture and the role of the building in local society is needed.

The identification of local residents in the case of establishments of different operation and ownership has been the subject of a number of professional discourses, as in most cases the use of services is recorded and processed after the consumption, when the receipts have been settled, but no guest night is spent at the facility.

The use of the tourism services of the local society in tourist spaces is an unexplored and untapped area, its scientific investigation is a novel approach.

1.1 Guest space paradoxon in the luxury hotels of Budapest

It can also be preassumed, that the luxury environment of the hotels evoke negative attitude and negative feelings of the residents, therefore members of local society are not visiting luxury hotels because they do not want to use the primary service of the hotel, the accommodation service. Lunardo and Mouangue (2019) draws our attention to the fact, that luxury environment can cause discomfort and frustration for the consumers in the luxury environment. The research results of the luxury hotel service consumption of local residents is a novel approach.

In the recent years, a number of significant research studies have been published in the field of tourism, Mulet-Forteza et al. (2019) investigated the combined occurrence of keywords in scientific works in the field of tourism, leisure and hospitality in their bibliometric research. The most frequently occurring and quoted keywords were visually highlighted. The conducted bibliometric keyword research identified „*tourism*” as the first most frequently researched term, and „*hotel*”, in the second place. Michalkó (2012) also emphasized that accommodation and hotel research occupies a central and significant place in the system tourism. The importance of the primary tourism superstructure is reflected in the fact that in most cases the elements of the physical conditions make a settlement a target area,

because without the accommodation and catering services discussed here, the guests' stay, consumption and guest nights would not be possible.

The supply elements of the material conditions of tourism, the infrastructure and suprastructure of tourism based on the basic infrastructure and attractiveness, are facilities implemented for tourism purposes, the primary target segment of which is foreign tourists. Among the examined elements, the hotel industry is a projection where the presence of foreign guests is dominant, but the local population also becomes the consumers of certain hotel services. In the research, we identify hotels as service providers that meet the needs of local residents.

Chen and Chen (2017) highlighted the paradox approach that the tourism literature distinguishes the concept of tourist place from ordinary places and discusses it separately. The research result of Chen and Chen (2017) contradicts the phenomenon experienced in practice, while the latest scenes of tourism are the spaces of our everyday life (Edensor, 2007, Haldrup - Larsen, 2010). Service quality is a common and frequently investigated research field of tourism and the hotel industry (Mulet-Forteza et al., 2019). Measurement of service quality is one of the most widely researched concepts in the field of marketing and management literature, its conceptual definition, content elements and practical application raises a number of questions (Grönroos, 1984, 2011, Lovelock - Gummesson, 2004, Becser, 2008).

Modern tourism is an integral part of every day life (Kock et al., 2018), a common topic of business models and scientific articles is the understanding of contemporary travellers and the analysis of today's travel habits (Kroesen - Chorus, 2020; Zhang et al., 2020) and forecasting future trends. The number of scientific researches in the field of tourism has increased (Cheng et al., 2011; Gursoy - Sandstrom, 2014; Mulet-Forteza et al., 2019), which is also supported by the increase in the number of tourism researchers and the number of scientific journals supporting tourism research (Michalkó, 2012). Changes in tourism at the domestic and international level can be seen not only in the changes of consumer behaviour and innovative services in practice, but also in the scientific literature, the definition of the space consumed by tourists has changed (Agarwal et al. 2000, Hall, 2005, Michalkó, 2008, Varley et al., 2019), so we feel, that it is necessary to identify the reasons of the changes. Due to the complexity of tourism research, it can be quite diverse along spatial and temporal planes: it can awaken symbolic images or desires in the traveller (Coleman - Crang, 2002, Baerenholdt et al., 2004, Sterchele, 2020) while physically touchable objects, facilities or examination of a vehicle or transport system. Tourism is a location-specific activity (Varley et al., 2020), the consumption of space takes place in a specific place and includes destinations

to be discovered in the future. The adaptation of services to consumer behaviour also shows new directions, the international scientific literature (Hannam et al. 2006, Sheller - Urry, 2006) also encourages further exploratory research in expanding the theoretical framework of tourism spaces.

