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BOUTIQUE HOTELS:

UNIQUE HOSPITALITY ENVIRONMENTS, INCORPORATING SPECIALIZED SERVICES AND RETAIL

GROUP 5

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INTRODUCTION

BACKGROUND

Individualized style, unmatched service, boutique hotels are in a league of their own. They made their first debut during the late 1970s in America and the UK. The first recorded boutique hotel opening was the Blakes Hotel in London, UK, in 1978. These intimate European hotels had a tendency to target specific themes, such as "rock and roll". Boutique hotels made their debut in America as The Bedford in 1984, located in San Francisco, California, and the Morgans Hotel in New York. To enhance the hotel experience, these early boutique hotels often incorporated nightlife, dining, and spa experiences into their repertoire. Later than became characterized as offering specialized services and by creating a total hotel experience in every aspect. These services were the "counter-trend" to the mainstream hospitality industry that embodied an "increasingly standardized hotel experience". This new category of hotel may have offered a competitive advantage to hotels "seeking to meet the needs of an underserved consumer segment" (Jones, Day, and Quadri-Felitti, 2013, p. 717). Boutique hotel have spread to encompass small historic hotels as well as small hotels that have adapted and reused older urban buildings and modernized them. Primarily a European and North American industry, in the recent decade boutique hotels have slowly begun to trickle into other parts of the world, such as Asia, India, Russia, and South America.

PURPOSE OF STUDY

The purpose of this literature review is to determine how the design of the interior environment and the location of boutique hotels increases user experience and affects the local economy, what aspects of hotels benefit patron experience, how marketing increases revenue and creates a connection between the patron and the establishment, how retail stores within hotels relate to the hotels themselves, and how to incorporate the design of the retail environments with the design of hospitality environments.

CENTRAL QUESTION

How does the design of the interior environment and location of boutique hotels increase user experience and affect the local economy through marketing, retail environments, and unique amenities?

SUB QUESTIONS

- What is a boutique hotel?
- How does the location effect the interior design of the boutique hotel?

- What interior design features of hospitality projects affect users' experience?
- What aspects of boutique hotels cater to the users' experience?
- How does branding and environmental graphics attract users to use the boutique hotel amenities?
- How do the retail shops within boutique hotels relate to the hotels themselves?

SIGNIFICANCE OF STUDY

The information presented in this literature review is significant because hospitality is a very complex industry that involves variety of the services and activities, both directed towards user's satisfaction. The boutique hotel is a unique and very personalized environment within the hospitality market, it involves a deep knowledge and understanding of customer's specific needs and demands. This research directed towards gaining a deeper understanding of how the boutique hotel environment operates from variety of perspectives, such as hotel location, its design, amenities, branding and relationship with a customers. By obtaining this information, design professionals have a great opportunity to improve their design approach towards creating intimate, personal and unique spaces called Boutique Hotels.

Boutique Hotel Defined

Brittney Willis

Emerging Definitions

Throughout the hospitality industry there seems to be no clear consensus on what the definition of a boutique hotel is, in fact it has been a debate amongst hospitality professionals since the popularity of boutique hotels rose. According to Ed Watkins and Eric Stoessel, at the second Lifestyle/Boutique Hotel Development Conference held at the Fontainebleau Hotel in Miami Beach, Florida between over 40 speakers at the three day conference, there was much debate and no general agreement on what the definition of a boutique hotel is (2010, p. 10). Merriam-Webster dictionary defines a boutique as "a small fashionable shop" and also as "a small company that offers highly specialized services or product" (http://www.merriam-webster.com/dictionary/boutique). The key words that we can take from these definitions are: small, fashionable, and specialized. Merriam-Webster dictionary defines a hotel as "an establishment that provides lodging and usually meals, entertainment, and various personal services for the public" (http://www.merriam-webster.com/dictionary/hotel). Looking at the break down of these two definitions one can infer that a basic definition of a boutique hotel could be: a small, fashionable establishment that provides lodging, food, and specialized services. However this definition does not seem to cover the full scope of the meaning of a boutique hotel.

According to Daniel F. Wheeler, a boutique hotel is defined in two terms: quantitative and qualitative. On the quantitative side, it must have less than 200 rooms for lodging and no more than 2,000 square feet of public meeting space. On the qualitative side, boutique hotels have "intimate, usually luxurious or quirky hotel environments" and provide more personalized accommodations and services than larger, branded hotels (2006, p. 5-6). Others attest that a boutique hotel is defined by its ambitions to create a specific experience for its patrons.

Boutique versus Lifestyle Hotels

Boutique Hotels and lifestyle hotels seem to be often lumped together as the same typology or comparatively similar types of hotels. Perhaps taking a closer look at the defining features of a lifestyle hotel and a boutique hotel would help to create a more clear definition of a boutique hotel and create distinction between the two.

