

Table 1 of 4
Table 1. Critical Success Factor in United Kingdom Budget Hotels

Central sales/reservation system	Customer loyalty/repeat business
Convenient locations	Disciplined operational controls
Standardized hotel design	Speed of guest service
Size of hotel network	Efficiency of guest service
Geographic coverage of hotel network	Choice of room type for guests
Consistent accommodation standards	Guest security
Consistent service standards	Low guest bedroom prices
Good value restaurants	Limited service level
Monetary value for accommodation	Hygiene and cleanliness
Recognition of returning guests	Quality audits
Warmth of guest welcome	Staff empowerment
Operational flexibility/responsiveness	Strong brand differentiation
Corporate contracts	Customer survey/feedback
Smoking and non-smoking rooms	Staff training
Design/look of guest bedrooms	Added-value facilities in guest rooms
Size of guest bedroom	Staff recruitment and selection
Guest bedroom comfort level	Standard pricing policy
Responsiveness to customer demands	Quality standards

CSV

Five dimensions from 35 CSFs were derived from this study. They were service quality, location,

Table 2 of 4
Table 2. Top Five Critical Success Factors

Industrial Professional	Government Authority	Hotel Investor
Guest safety and security	Strong brand differentiation	Strong brand differentiation
Guest bedroom comfort level	Guest safety and security	Central sales/reservation system
Hygiene and cleanliness	Value for money accommodation	Geographic coverage of hotel network
Convenient locations	Guest bedroom comfort level	Value for money accommodation
Speed of guest service	Speed of guest service	Guest bedroom comfort level

CSV

promotion, price and physical products, ranked in a descending order of importance from the customer expectation. Both physical location (city and district in the city) and virtual location (hotel reservation network) were rated critical by the customer aside from service quality, implying that

Figure 1 of 1
Figure 1 Customer Service Orientation Continuum



convenience is another criterion for guests to choose budget hotels in China. Promotion, price, and physical products were not deemed as important as service quality and location. As the economy hotel sector appeared less than a decade ago in China, a timely and appropriately standardization of the service quality in China's budget hotels is still an urgent concern for the expansion of the industry. Total quality management could be a solution for the budget hotels. Furthermore, budget hotels in China should pay more attention to their physical and virtual locations in response to the needs of their guests. For newly planned economy hotels, they should place more important on physical location than on the facility itself. Both existing and newly planned budget hotels may consider an affiliation with online marketing consortiums such as ctrip.com or elong.com or become franchised to better utilize hotel reservation network systems, improving the quality of virtual location.

Finally, demographic features in this study demonstrated no significant differences among CSFs' five dimensions. While this could be attributed to a small sample size and biased sample, it may nevertheless convey an important implication for budget hotel operators in China. The profile of guests in this study revealed that budget hotels may mainly focus on their potential guests with two major criteria: having college experiences and annual income over RMB 30,000 (\$4,000). Therefore, ways to effectively reach this group should currently be the primary focus of marketing departments of budget hotels in China.

<https://www.tandfonline.com/doi/full/10.1080/15280080802713702?src=recsys#>

SWEDEN OVERVIEW

HOTEL MARKET INDICATORS, 2014

MUNICIPALITY	HOTELS	ROOMS SOLD M/1,000	ADR SEK	OCC. %	REVPAR SEK
1 Stockholm	150	16	126	68.4	770
2 Gothenburg	64	70	926	65.6	608
3 Malmö	31	5.4	799	64.6	515
4 Uppsala	24	9.7	760	56.0	426
5 Linköping	18	3.7	845	58.2	492
6 Västerås	18	4.5	778	53.7	488
7 Örebro	16	-20	842	59.2	499
8 Helsingborg	18	4.4	840	65.1	547
9 Norrköping	23	7.5	1003	49.2	493
10 Jönköping	26	2.7	855	53.8	460

Source: Statistics Sweden

There are shining stars and business opportunities in the hospitality sector also outside the largest municipalities - these are three examples.

★ ICE HOTEL - JUKKASJÄRVI

Jukkasjärvi is a small town 200 kilometres north of the Arctic Circle. In this small village, a new art hotel designed by sculpture artists is rebuilt every winter. The hotel is made of ice and snow from one of Europe's last "wild rivers", the Torne River, and therefore reunites with the flow of water in April every year. The hotel is a unique, completely inspirational, world-famous venture. The spectacular and romantic atmosphere that surrounds the hotel makes it an attractive location for weddings. For those not interested in marriage, or already married, there is plenty to do and see at this unique location. The ICE HOTEL is, for instance, a prime location for experiencing the aurora borealis (northern lights), and it also holds the title of Accredited Space Agent for Virgin Galactic, meaning that they can offer reservations for the world's first private space flight.