One of the initial theoretical framework of our research is the *servicescape model* (Bitner, 1992), an improved model based on guest perceptions of the hotel environment, the *hotelscape model* (Alfakhri et al., 2018). The study of the physical environment of services is of significant importance in the case of thematic service providers (Figueiredo et al., 2020), but the tourism and marketing literature has not focused on its investigation in recent years, as now of the research studies has focused on the analysis of guest and service-provider interaction.

The current study relies on the theoretical disciplines of behaviour, environmental psychology, sociology and fields of marketing, therefore investigates the connection points, causes and constraints behind local society to explore the consumption of luxury services. The priority goal of the current research is to extend the tourism literature with novel results and to differentiate the places and spaces providing tourism services, furthermore, to identify international luxury hotels as tourist spaces, from the perspective of local society based on scientific results and phenomena experiences in practice.

2. Applied research method and justification

Based on the analysis of the literature of international and domestic research, it can be stated that the examination of the appearance of local residents and the examination of the consumption of services and space in the hotel environment are new. Due to the complexity of tourism research, a fairly diverse study is possible along the planes of space and time. The aim of the research is to explore the cause of a past consumer phenomenon and to interpret its *raison d'être* today: to examine the disappearance of local society from luxury hotels. Based on the literature, the practical observation of the phenomenon, and international trends, a number of reasons can be identified (discomfort caused by luxury, high prices, lack of information about available services), but the focus of our research is on the use of hotel facilities. It is also the change of services and the transformation of each space over time. One of the basic assumptions of the study is that the luxury service or the physical environment of a luxury hotel provides a sense of discomfort to local residents. The local society presumably does not enter luxury hotels because they do not want to use the hotel's primary service, the

accommodation service, and the luxury hotel environment also creates a negative attitude and evokes negative feelings from future potential guests. We separate these two approaches, analyzing in detail the services of luxury hotels and the reasons for perceiving the physical environment. The luxury hotel environment as a scene of luxury services and the perception of hotel services are analyzed separately for the two case studies. It has long been an experience for local society, and even today it is an experience to spend time in a cozy space (in an enclosed building, cafe, nightclub, restaurant or even in an open public space, promenade or terrace), to immerse yourself in beautiful landscapes, to enjoy the wonderful panorama. Aesthetics and beauty are subjective, however, the application of sensory marketing is increasingly emphasized in the field of tourism, and is also used in the study of restaurants, hotels and destinations (Pawaskar - Goel, 2014; Kim - Perdue, 2013).

The research questions were formulated on the basis of the study and processing of the areas covered in the literature, the changes in the hotel industry, which were based on observations and the follow-up of international market trends, and their answers based on the evaluation and analysis of the two case studies. The location of the two primary researches was two iconic hotels in Budapest with a rich historical past, where the role of ancillary services is prominent and they have sufficient space and capacity to provide service perception from the internal physical environment and the consumer. be effective.

In our research we are looking for answers to the following questions:

- 1. How can luxury hotel services be grouped according to the consumer expectations of the local society? (exploratory field research)**
- 2. With regard to the perception of the elements of the physical environment of a luxury hotel, what differences can be identified in each consumer segment and what are the reasons for this? (complex field research)**
- 3. What relationship can be identified between elements of a luxury hotel environment and guest behavior? (complex field research)**

2.1 Theoretical background of exploratory research

Since we did not find research examining the consumption of space or services by local residents in luxury hotels and identified the research area as a new gap, we conducted an exploratory research to examine whether the research questions outlined in theory have a *raison d'être* in practice.