Some argue that boutique and life style hotels are very similar but there are a few differences. "Lifestyle hotels cater to guests seeking a heightened travel experience, which they deliver by offering distinctive--some would say avant-garde, or even outrageous--architecture, room design, amenities, and entertainment" (Schneider, 2008). In his article, Schneider suggests that boutique and life style hotels share

this similarity but boutique hotels tend to be smaller, independently run hotels, which is not the case for lifestyle hotels (2008). Lifestyle hotels are characterized as hotels where patrons can take their lifestyle or a lifestyle in which they would like to have for some time "on the road" and as such are considered "customer-centric". Boutiques tend to offer an aspirational experience, a total experience, and a focus on the property experience (Jones, Day, Quadri-Felitti, 2013, p. 726). Boutique hotels focus on specialized services and have charm and unique or quirky features, whereas lifestyle hotels focus on ancillary services, centered on wellness.

Boutique Hotel Defined for this Project

For the purpose of this project the definition of a boutique hotel will be as followed:

Boutique hotels are small hotels with less than 200 room and 2,000 square feet of public meeting space. They are located in fashionable urban settings, and embody a stylish and contemporary design aesthetic that is unique, charming and often quirky. Boutique hotels aim to create a luxurious yet home-like atmosphere. They are centered on creating a total experience for the guests, from design to services. Boutique hotels employ specialized services and amenities catered to their target users and their location. Small historic hotels also fall under that category of boutique hotels, as well as small hotels that have adapted and reused old urban buildings

How the Location of a Boutique Hotel Addresses

The Performance and Interior Design of the Space

Rebecca Hendrickson

According to the Merriam Webster Dictionary, location is defined as "a position or site occupied or available for occupancy or marked by some distinguishing feature" (http://www.merriam-webster.com/ dictionary /location). Location is a word used often in the everyday language but with the in depth research of boutique hotels, there came questions. Along with the analysis of the definition of this word, the breakdown of the meaning then brought the answers to questions related to boutique hotels. There are multiple boutique hotels across the map but why would you chose to stay at on in the first place? Because of its location and position upon the site it occupies. What is the main element of a hotel that is the key driver of the ultimate success of the establishment? Location based upon the availability for occupancy. What is the initial reason most guests choose to stay in a specific boutique hotel? Location based upon some distinguishing feature. The location of a boutique hotel is a driving factor of the success of establishment. The importance of the location is essential for one hotel to stand out versus the other competitors in the same neighborhood. The

location of the hotel indicates the locality and placement, but often and should reflect the interior design decisions that are implemented within the internal space, as the designer aims to reflect the outside environment. With some locations of the boutique hotels, comes the integration of a mixed-use establishment that is able to provide multiple services to the visitors.

Location within a Competitive Neighborhood Setting

The location of the boutique hotel is an important aspect for an establishment to thrive against their competitors. Creating an experience of the new era while not losing a sense of the surrounding environment is important when designing a space that is world-renowned and can withstand a competitive market. "You go into a city where the locals want to go. It's not so important to generate dollars per square foot, in the public space. We make up for it with the experience and the location to speak for itself, without anything the same in the other hotels across the world." (Schrager, 2000, p.18). When creating a boutique hotel environment, having a niche or specialty to offer is important so that the visitors have strong beliefs in what to expect and that your establishment is the correct place to fulfill their needs, much better than the neighboring hotels. " If you aren't doing a hotel in Las Vegas or Orlando today, I think it's important to create an authentic and unique hotel experience for the guest. I try to do that by relating the building to the history and culture in a different way than my opponent down the street." (Bullock, 2000, p.42). While working on a boutique hotel, a corporation always aims to stand out above all opponents; this is in efforts to gain the crowd and coveted reputation. " In this economy, there is more money to travel, and I think people are sick of the same old, same old. They are constantly challenging the industry, and because of that, we are challenged to be more creative in the design process." (Bullock, 2000, p.44) When there are many neighboring hotels that compete against your own it can be difficult to supersede the others, but it also a challenge that the hospitality industry faces. The end result is a highly competitive market place with incredible enterprises for the guests to choose from.

Cornell University's Center for Hospitality Research presented a study in the Journal of Hotel and Motel Management based upon an outgrowth of studies. They discuss the local economic trends in the hospitality industry, while highlighting the pros and cons of the luxury versus low-end properties. The Cornell University professors gathered conclusive information as to how hotel location is a key factor in the development and longevity of a successful property. This is relevant to our research paper as it is important that we focus on the local setting, Miami, and how the tourism, luxury retail, and nightlife will become a direct correlation in the vicinity and the overall atmosphere of our desired space. Revenue per available room, also known in short as RevPAR, was studied and there has been a direct correlation with the location of a hotel. Neighboring hotels and establishments affect the profits and RevPAR of the hotel. "Many hotels benefit by operating in clusters. But the operators who have spent the most money developing their property might see some fruits of their investments spilling." (Withiam, 2005, p.133). Low-end properties enjoy a higher

revenue when they are located in close proximity to upscale properties, while upscale properties see a reduced RevPAR when they are next to midscale or economy hotels. Certain hotels benefit from physical proximity to the others in an operating strategy called co-location. Co-location is only beneficial to downscale hotels as when hotels are located in clusters, agglomeration; the luxury hotels most time see a reflected decline in room sales. "Luxury hotels seem to fare better when their location is separate from other hotels." (Withiam, 2005, p.139). The preferential locations for thriving luxury hotels are upscale sites that are some distance from low-end properties. "Developers looking for a site for their next economy or mid-scale hotel might do well to look for a site next to an upscale and luxury hotels. But the best locations for upscale and luxury hotels might be sites that are some distance from low end properties." (Withiam, 2005, p.133). Upscale hotels reported higher RevPAR when they were next to luxury properties. However, RevPAR boosting effects was the greatest when adjacent hotels had the most noticeable difference in their marketing position.