★ ARE

Are is probably northern Europe's cosiest mountain village, which in spite of its size has managed to create the atmosphere of a big city. Several upscale and midscale hotels such as the Copperhill Mountain Lodge, Totf hotel and Fälgården are located there. An extensive ski resort with over 100 pistes and 42 lifts forms the heart of the village, which also offers contemporary shopping, a large selection of restaurants and amazing nightlife. However, Are is more than just a ski resort serving as a year-round destination with plenty of popular activities even when the snow has melted. Tourists visit to enjoy the beautiful natural surroundings through activities ranging from fishing to biking and hiking in the mountains.

★ FALUN

Falun is the capital of the Dalarna province, with attractions such as the Falun Copper Mine, a UNESCO World Heritage Site. The city also hosts museums dedicated to some of Sweden's most famous artists, Anders Zorn and Carl Larsson. Furthermore, the red Dalecarlian horses, which have become a symbol of Swedish culture, are still produced here. Annual turnover for overnight guests and visitors to Dalarna exceeded SEK 5.9 billion in 2013, while the tourism industry employed more than 5,900 people. Visitors are attracted by world-class mountain biking trails, family-friendly country lanes and ski resorts, as well as the region's many lakes and rivers. The Vasa Race, the world's biggest cross-country skiing race, has its finish line in the neighbouring town of Mora.

SWEDEN OVERVIEW

THE 10 LARGEST MUNICIPALITIES IN SWEDEN

1 STOCKHOLM

Stockholm is the capital of Sweden and the financial centre of Scandinavia. The metropolitan area of Stockholm is one of Europe's fastest growing regions in terms of population growth. The city hosts the headquarters of some of the world's largest companies, such as Ericsson and H&M, as well as fast-growing start-ups such as Spotify and Klarna. It is often considered a leader in adopting new technologies and setting new consumer trends. This mindset has led many corporations to use Stockholm as a testing ground for new products and services. The open-mindedness of its inhabitants was, for instance, recognised by Vogue (2014), which listed the Stockholm district of Södermalm as the third coolest streetstyle area in the world.

Population, 2014: 911,989

Population forecast, 2023: 1,047,000

2 GÖTEBORG

Göteborg is known as the smiling face of Sweden, and visitors often perceive the city as friendly and welcoming. It is located on the Swedish West Coast and offers a beautiful archipelago not far from the city centre. Göteborg is home to companies such as Volvo and SKF, which still have their headquarters in the city. The largest hotel in Sweden, Gothia Towers, is also located here. It has 1,200 rooms and, being linked to the Swedish Exhibition and Congress Centre, is Europe's largest fully-integrated venue with a city centre location.

Population, 2014: 541,145

Population forecast, 2023: 595,000

3 MÄLMÖ

Malmö is located in the south of Sweden in the middle of the Öresund Region, which with its 3.8 million inhabitants is the most densely populated area in Scandinavia. The Öresund Bridge links Malmö with Denmark's capital, Copenhagen, and the rest of the European continent. The city is also a breeding ground for corporate activity, academic research and innovation. Lund University, which is ranked among the top 100 universities worldwide, is located just 20 kilometres north of Malmö.

Population, 2014: 318,107

Population forecast, 2023: 367,000

4 UPPSALA

Uppsala is home to Scandinavia's oldest university, Uppsala University, which was founded in 1477. There, you will find approximately 45,000 students who make their mark on the city, which is an academic hub in the Nordic region. With highly respected lecturers and researchers in a wide range of fields, the university ranks among the top 100 universities in the world. Uppsala is located just 40 minutes from Stockholm and 20 minutes from Stockholm Arlanda Airport.

Population, 2014: 207,860

Population forecast, 2023: 230,000

5 LINKÖPING

Linköping is located on the stunning Ostgöta Plains in the province of Östergötland. The city is characterised by world-class technology within fields such as aerospace, IT and the environment. It also hosts a respectable university with around 27,000 students, 1,300 researchers and 300 professors. The aerospace and defence company Saab is a major employer in the city, with approximately 4,200 employees. Tourists visiting Linköping can choose from plenty of activities all year round, such as the Air Force Museum, the Open-Air Museum of Old Linköping and Linköping Cathedral.