Pilot Study is usually done to prepare for a later larger, comprehensive study, or to interpret phenomena and situations, to establish causal relationships. Babbie (2001) found that exploratory research is usually conducted for the following reasons: (1) to satisfy the researcher's own curiosity and desire for a better understanding, (2) to ascertain whether it makes sense to conduct further research in the field. in more detailed research, (3) to support the development of procedures for later procedures (Babbie, 2001).

2.2 Case study as a research methodology

In the course of our research, we will examine two different cases, examining the services and interiors of two luxury hotels in Budapest from the perspective of local society.

The prominent role of case study-based research has long been recognized (Glaser & Strauss 1967; Campbell, 1975; Eisenhardt, 1989; Yin, 1994). The application of the method supports the understanding and critical analysis of industry practices, contributes to the creation of theory and the expansion of the knowledge base with new elements. According to Dooley (2002), the initial spread of the use of case studies can be traced back to the early 1900s.

A case study is a type of qualitative descriptive research method in which individuals, a smaller group of participants, or a larger group are analyzed as a whole. Researchers gather a variety of information about participants through observation, interview tests, examination of written texts or images, and the use of additional methods. There are several qualitative research cases, in the case of documenting techniques the subjects of the research are the actors, the researcher mostly observes and records the given events, when using narrative techniques the researcher mainly asks questions, observes the behavior of the subjects, the subject answers, tells a story, but we can also distinguish between techniques that stimulate creativity and theory-creating techniques (Horváth-Mitev, 2015). Brodie and co-authors first drew attention in 2008 to the prominent role of practice-based theory-making. Since then, a number of researches have substantiated their suggestions and further authors have examined that combining theory based on practical experience, combining the knowledge of researchers and industry professionals opens up completely new dimensions and moves research towards developing different theories, such as branding. in service research, marketing, and service-centric marketing (Brodie et al., 2008; Brodie et al., 2011; George, 2019). According to Bryan and Clegg (2019), case studies and industry case studies are an important part of education, the application of individual case studies in education proves to be an interesting and successful method,

2.3 Theoretical background of field research

In the case of qualitative field research, the researcher observes social life and the studied phenomenon in its natural environment. The researcher goes where the phenomenon under study is experienced, spends long hours taking notes, and observes what is happening. With this type of research, several social phenomena can be better understood compared to other research methods if the researcher makes observations consciously, systematically and actively. Lofland & Lofland (1995) found that a person conducts a form of social research throughout his or her life while observing, participating in, or trying to understand and interpret social behavior. The method of field research was mostly used by anthropologists, and they significantly contributed to the scientific acceptance of the methodology. Clarification of the measurement criteria is essential, field research typically yields qualitative data, observations cannot be converted to numbers. The method of field research is also distinguished from other observation techniques by the fact that it is not only a data collection activity, but also a theory-making process. No hypotheses are tested during field research, the researcher examines an ongoing, unpredictable process in detail. After making the observations, based on the results, the researcher modifies his findings and then continues the research. One of the main strengths of field research is that in its application, the researcher acquires a comprehensive, complete approach (Flick, 1998). If the social phenomenon to be studied is fully observed by the researcher in the immediate environment, he or she can gain a deeper and more complete understanding (Denzin & Lincoln, 1994). A field researcher may recognize attitudinal and behavioral traits that would likely escape the attention of a researcher working with other methods (Babbie, 2001). Field research is particularly suited to examining attitudes and behaviors that can best be understood in their own natural environment. Field research is specifically suited to study the temporal transformation of social events (Shaffir & Stebbins, 1991), as well as to shed light on things that would otherwise remain hidden.

2.4 Eye-tracking research in tourism

Visual attention interest is a key research topic in the field of tourism (Wang & Sparks, 2016). Due to the characteristics of the tourist experience, due to its elusiveness, visual elements (images and video materials) play a decisive role in shaping the image of a destination (Feighey, 2003). The behavior and visual attention of tourists, visitors or hotel guests can be

observed while sightseeing, searching for a route, but also sitting in front of a monitor browsing hotel websites or viewing objects and paintings in a museum. The consumer is exposed to thousands of pieces of information from the environment around him, which requires him to select which one to process in that environment (Davenport & Beck, 2001). The human brain is unable to process all the stimuli it reaches, focusing on attentional processes, and the primary consideration is to achieve mental goals. The following reaction can be traced back to individual development, environmental stimuli had to be recognized due to the following reaction, hunting or escape from dangerous animals, and an immediate reaction was necessary for survival.