An in depth understanding of the location of the boutique hotel is essential to know why this location supersedes all other neighboring places. Each corporation aims for their boutique hotel to be superior and it is only in the belief of the guests who will prove or disprove this to be true. Often times, it is expressed that the location has been proven over time to surpass the expectations when a hotel is situated in the best site position. "Chain affiliation with RevPAR booster worked for all but luxury hotels, with the benefit most noticeable for mid-scale hotels. The data also indicated that larger hotels were, on average, able to command higher RevPAR. (Withiam, 2005, p.136). Living up to a flagship namesake is a challenge for any hotel that is a part of a chain, because it has to meet the standard of the brand. Additionally, when a hotel is one of many in a chain, it has to withstand the high reputation of the brand as well as added pressure to compete with the neighboring establishments in its venerable location. When attempts are generated to create the best boutique hotel in the region, there is no other attitude than to present your hotel as the best home away from home, while still maintaining the indulgences that one anticipates when entering a boutique hotel. "On one hand, it's laid back, and natural, honest, spiritual and dedicated to mood health. On the other hand, it's make believe capital of the world." (Cohen, 1997, p. 110).

Though when we discuss the local setting of the competitive marketplace of boutique hotels in popular venues, another key feature to consider is the cultural influence of the chosen location on the customer's satisfaction with the establishment. Importance of customer satisfaction and the leading factors that keep customers coming back as repeat clients is the local setting. The majority of customers became repeat guests when they were comfortable and delighted with the local environment of their surroundings. "Proposed that customer delight is a function of the satisfaction of three human needs; security in their surroundings, justice amongst peers, and self-esteem within oneself." (Schenieder, 2009, p. 36). The local culture is very influential in the satisfaction and decision making of the client's approval. Based upon culture, the layout, lighting, and privacy of the hotel's surroundings were important. The priorities of the guests often

differed based on the cultural demands of the local city. Customer delight has been analyzed as confirmation or disconfirmation, an affect based approach and an expectancy disconfirmation approach. Through surveys, the Purdue University Doctoral Fellowship, gathered analytical information on what they found to be a lopsided phenomenon. A vast amount of research exists on the topic of location recovery, while a much smaller stream of research exists on positive location experiences. Emphasizing both aspects of emotional attachment to a local site and peak experience due to onetime visit to the local environment were studied to see the effect on the establishment's triumph or collapse. Through surveys, they presented multiple guests with the same scenario and then combined the results to see the overall feeling with the satisfaction and dissatisfaction of the guests. Delight was often linked to positive customer service and inviting local environments.

Location Influence on the Interior Design Decisions

The location of a hotel does not only depict the site where you are visiting but it also develops the experience the guest has. Location and the interior design are two changeable topics that may not always have an effect on one another, in this study both partake in an immense role predicting the success of a boutique hotel. Location is important so that there is a welcoming neighboring environment that will attract visitors to the city. Interior design is essential to create a comfortable environment indoors where the guests feel welcomed and cherished. Once inside a chain hotel, the feeling is generic and any city you are currently visiting, the standard interior of the hotel will always be similar to another city, without any emphasis on the site. With a boutique hotel, you could be visiting a specific location anywhere in the world, and the goal with these hotels is about ensuring guests feel as if they have been engulfed in ambiance of the location. One aims to ensconce the guests in luxury but not become disfranchised from the neighborhood's surroundings. "I think interior design should take advantage of its setting. Also, orientation is important. If your guests are confused and can't find their way around, they are distracted and ultimately, detracts from good design." (Bullock, 2000, p.39).The local setting of the popular hotel, the Gansevoort, in South Beach was renovated in 2009. Located in the Historic District of Miami Beach, the hotel is situated in a very influential city known for the lavish living and the white sand beaches. The relation of the famous South Beach location, and the design influence it created was taken into consideration with the renovation. "We wanted the hotel to grow out of and respond to its local context." (Jacobs, 2008, p. 262). The maintenance of the significant historic features are elements that are remembered through time. The significance is something that the establishment is identified for based upon the impact on visitors rather than an insignificant detail that with time becomes overlooked. What was previously known at the Roney Palace Resort, the new management has used the professional expertise of the previous leadership to only improve upon the existing structure. The boutique hotel did not strive to create a new space; rather they had restored the exterior that was an important factor to encompass the Miami location. The Gansevoort maintained the city's history by repairing the elements that could be restored, and revamped thirty years of deformation that the surviving hotel had

suffered over decades of service. The Gansevoort emphasized the importance of the update of not only to be on the restoration of the exterior but the interior as well. Refurbishment of the interior was essential to reflect the location of Miami, rather than recreate a historic hotel that could be located in any city. The way the boutique hotel reminded guests of their environment as we as the hotel differentiating itself from other establishments. "Here we had a hotel in Miami Beach, and everyone was copying the Philippe Starcke white-on-white look, so we made a gigantic departure in the decision that we would use vibrant color to create a tropical look for this project." (Jacobs, 2008, p. 256).