Population, 2014: 151,881

Population forecast, 2023: 165,140

6 VÄSTERÅS

Västerås is a global company and a leading supplier of products and systems for power transmission and process and industrial automation, with a major facility in Västerås employing approximately 4,200 people. Together with Bombardier, which also has its regional headquarters in the city, ABB is an important customer for the local hotel market. Large meetings in Västerås are regularly arranged at Aros Congress Centre, a full-service meeting facility situated in the city centre. The tourism industry in Västerås recently received a major boost with Sweden's first "action baths", Kokipunkten, opening this year with spectacular bathing attractions, a high-quality relaxation area and a children's playground.

Population, 2014: 143,702

Population forecast, 2023: 167,000

7 ÖREBRO

Örebro is developing into a prime destination for large meetings and trade shows in Central Sweden. The hotel market was boosted substantially when Convention congress centre opened in 2004 and Convention Arena opened in 2008. The Convention building is a major venue located centrally in Örebro and used for conferences, conventions, trade shows, concerts and entertainment. The modern building offers a 4,800 square metre event venue, a unique convention hall with 1,470 seats and 21 meeting rooms.

Population, 2014: 142,618

Population forecast, 2023: 158,000

8 HELSINGBORG

Helsingborg is situated in the south of Sweden and connects to the rest of the country through excellent transport links with the E4, E6 and E20 European motorways, Ängelholm - Helsingborg Airport, with daily connections to Stockholm, is only 20 minutes away. The largest business sectors in Helsingborg are trade and logistics, finance and business services, and healthcare. The city also hosts Campus Helsingborg, which is part of Lund University.

Population, 2014: 135,344

Population forecast, 2023: 147,000

9 NORRKÖPING

Norrköping is a logistics hub for trade and communications in Sweden, with the majority of jobs being created in these fields. Other significant industries include the paper and packaging industry. Visitors can amuse themselves with a wide variety of entertainment, exhibitions, sport events, musicals and shows. Kolmården is Scandinavia's largest wildlife park and a popular destination for tourists visiting the city. The park offers about 750 wildlife attractions from all the animals' savannas and oceans of the world.

Population, 2014: 135,381

Population forecast, 2023: 148,000

10 JÖNKÖPING

Jönköping is strategically situated between Stockholm, Gothenburg and Malmö. Transport is made easy through excellent car, rail and air connections. With 85 percent of the Swedish population living within a three-hour radius of Jönköping, it is also a perfect destination for environmentally friendly meetings. Emia is the foremost congress centre in the city, with a capacity of 26 conference rooms, a maximum conference capacity of 1,000 people and restaurant capacity for up to 10,000 guests.

Population, 2014: 132,400

Population forecast, 2023: 143,000

<https://www.investstockholm.com/globalassets/2.-understartsidor-investment-opportunities/7.-hospitality/hotel-investment-guide-2015.pdf>

Hotels By Day,

<https://drive.google.com/file/d/1LMLCiJkj4SLznFsTiBbUKuIcEvVVXFLD/view?usp=sharing>

WF: Who are your customers?

MOATI: About 60% of our customers are leisure travelers who just want to daycation, take a rest, meet somebody in privacy, or use all the amenities of a hotel- the spa, the swimming pool, the breakfast-in-bed type of experience.

They just want to rest for a day and take a break.

We've got 12% who are business travelers, who essentially just use our hotel rooms to be able to rest for a few hours and work in privacy, get ready for the meeting, report back to headquarters, and all that.

A segment that is new, but growing, is that 11% of our customers actually use a hotel room for napping. That's becoming a trend. You might be aware that Arriana Huffington is putting a strong focus on sleep as a part of wellness -- it's around the concept of being more productive because you took a rest. In this society, we should not be ashamed to take a break during the day, because it actually boosts our mental skills, our productivity, our health, and our well-being in general. Right outside of your office, you can now book a hotel room, just for a few hours, where you can rest and shower, change, or even get ready for a night event, like a black tie or cocktail party that you have to attend. All our day rooms allow for more scheduling flexibility.