The application of ocular camera methodology is a new area for the study of visual attention and perception in the field of tourism (Scott et al., 2019). According to Duchowski (2002), eye movement tracking is an increasingly common test method in marketing and neuroscience. Numerous researches have been conducted on the topic, Kim et al. (2005), Morgan et al. (2012) examined the effectiveness of visual advertisements and analyzed the reactions of tourists during different phases of implementation in order to design marketing campaigns. There have been several scientific publications on the study of eye tracking (without claiming completeness): consumer behavior (Rosa, 2015), education (Lai et al., 2013), information technology, (Duchowski, 2002), landscape studies (Dupont et al. , 2014), marketing (Hui et al., 2009; Wedel & Pieters, 2008), psychology (Mele & Federici, 2012), Scott et al. (2019) tourism.

3. Research results and conclusions

3.1 Results of exploratory research

Answering the first research question ensures the identification of hotel services and consumer expectations in a hotel environment when examining a corporate case, with particular reference to the needs of local residents.

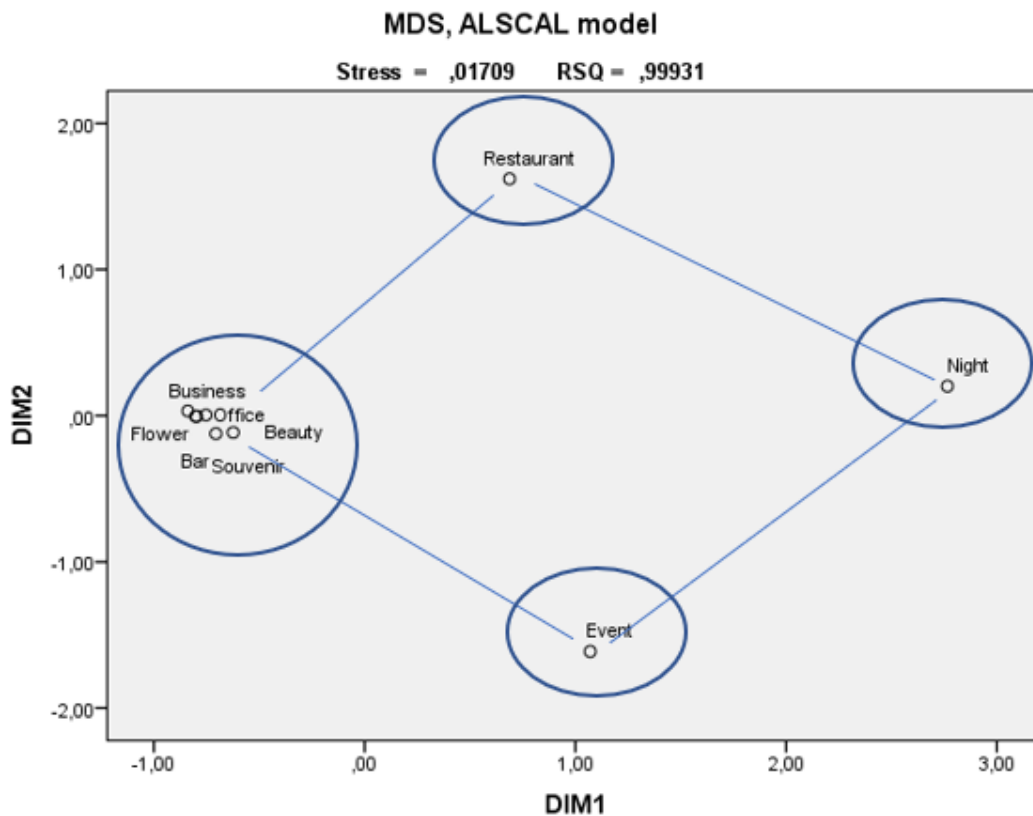
<p>1. Research question: How can hotel services be grouped according to consumer expectations?</p>