The GGaGansevoort Miami Beach, Reception Waiting Area.
(Photo: http://www.cntraveler.com/galleries/2014-12-04/hotels- how-to-travel-like-a-vip/4)

Focusing this research paper towards our indigenous location of Miami gives the resident readers an in depth understanding of the native site we become so familiar with, and how our hotels are designed based upon what our local environment has to offer. In comparison to Miami, another thriving and popular location for a boutique hotel is the infamous, New York City. Locally, we may be biased to Miami, but New York City has a much different environment to offer a guest. The countless high rise buildings makes up the vast cityscape, crowded population and the fast paced lifestyle that is a home for some of America's substantial architecture. Moving focus from Miami Beach's Gansevoort, in New York City, the Setai Hotel chain has locations across the globe, but embraces a motto of how the design of each hotel has to be influenced on the location of the hotel. The achievements of the Setai Hotels are renowned, and for the New York City location to be equally as successful as the others, there was abundant research done and added pressure to maintain the integrity of the property. To achieve the look on the outside, the referenced style and materials of the nearby buildings were the biggest influential factor. " It was extremely important for us to adhere to the history of the surrounding architecture. And this even includes the original Tiffany building designed by McKim, Mead and White." (Karn, 2011, p. 245). Having a design guideline to abide by is essential so that the scheme of the space is cohesive. To maintain a correlation to the prized location of New York City, the designers try to portray the scheme in the overall property which was imperative, rather than just reflective of the concept limiting it to just specific spaces. "The façade, for instance, is comprised mostly of limestone, while the hotel's windows are accented by anodized aluminum, both direct nods to the nearby Empire State Building." (Kaufman, 2011, p. 246). "In the guest rooms themselves, much of Jove's

vision was based on the Garment District's history and style. Employing apparel- related elements such as the leather paneling inspired by handbags and rugs that evoke traditional men's suit fabrics." (Kaufman, 2011, p. 246). Maintaining the design concept to the neighboring buildings, and enforcing the DNA throughout the entire hotel space is important so that there is always a reference of why each decision was made.

Setai Fifth Avenue, Façade.
(Photo:http://blog.eliteglobalaccess.com/2010/12/featured-property-the-setai-fifth-avenue/)

Hotel Solmar, Interior Lounge, Cabo San Lucas, Mexico.
(Photo: http://www.solmar.com)

Though a hotel's location is proven to be an essential component of the success of the establishment, with this research paper it has been proven that each location varies immensely. We initially studied our local site of Miami, and then examined the hustle and bustle of New York City; here we will do a final comparison with a boutique hotel located in Cabo San Lucas, Mexico. Hospitality Design Magazine did a review on the upcoming vacation spot, in a new, luxury hotel named, Hotel Solamar. The owner and designers are convinced as to why this location supersedes all other neighboring places. The location has been proven due to the immediate success that it seems to surpass the expectations, while the designers were able to maintain the historic presence in the city environment. "These themes continue from the ground level, to the fourth level rooftop bar, where the hotel guests and locals mingle amidst the high luxury. The design is sexy, like an urban resort." (Tyda, 2005, p. 104). The incorporation of the selected historic theme into the selection of each material is very important to carry the same feeling throughout the vast expanse of the premises.

"We designed the brick not to look old, but to nod to the neighboring turn of the century buildings." (Tyda, 2005, p.102). The importance of bringing the historic features of the local environment was important to the designers. This was in efforts to engulf the visitors into Mexico, this way the guests are able to have a complete involvement of the visiting city, not feel as if once they stepped indoors they are back in their

hometown. "The motif is exotic, sensual, and dramatic, but not fussy. We wanted people to think, "Wow, something has really happened here." (Tyda, 2005, p.104). Though there are many creative ideas incorporated into the design of the hotel, the problems had to be solved, and the program had to be addressed before any out of the ordinary designs could be featured into the boutique hotel. Creating a cozy feel is crucial when designing a space for people to relax, mixing dark masculine colors with the coastal touches. Subsequently, the combined balance of all elements then enables the intended mood of relaxation while maintaining the focus of the local environment within the space.

Location Incorporating Retail

Boutique hotels often have more to offer to the visitor than the standard accommodations within their guest suite. Multipurpose enterprises in the hospitality industry is rapidly increasing, incorporating more amenities into the boutique hotel. Offering the guests not only a place to sleep, but also a restaurant to eat in and even the extravagance of a retail store experience within the same establishment is an indulgence customers are glad to be offered. Being a guest in a boutique hotel has numerous benefits, where one does not have to leave the comfort of their building to indulge in diverse experiences.