We also have travel agents. In the last year and a half, we've opened our platform to travel agents to make bookings with us, and we already have 287 members signed up. They're growing the business sector more than the leisure sector so far.

Finally, there's a segment of customers who are saying that they're both leisure and business customers. It's dubbed 'bleisure' and is trending, where you take a business trip but also take an extra few hours or days to enjoy the scenery or the location that you're in.

<https://wefunder.com/hotelsbyday>

A new generation of consumers has a new set of expectations and needs.

The hotel industry has not changed and new expectations are not met.

What expectations do consumers have?

On-demand experience

amazon

Frictionless experience

zipcar

Curated community

wework

<https://www.academia.edu/30230037/>

CRITICAL SUCCESS FACTORS IN UK AND DUTCH HOTELS

5 groupings: Safety and Security, Cleanliness of Facilities, Competence of Staff, Sensory Attributes of the Meeting Space, and Accuracy and Efficiency of Billing Procedures.

CSFs underlying superior hotel profit performance into those that were cost-based (Technical – operating efficiency and physical product specification) or revenue-based (Human – marketing and service delivery);

[https://www.academia.edu/26929496/Critical success factors in UK budget hotel operations](https://www.academia.edu/26929496/Critical_success_factors_in_UK_budget_hotel_operations)

“it is possible to identify five broad similarities amongst them, (namely a) low tariff structure

...

minimum range of facilities

...

limited range of services

...

strategically-located

...

(and of) new/modular construction”. Finally, in spite of Fiorentino’s earlier reservations he also advanced a definitional statement at the end of his work suggesting that:

“The budget hotel

...

is a brand new purpose-designed product concept in the hospitality industry which relies heavily on three factors;

branded product concept,

value for money and

service consistency”

branded budget hotel sector has developed considerably in the UK over the last 10-15 years. The nature of this product and its generic operational characteristics may be summarised as:

- . Strongly branded product;
- . Extensive geographic coverage of the hotel network;
- . Easily accessible;
- . Centralised reservation system;
- . Standardised unit construction and guest bedroom layout/facilities;
- . Fixed, or only promotionally variable, room rates;
- . Relatively limited service; and
- . High value-for-money offer

Data Published May 2004.

Table II.

Sample characteristics by pricing and occupancy, staffing and business mix

	Room price	Average per cent room occupancy	No. of staff Full time	Part time	Business guests (per cent)	Non-business guests (per cent)
Mean	£42.48	83.45	10.54	13.91	65.57	34.23
Median	£39.00	85.00	8.00	10.00	70.00	30.00
Range	£36.50-£94.62	42.00-99.62	0.00-47.00	0.00-50.00	10.00-99.62	10.00-90.00

CSFs	Current importance (per cent)					Future importance (per cent)		
	1	2	3	4	5	Less	Same	More
Central sales/reservation system		3.1	18.7	40.1	38.1	1.9	60.2	37.9
Convenient locations			8.6	39.7	51.8	1.0	61.1	38.0
Standardised hotel design	0.8	6.3	27.8	41.2	23.9	1.9	81.3	16.8
Size of hotel network	0.8	5.7	26.5	38.1	30.0	2.9	49.5	47.6
Geographic coverage of hotel network		2.4	21.2	41.6	34.9	1.9	40.3	57.8
Consistent accommodation standards				23.5	76.5		53.3	46.7
Consistent service standards			3.1	18.8	78.1		52.6	47.4
Good value restaurants		2.4	24.4	41.3	31.9	2.4	55.0	42.6
Value for money accommodation			5.5	21.2	73.3		36.2	63.8
Recognition of returning guests		0.8	9.4	35.5	54.3	1.0	49.8	49.3
Warmth of guest welcome			3.1	22.7	74.1		57.6	42.4
Operational flexibility/responsiveness		2.3	18.3	51.4	28.0	1.0	60.7	38.3
Corporate contracts	9.3	23.0	31.9	18.3	17.5	13.9	48.6	37.5
Smoking and non-smoking rooms		3.1	21.0	34.6	41.2		62.4	37.6
Design/look of guest bedrooms		2.3	24.2	45.3	28.1		66.2	33.8
Size of guest bedroom		3.9	37.0	37.7	21.4		70.5	29.5
Guest bedroom comfort level			12.5	42.0	45.4		56.2	43.8
Responsiveness to customer demands		0.8	6.2	43.6	49.4		45.2	54.8
Customer loyalty/repeat business			5.8	31.9	62.3	1.0	49.0	50.0
Disciplined operational controls		1.6	18.6	45.1	34.8		62.1	37.9
Speed of guest service			12.1	40.9	47.1		57.6	42.4
Efficiency of guest service			5.5	38.8	55.7		51.9	48.1
Choice of room type for guests	1.6	6.2	33.1	38.1	21.0	1.9	66.3	31.7
Guest security		0.8	10.5	30.5	58.2		48.3	51.7
Low guest bedroom prices	2.3	5.4	27.6	40.1	24.5	3.8	56.7	39.5
Limited service level	5.9	22.2	41.8	19.7	10.5	12.1	59.6	28.3
Hygiene and cleanliness			0.8	12.1	87.2		55.3	46.7
Quality audits		4.7	14.6	33.2	47.4	1.0	59.1	38.9
Staff empowerment		6.1	25.5	39.7	28.7	1.0	62.1	36.9
Strong brand differentiation		5.9	18.8	36.5	38.8	2.4	49.0	48.5
Customer surveys/feedback	1.6	2.4	22.2	33.7	40.0	2.9	42.4	54.8
Staff training			1.2	24.2	74.7		40.2	59.8
Added-value facilities in guest rooms	4.3	8.9	33.9	33.1	19.8	3.9	51.0	45.1
Staff recruitment and selection		1.6	11.7	45.1	41.6		55.8	44.2
Standard pricing policy	0.8	2.3	21.8	35.0	40.1	2.9	57.6	39.5
Quality standards			5.4	16.3	78.2	1.0	40.5	58.6