In most luxury hotels, we are unable to identify how individual seasonal exhibitions, cinemas for local residents, photography or themed house tours have increased or will increase the hotel's business performance or hotel visibility in local society in the short and long term. Our starting point is that hotels with a wide range of available facilities, large and impressive function rooms, community and meeting rooms, can offer services not only to business but also to local guests visiting for leisure, and should be considered in their case. recording and time series analysis of consumption by guests arriving from outside the house.

The amount of revenue from such ancillary services is expected to never compete with revenue from room expenses and MICE events, but it is worth considering, for example, as an additional off-season source of revenue when hotel occupancy is low. This source of revenue can offer a solution to target loyal locals with unique and special services. A scientific examination of the basic assumption is necessary to prove the fact that there is a guest segment in the local society that uses one of the services offered by the luxury hotel but does not spend its guest night in the building.

Due to the operational reasons mentioned above, in-house business data accurately describing the results of the research question was not available to us, so we decided to collect questionnaire data with the hotel management. In September 2016, we began the consultation and joint identification of the research objectives in consultation with the hotel management, the heads of the various stores. Some of the service units offering ancillary services operate in an outsourced form, so these were examined separately, so the questionnaires examining the catering services were placed in different points of the luxury hotel. In terms of research and data collection, ALSCAL is an applicable method of analysis to answer the research question.

1. Figure 2: Classification of the services used in the sample hotel



Source: Dóra Juhász, 2017

Respondents can be divided into four groups based on the additional services they choose: those who visit restaurants, those who attend events, those who spend a guest night in a luxury hotel, and the fourth group, who use additional services. Consumers who spend a guest night at the hotel can also take advantage of restaurant services or attend an event, but it was identified that guests attending a hotel event no longer visit any of the hotel's restaurants. These two services offered are listed separately. Guests attending events or visiting the hotel's restaurant can take advantage of any of the additional services. Some of these services have been grouped together, now this group is further analyzed using ALSCAL. The stress factor is 0.179, which is acceptable. The number of variables examined in this case is 9. From the 9-dimensional space, a 2-dimensional space can be created with an error value of 1.79%.

This method is suitable for finding and identifying different connection points in a set. In the analysis, we assign observations to specific places in the conceptual space (usually in two- or three-dimensional space) so that the distances between the points of the space fit as closely as possible to the given deviations. In many cases, the dimensions of this conceptual space can be interpreted and used to further analyze the data. The main advantage of this is that it is