In this day and age of new urbanism and live, work and play agendas all blended into one environment, mixed use projects are becoming the rule rather than the exception. More often than not, developers are mixing diverse property types together. Hotels with retail projects, for example, are realizing real synergies from this combination. "It's been proven that one of the most popular activities for visitors to an area staying in the hotel facilities is shopping." (Keim, 2001, p.59). If a mixed use development lacks the incorporation of a retail department, that suits the standards of the hotel, then the guests will unsurprisingly go to another location to seek what they are yearning for. By offering what the customer wants, it effortlessly eliminates the guest's urge to travel to other whereabouts to find their desired products. If the boutique hotel is designed and developed correctly, the hotel's patrons are often times in the mood to spend time and money in the retail locations within the premises, which therefore consistently increases the turnover. When a retail center is incorporated into the standard of the eating and sleeping destination, the guests are provided with a vast range of choices and the experiences then differ, creating delighted customer involvements. "I suspect that retail benefits more from hotel guests than do hotels from retail facilities. The intangibles relate to the marketability of a hotel in a mixed use project, including retail, as compared to a standalone hotel requiring guests to drive or seek transportation to area retail centers. Hotels certainly market their proximity and convenience with respect to retail facilities because of the popularity of shopping as an extracurricular activity for visitors" (Keim, 2001, p. 59).

A prime example of a successful establishment that profitably blended the attributes of a hotel with the components of retail is the Copley Place in Boston, Massachusetts. The Copley place offers two full service, convention oriented hotels, Westin and Mariott, and 700,000 square feet of Class-A office space and condominiums with high end retail stores. This premises was developed around the same time as the introduction of boutique hotels, in the 1980s. The project of the Copley Place is a thriving production due to a variety of elements. This is located within reach of Back Bay and access to Mass Pike, proximity and direct connection to the Hynes Convention Center placed this establishment in a primary location for incoming visitors. Guests are able to offer the convenience of pedestrian access to Newbury and Boylston Streets. With impeccably placed location within the cityscape, the high qualities of the hotel amenities are also not to be overlooked, rather marveled at as well. Obviously to every rule there is an exception, but in the marketplace of mixed uses, most often it is the planning and the partnership of the different marketplaces that brings success.

Copley Place, Boston, Massachusetts. (Photo: http://www.westincopleyplaceboston.com)

The new found marketplace within the hospitality location is the upcoming future endeavor for many corporations, a mixed use space is the new way to go in the sector of hospitality. The integration of retail in the hotel setting meets the needs of frequent travelers who do not always have the time to go to another place for shopping. "Assuming there are other components such as office and residential, hotel and retail facilities complement each other by fulfilling the need of travelers with a high degree of convenience." (Johnson, 2001, p. 58). The convenience of a retail space within a hotel offers more to the visitor than just a place to sleep and eat. The visitors are often delighted with the close proximity of the retail space within the boutique hotel. "People staying the hotel have the whole shopping experience at their doorstep, whether it be food, clothing, or sitting to watch an ongoing parade. Quite often it will include cinemas and destination retail that further expands the range of opportunities on offer." (Booth, 2001, pg. 59). If a project is done correctly, this brings the affluent community who is pleased with the offerings of a multi-use space of the retail and hotel which often puts then in a mood to spend which results in a positive boost in turnover. "Shopping is an amenity for the hotel. Retail stores become the amenity, particularly for the leisure travelers.

Everyone knows that shopping is the number one leisure activity for the leisure travelers. So it's a great fit." (Williams, 2001, p. 60). Interestingly, with the mix of retail and hotels, the retail sector seems to be the more successful component in the merging of spaces.

Interior design and architectural features in hospitality environment

Elizabeth Bicheva

Interior design and architectural features defined

Interior design history

Looking back on human history provides a significant amount of information that indicates evidence of interior design existing since the early stages of human kind. Caves were engraved with patterns and paintings, man's first attempt to improve their surroundings and personalise it; to create a more distinct, comfortable environment and to protect the inhabitants. This leads one to believe that the inclination towards changing and altering the surrounding environment is in mankind's nature and has been passed on from generation to generation.

History has indicated that in time people developed and refined their skills and technical knowledge to distinguish themselves from each other. Civilizations came to be defined by what will later be called architecture and interior design. History shows us that these civilizations used architecture and interior design as a means to establish the power and control over tribes and nations. These accomplishments were a symbol of power, authority and the relationship to the divine, take for example the royal family and ruling class of the Egyptian and Roman empires; they lived in incredible palaces and luxury that had been designed and built according to various aesthetic, religious and traditional beliefs. The power displayed through architecture and interior design stood in stark contrast to the primitive dwellings of the common worker, without any excess amenities or luxuries, and the inability to create individual social status.

Beauty and function always go hand in hand in interior design, and this is the most crucial factor that maintains the balance between function and beauty in the discipline. A great example of this is the development of architecture and interior design in Europe from Medieval Times, the Renaissance and pre industrial era of the 18th century. The religious aspects were the central driving factors during these eras, which provides evidence to support the research topic; people are always compelled to give meaning to places, different meanings at different times, and the purpose the meaning was predominantly expressed through architecture and interior design.