Notes: 1 = Not at All; 2 = Not Very; 3 = Fairly; 4 = Very; 5 = Extremely

UK budget hotel operations

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Table III.
Current and future CSF importance frequency table (percentages)

Furthermore, the respondents also indicated that overall eight items will have a greater importance in the future. These items were:

- . geographic coverage of the hotel network;
- . value for money accommodation;
- . responsiveness to customer demands;
- . customer loyalty/repeat business;
- . guest security;
- . customer surveys/feedback;
- . staff training; and
- . quality standards

Table V.
The most critical CSFs

JOPM
24,9
954

Top CSF	N	Second CSF	N	Third CSF	N	Fourth CSF	N	Bottom CSF	N
Value for money accommodation	67	Value for money accommodation	43	Hygiene and cleanliness	29	Staff training	37	Staff training	23
Convenient locations	31	Consistent service standards	27	Consistent service standards	26	Hygiene and cleanliness	29	Quality standards	20
Consistent accommodation standards	27	Consistent accommodation standards	26	Consistent accommodation standards and value for money accommodation	23	Quality standards	16	Hygiene and cleanliness	17
Central sales/reservation system	19	Hygiene and cleanliness	22	Warmth of guest welcome	18	Convenient locations	15	Guest security and convenient locations	14
Warmth of guest welcome and hygiene and cleanliness	17	Quality standards	20	Quality standards	16	Consistent accommodation standards	14	Efficiency of guest service	12

These results show the relative importance of the first three CSFs to be proportionately much higher to the respondents than the remaining eight:

- (1) value for money accommodation (576);
- (2) consistent accommodation standards (336);
- (3) hygiene and cleanliness (335);
- (4) convenient locations (199);
- (5) quality standards (180);
- (6) warmth of guest welcome (139);
- (7) staff training (97);
- (8) central sales/reservation system (95);
- (9) consistent service standards (78);
- (10) guest security (14); and
- (11) efficiency of guest service (12).

Downloaded by NHTV INTERNATIONAAL HOGER ONDERWIJS BREDA At 05:23 21 May 2015 (PT)

Item	Components						
	1	2	3	4	5	6	7
	Customer service	Core product	Strategic control	Hygiene and quality	Consistency	Pricing	Location
Recognition of returning guests	0.66						
Operational flexibility and responsiveness	0.71						
Speed of guest service	0.64						
Efficiency of guest service	0.72						
Choice of room type for guests	0.63						
Guest security	0.54						
Added-value facilities in guest rooms	0.63						
Smoking and non-smoking rooms		0.58					
Design/look of guest bedrooms		0.81					
Size of guest bedroom		0.63					
Guest bedroom comfort level		0.74					
Central sales/reservation system			0.59				
Standardised hotel design			0.61				
Size of hotel network			0.73				
Disciplined operational controls			0.50				
Quality audits			0.62				
Hygiene and cleanliness				0.65			
Staff training				0.81			
Quality standards				0.56			
Consistent accommodation standards					0.76		
Consistent service standards					0.75		
Value for money accommodation						0.69	
Low guest bedroom prices						0.71	
Convenient locations							0.79
Geographic coverage of hotel network							0.65