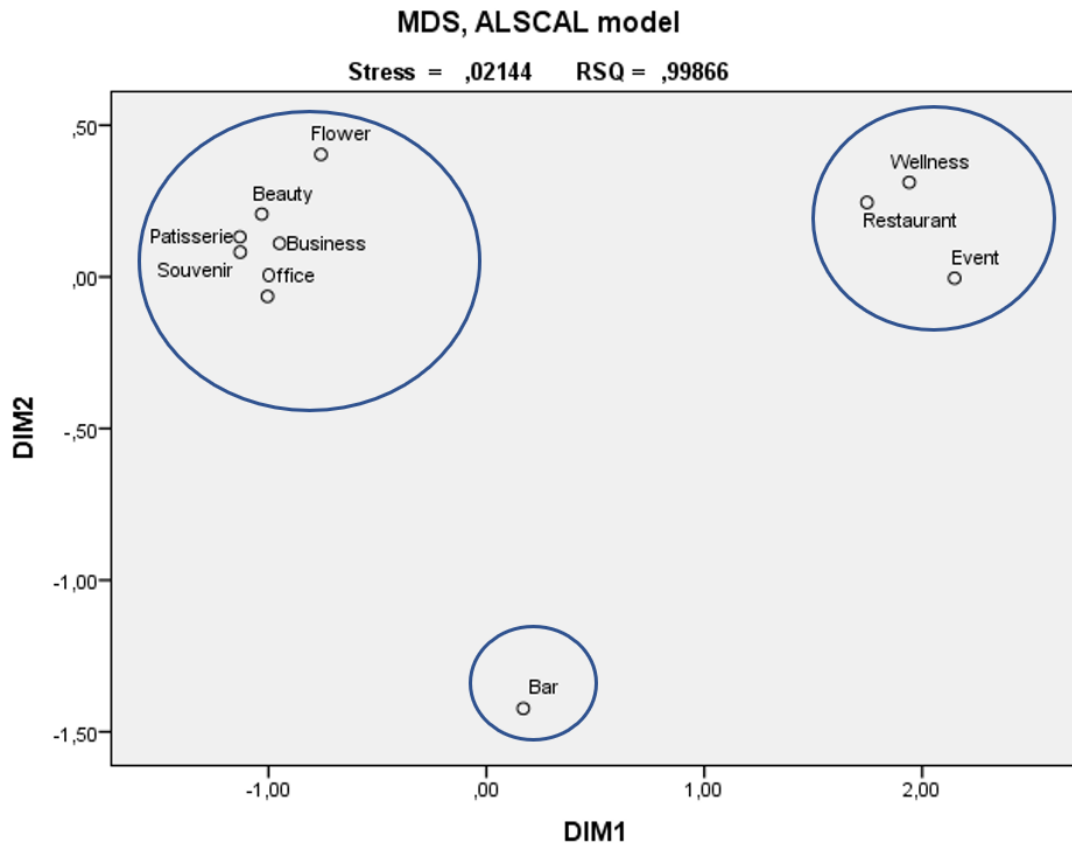
suitable for any type of bidirectional or three-way data that can be measured at the nominal, serial number, interval, or ratio level. ALSCAL allows you to analyze an unlimited number of points or objects in six dimensions. Multidimensional scaling is a “statistical procedure that visualizes the differences between the data and examines the hidden structure of the data” (Virág-Kristóf, 2009, p. 50). Demonstrating hidden correlations between data allows for intelligible modeling by non-research experts. Scaling derives information from the difference measured between the original data and derives coordinates on a scale map. The initial assumption of the procedure is that there is a quantitative representation of the observations. In scaling models, objects appear as points in the state space in such a way that similar objects come close to each other (Füstös et al., 2004). that there is a quantitative representation of the observations. In scaling models, objects appear as points in the state space in such a way that similar objects come close to each other (Füstös et al., 2004). that there is a quantitative representation of the observations. In scaling models, objects appear as points in the state space in such a way that similar objects come close to each other (Füstös et al., 2004).

The application of the ALSCAL method resulted in statistically acceptable answers and provided adequate answers to the research question.

Data on the use of additional services by other hotels are also part of the analysis. In this case, we identified three different categories: different segments visit bars, use ancillary services (business services, flower shop, beauty services) and other leisure services (wellness, restaurant, event). Figure 2 demonstrates that business guests and events play a significant role in the model hotel. Business and corporate guests typically spend more on ancillary services than leisure guests.

For the ancillary services dimension, additional categories can be identified using the ALSCAL method. Business and leisure guests can again be subdivided, possibly by gender, and services for “ladies” and “men” can also be distinguished. Guests visiting the bar and flower shop form a third group.

Figure 2.: Representation of the use of additional services in the sample hotel



Source: Juhász-Dóra, 2017

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2. Research question:
In terms of the perception of environmental elements, what differences can be identified for each type of user in the hotel environment?