Interior design has established itself as an independent discipline in the early 1900's and has since developed rapidly. Various organisations have been created over the years in order to define and control the process of interior design and to meet regulatory standards. The main focus of those organisations is to ensure that the built environment created by professionals is safe for users and for the environment. On the other hand no organizations control whether the space has been created in order for it to be represent by a specific idea or meaning. The significance of places and the tradition and symbolic ideologies missing from contemporary design, we often see that no great meaning has been imbued into most designs and spaces. In my opinion this is a great shortcoming of modern architecture and interior design. I believe, that nowadays every professional has to consider their personal responsibility to strive to meet these aspects into the spaces that they create, which can be achieved using an endless number of technically crafted architectural and interior design features.

Architectural and interior design features defined

Architectural and interior design features is a broad range of elements that firstly plays a functional role in the build environment, such as structures, spatial elements, walls, doors, windows, furniture, finished materials, decorations, are all part of the build environment. And secondly creates unique experiences for people that are using the space. The significance of these elements is a fact that has been proven and affirmed by various sources. The role of the technical aspects of the space, such as air quality and material properties, is well recognized in design, but how the tacit aspects shape the design process is less understood. (T.Poldma, 2010). Spatial layout of the build environment is created with the use of architectural and interior design features, for the specific need of the space. Spatial layout and functionality of the physical surroundings are particularly important. Spatial layout refers to the ways in which machinery, equipment, and furnishings are arranged, the size and shapes of those items, and the spatial relationships among them. (M.J.Bitner 1992). Interior designer's objectives would be to ensure that the functionality is facilitated by the appropriate use of these items, as discussed above.

Not only the architectural and interior design features create unique spaces and environments, but also connect the space with its surroundings and nature. When the connection is established through forms and materials that are used in the space, then experience of the users will be more coherent and rich in character. Compatibility in natural settings refers to how well a place blends in with its surroundings and is related inversely to contrasts (in color, texture, size, and shape) with the natural background; in urban settings compatibility results from replication of features such as materials, style, and overall shapes (M.J.Bitner 1992).

Signage is one more element of the architectural and interior design features that plays a significant role in the build environment. Many items in the physical environment serve as explicit or implicit signals that communicate about the place to its users (M.J.Bitner 1992). Signage can be used in variety of ways, way finding is one of the most common use of signage, but there is more to this subject. Signs can be used as labels (e.g., name of the company, name of department), for directional purposes (e.g., entrances, exits), and to communicate rules of behaviour (e.g., no smoking, children must be accompanied by an adult) (M.J.Bitner 1992).

Pic.1

W Hotel, Koh-Samui, Thailand.
(http://sg.asiatatler.com/weddings/why-i-didn-t-have-a-cake-at-my-wedding)

In Pic. 1 we can see a great example of signage of the W Hotel in Koh-Samui, Thailand. The signage became a design element and part of the architectural and exterior design features. Signage not only plays a communicative role in the space, but also an aesthetic one, which makes it valuable part of the build environment.

Atmospheric factors should be, in my opinion, to be considered as an architectural and interior design features, due to the level of influence these factors have on people and their experiences. Atmospheric factors are background conditions in the environment, e.g. temperatures, scent, noise, music, and lighting.

(M.Heide, K.Laerdal, K.Gronhaug, 2007). These elements have a direct influence on how people perceive the space they are in, and have the power to create positive or negative responses. Some might think that such elements are insignificant or important in the way we perceive spaces, but I would say that combination of architectural and interior design features, such as structures, spatial elements and atmospheric factors is a way to create balanced beauty, comfortable and functional spaces.

No element should be left out from the design process, every aspect of the design process and element of architectural and interior design features are important.

From the research that I have undertaken it is overwhelmingly concluded that the desired objectives of the user is the challenge for the interior designer to create "an at home feeling" whereby the architectural and interior design features must incorporate the feeling of comfort, security and relaxed short-term period.

The Influence of Architectural and Interior Design Features on User's Experience in the Hospitality Environment

Hotel environment defined

According to the Merriam Webster Dictionary, hotel is defined as a place that has rooms in which people can stay especially when they are traveling, a place that provides food, lodging, and other services for paying guests. (http://www.merriam-webster.com/dictionary/hotel) The key point in this definition is the service for paying guests. The Hotel is an environment where people receive the kind of service where all their needs and expectations are met.

The environment where the consumer temporarily resides in a safe and secure environment that fulfils his needs towards overnight lodging, meals and refreshments, the opportunity to interact with people (business, family, friends), relaxation and entertainment. Every hotel offers variety of services that differentiate depends on the hotel markets speciality.

The boutique hotel is a specific class within the hotel industry, which differs from other hotel environments. The specifics of the boutique hotel imply that the space would be unique and intimate, providing customers with an exclusive experience during their stay. The exclusiveness usually achieved through the application of variety of the elements such as amenities, design features, services provided and adjacent businesses available for user's needs. Adjacent businesses are very important, in my opinion, as it creates the divers hotel environment, which is a great element towards achieving customer satisfaction.