Table VI.
Factor analysis (rotated
factor matrix scores)

957

UK budget hotel
operations

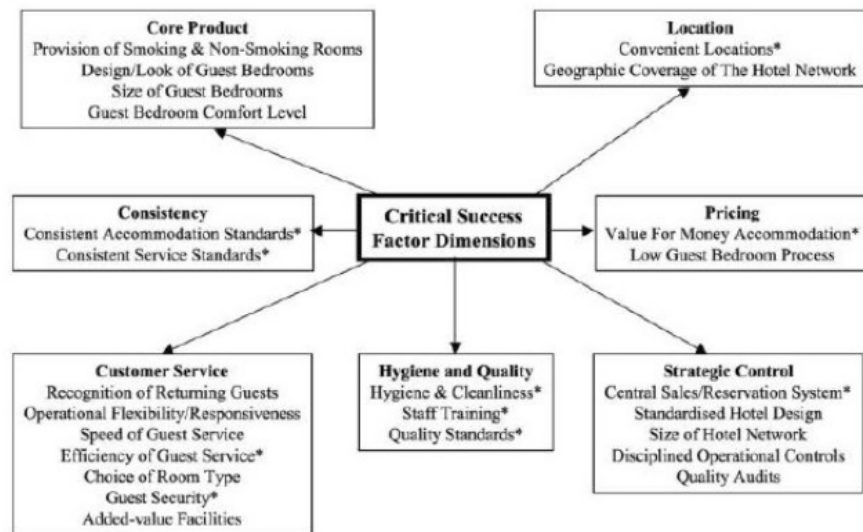


Figure 1.
An initial model of budget
hotel operations' CSFs

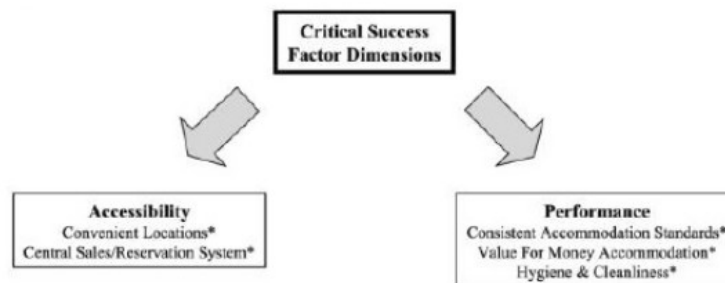


Figure 2.
A final model of budget
hotel operations' CSFs

Robots and service levels.

https://www.researchgate.net/publication/320402191_Designing_robot-friendly_hospitality_facilities

Types of robots in hospitality facilities

Table 1 summarises some of the robots that may use the facilities of hospitality companies, grouped by owner and type of the robot.

Table 1. Types of robots to use the facilities of hospitality companies

Ownership	Company	Type of robot	
		Stationary	Mobile (wheeled, legged, flying, underwater)
	Company	Front desk robots	Security robots
		Robot chef/Cooking robots	Robot guides
		Robot baristas	Robot waiters
		Robot bartenders	Companion/sex robots
		Shoe shine machines	Pet robots
		ATMs	Robotic luggage carts
		Concierge service robots	Room service deliver robots
		Security robots	Robotic vacuum cleaners
		Massage robots	Robotic lawnmowers
			Robotic pool cleaners
			Delivery drones
			Entertainment robots
			General service robots
	Customer	(Customers are unlikely to bring stationary robots to hospitality industries, in most situations, apart from extended stay facilities)	Companion/sex robots
			Pet robots
			Concierge service robots
			General service robots

https://www.researchgate.net/publication/316188457_Dawning_of_the_age_of_robots_in_hospitality_and_tourism_Challenges_for_teaching_and_research

Vending and Business Lounge Co-Working
product Ranges based on Sleep preparation and Re invigoration.
Napping.

Sleep and Wellness

Drowsy Driving.

Automation of Housekeeping and design for Monitoring services and quality levels.

Do not over promise and under deliver!!!