1. Table: Differentiation of the consumer types using hotel services based on behavioral characteristics

Behavioral characteristics	not using (non-user)	casual user (light-user)	frequent user (heavy-user)
leisure travel abroad	several times a year	once a year	rarely
Stay in a 4-5 * hotel	often	occurs	not used to
around the place of residence use of hotel services	often	occurs	does not use
the feeling in a hotel setting	pleasantly	depending on the hotel and the service used, mostly pleasantly	he feels tense, uncomfortable in the hotels
tracking the marketing communication activities of hotels	Yes, for several hotels	Yes, for some hotels	no

Source: own edit

Table 1 illustrates the different types of hotel users, with behavioral characteristics including frequency of leisure trips, staying in high-end hotels, feelings in the hotel environment, and tracking hotel marketing communication activities as a guide during the design of the screening questionnaire.

The aim of the research is to identify the factors influencing the consumer's perception of services in a luxury hotel environment based on the models used in service marketing, marketing, environmental psychology and tourism, with special regard to the study of the effect of the material environment.

The research questions did not include and did not aim, but based on the examined literature and theoretical models, we identified location-, time-specific elements and atmospheric elements based on the research results in a luxury hotel environment (Table 2, Table 3).

During the tour, consumers perceived the space around them differently, and in-depth interviews were taken immediately after the tour based on the interview guide. The sampling consisted of a total of 28 subjects, 24 adults and 4 children, the results of the 24 adult subjects were evaluated during the research, but the children's suggestions were also taken into account during the development proposal.

2. Table: Identification of time-specific elements by consumer groups

	not using	casual user	frequent user
Historical past	+	+	+
	unique to a hotel	interesting to see	a journey into the past and the future at the same time
Visit in the area (Budapest Castle District)	-	"+" "-"	+
	he had never been here before	sometimes happy to come in	often turns around
Frequency of visits to luxury hotels	-	"+" "-"	+
	never	sometimes happy to come in	often turns around
Historical past	+	+	+
	unique to a hotel	interesting to see	a journey into the past and the future at the same time
Duration of visit	short	long	medium
	(10-15 min)	(20-40 min)	(15-25 min)
Return to the hotel	"+" "-"	+	+
	would be happy to return on occasion, such as to an event	welcome to return at any time	you can imagine him coming back

Source: own edit

3. Table: Identification of elements of tourism milieu by consumer types in luxury hotel environments

	not using	casual user	frequent user
Hotel	lifeless, stressful	the atmosphere is pleasant	you will feel comfortable in the hotel milieu
Hotel exterior (atmosphere)	+	+	+
Hotel interior (atmosphere)	-	+	+
	brittle, closed, formless	pleasant, captivating	homelike

Research Question 3.

What logical connection can be explored between the elements of the hotel environment and the guests' behavior?