In Pic.2 we can see the winner of the Winning Boutique Hotel Award, 2013, Rancho Valencia, USA as a great example of a beautiful and functional space that responds to the needs of its clientele. The World

Boutique Hotel Award is the first organization in the world that started to recognize Boutique Hotels through the Award system. After careful investigation of this company's philosophy and criteria I have learned that the most important judgement criteria is related to the design of the space, facilities, location, services, staff emotional connection, etc. But more importantly it is looking to achieve a unique character and flair of the space.

Therefore, the hotel environment is a complex organization which is directed towards client's satisfaction and positive experience. Additionally, boutique hotels should provide not only the necessary services for the basic needs, but rather create unique, exclusive experience for their clientele.

Pic.2

Rancho Valencia, USA. The Award Winning Boutique Hotel, 2013.
(http://boutiquehotelawards.com/w/hotel-item/rancho-valencia-usa/#gallery)

Users experience in the hospitality environment and its relation to the architectural and interior design features

User's experience plays the dominant role into establishing successful hospitality environment, it is a key aspect in an extremely competitive industry that distinguishes the level of service and standards from one hotel to the other. All hotels strive to create a memorable experience for each individual user that has an

everlasting affect to which it draws the user back to the hotel again, whether it is for business or for pleasure basis.

In order to appropriately design, implement and capture the user's experience one must first attempt to analyse and understand user's behaviour that drives the experience. From my research, numerous authors and research data all relate back to the key experience as being "home" like environment for the boutique hospitality industry.

Aspects of human behaviour related to the meanings of "home" as investigated in the paper by Sixsmith (1986) (P.Gustafson 2001), presents findings from the qualitative and quantitative research of over 20 characteristics of "home" by user groups. Those characteristics has been grouped into three main categories, or 'experiential modes', being personal, social and physical. As per the table below.

Table 1

PERSONAL	SOCIAL	PHYSICAL
Happiness	Type of Relationship	Structure
Belonging	Quality of Relationship	Services
Responsibility	Friends and Entertainment	Architecture
Self-Expression	Emotional Environment	Work Environment
Critical Experiences	With Others	Spatiality
Permanence		
Privacy		
Time		
Meaningful places		
Knowledge		
Desire to return		

(P.Gustafson. 2001)

Spaces consistently have an extremely personal meaning, and from Table 1 it demonstrates evidence that the 20 characteristics most are of a personal and self-identification nature. But from the physical characteristics of the space I can derive that architecture, services, structures and spatiality are an important aspects in forming user's experience as well. The ability of the physical environment to influence behaviour and to create an image is particularly apparent for service business such as hotels, retails stores

and hospitals. (M.J.Bitner 1992). From my research it is evident that physical surroundings have a direct influence over the user's ultimate satisfaction of their experience in the hotel.

In Fig.1 below, the objective was to identify experiences and sub classify them into the physical environment and human interaction where by making reference to the final segment being consumer behaviour as being either and emotive component (which is an emotional state), or a cognitive state (the intellectual aspect).

Consumer experience construct   Consumer perceived value
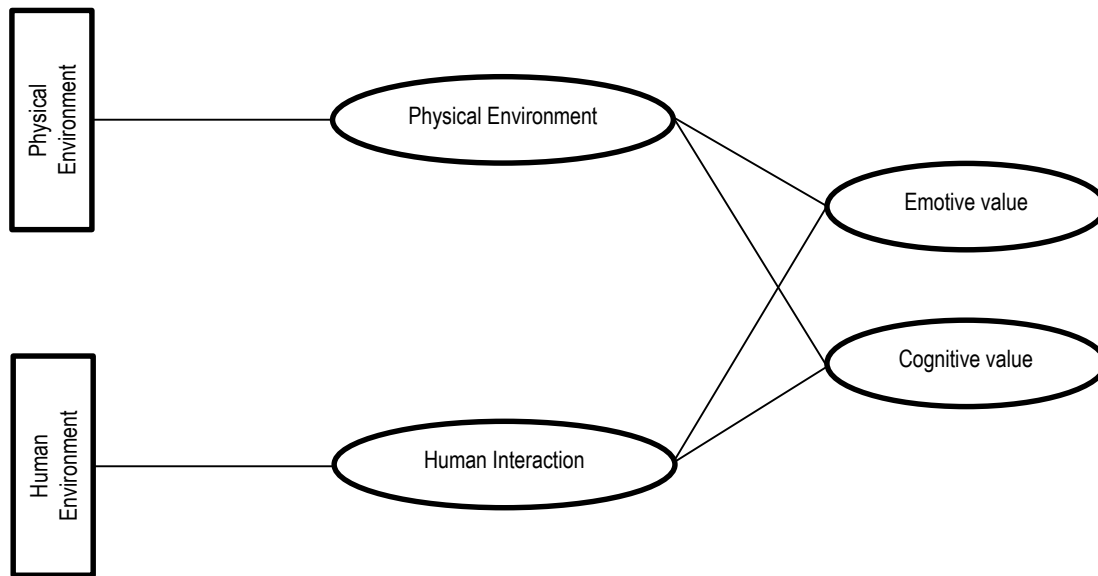
Fig.1 (A.R.Walls 2013)

Further to the research undertaken by A.R.Walls it reconfirms my assessment that the physical environment is an integral part in the overall human experience in the build environment.