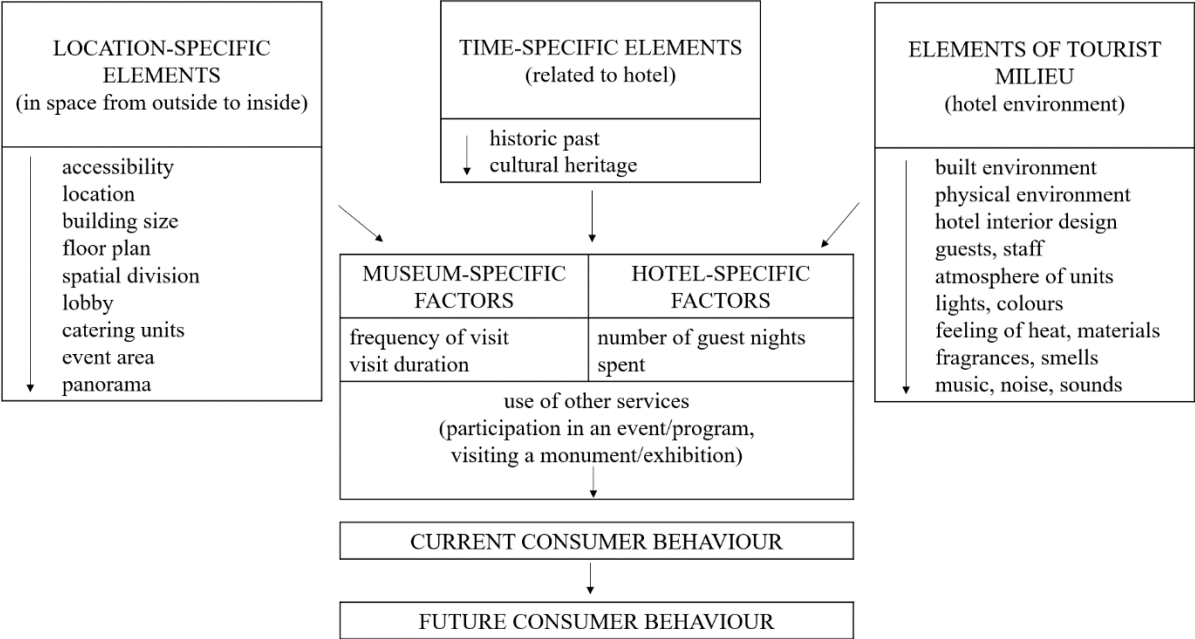
We identified a logical relationship between elements of the luxury hotel environment and guest behavior, and guests' future intention to return can be identified along three main subcategories (museum-specific factors, hotel-specific factors, and use of other services). We identified elements of site-specific, time-specific, and tourist milieu.

Site-specific elements include items that can also be related to the urban location, relating to the external and internal physical characteristics of the building: accessibility, location, building size, floor plan, lobby, restaurant, bar, event area, cultural heritage, panorama. Market changes and changes in time along the examined location and urban history also appeared, the following time-specific elements were identified based on the feedback of the guests: historical past, cultural heritage, frequency of visit, duration of visit.

A key element of the luxury hotel milieu framework is consumer behavior (current and future), which can be identified based on guest return factors. Elements of the tourist milieu included the built environment, material environment, hotel interior design, guests, staff and the atmosphere of each unit, as well as elements of the atmosphere (light, color, warmth, materials, smell, smell, music, noise, sounds).

Based on the examination of the sample hotels, it can be concluded that museum-specific and hotel-specific factors: spending the guest night, using other services, participating in organized programs or events and viewing the monument or exhibition are elements of the return category.

Figure 3: Conceptual framework of the luxury hotel milieu



Source: own edit

4. Theoretical and practical implementation of the results

The aim of the dissertation is the exploratory analysis of the luxury hotel environment and services by the local society based on the theoretical framework, the study of urban hotels as tourist spaces with the primary purpose from the point of view of local residents through a sample of two luxury hotels.

In the course of the research, we described, but due to the content and scope aspects, we did not cover in detail the aspects related to design and architecture, as well as hotel operation and ownership, as they were not as relevant to consumer perception and milieu theory as consumer behavior.

One of our main findings is that the internal environment of hotels holds many untapped opportunities, managerial suggestion that in the future - taking into account the facilities, location and form of operation of the luxury hotel - it is recommended to target the local audience through additional services. approach.

Based on the research results of the literature and the two case studies, we identified the elements of the hotel environment that contribute to the return of the guest, as this issue was significant from the managerial point of view for the behavior of local residents:

- location-specific elements (accessibility, location, building size, floor plan, lobby, restaurant, bar, event area, cultural heritage, and panorama)

- time-specific elements (historical past, frequency of visit, duration of visit)

- tourist elements of the milieu (built environment, hotel interior design, guests, staff, atmosphere of individual units, lights, colors, feeling of warmth, materials, smells / smells, music, noise, sounds).

The two case studies were conducted in two luxury hotels of historical significance, and the following factors were identified as elements of return:

- spending a guest night, using other services, participating in events / programs, viewing a monument or exhibition.

In addition to examining the hotel environment, we identified the hotel services that could be offered to local residents.

5. List of references

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