Application of the architectural and interior design features in hospitality environment in order to improve user's experience.

The hospitality environment represents a very complex setting that consist of many aspects that influence the user's experience and satisfaction. As discussed previously in order to achieve a positive outcome the architects and interior designers must consider the variety of these factors and their relationships among each other. The conducted research clearly indicates that those factors include structure, layout, lighting,

signage, furnishings, and atmospheric factors and other components. On the basis of a review of diverse literatures, three composite dimensions were identified as being particularly relevant to the present analysis: ambient conditions, spatial layout and functionality, and signs, symbols and artefacts. (M.J.Bitner 1922).

Ambient condition is an important element of any hotel environment, which leads me to conclude that it is an essential element for boutique hotels. As per the information above, it has been mentioned that uniqueness and special flair of the hotels is what distinguishes them from its competitors, and ambience is a significant factor of space that has a unique charm and character that resonates with overall style of the hotel. A review of relevant studies points towards three factors that are important for creating the desired ambience: (1) atmospheric factors; (2) social factors; (3) design factors (M.Heide, K.Laerdal, K.Gronhaug, 2007). As we can see design factors are important interrelated element that has been mentioned in various sources and by various authors. The social factors are a significant part of ambience creating process. While the design experts clearly recognize the value of social interactions, their focus is not on the interactions per se, but rather on creating physical surroundings that facilitates such interactions. ((M.Heide, K.Laerdal, K.Gronhaug, 2009).

The study that has been conducted by the M.Heide, K.Laerdal, K.Gronhaug through interviewing design and hospitality experts that provide information towards two types of drivers: permanent and temporary, that has been emphasized by professionals as a key drivers in creating unique atmosphere in hospitality environments.

Table 2.

Examples of atmospheric drivers that interior designer can implement and apply.

DRIVERS	DESIGN EXPERTS	HOTEL EXPERTS
Permanent features	Location and environmentally adapted architecture. Meeting places. Environmental awareness. Logistic. Easy access. "Shop-in-shop" experience. Abstract forms and proportions. Elements of surprise. Colorful structural and ornamental elements.	Countryside location. Trendy urban business hotel. Intimacy. Must be rooted in local traditions.
Temporary features Atmospheric	Colors and lights reflecting traditional materials.	Honest experience.

	Flexible elements that can melt and soften into different usage	Seasonal setting related to the time of year and day.

Following up from a comprehensive analysis of the above information I have concluded that application of architectural and interior design features for boutique hotels, requires a number of specific elements in order to achieve a unique and comfortable environment for the clientele.

In order to create a uniqueness and exclusive environment in the boutique hotel environment, elements of luxury should be applied in the space through various forms of application of architectural and interior design features, such as:

- High-end furnishing and materials
- Exclusive finishes and appliances
- Unique artefacts
- Fabrics rich in textures, style and patterns
- Attention to specific details

Another key application for the architectural and interior design features should be directed towards creating private and intimate spaces within the hotel environment. This can be achieved through the interior architectural elements and with lighting design. Light in the space has a significant impact on how the space is perceived by its users. Different lighting would assist in the creation of private, intimate and tranquil spaces and a myriad of other ambiances throughout the day and night.

The location of the hotel is another opportunity for the design professionals to apply architectural and interior design features in order to create a cohesive, balanced environment that would resonate and blend with surrounding nature, community, culture and traditions.

This can be achieved through the application of architectural elements that would respond to the surrounding environment or with materials, finishes and fabrics that are representing local culture and uniqueness.

By implementing the above techniques and applications one will essentially create the unique, memorable environment, that will resonate with the users by providing an unforgettable experience and establishing a direct, personal relationship with them. Strong connection between consumers and the build environment create a positive outcome where users continuously return to the hotel environment, seeking to relive the experience.

The Aspects of Boutique Hotels that Cater to the User's Experience

Brittney Willis

Hotels are known for the services and amenities that they provide and offer to their guests. Boutique hotels stand out from other hotels by offering services that are specialized to their location and personalized to their targeted user groups rather than employing a standardized set of amenities and services that larger hotel brands utilize. Boutique hotels use their services to "stand out in a competitive market that's based on sameness" (Schneider, 2008)

Hotel Amenities and Services

Boutique hotels utilize specialized services and amenities that set them apart from the rest of the hotel pack. These types of services include: in-room services, which focus on food services and spa services, in-room amenities, such as provided bath products and extra items for everyday life living, and food services, such as on-site restaurants and bars. Boutique hotels also utilized specialized services and offer activities, such as yoga and other fitness classes, group activities and games, transportation, tourist attractions, and assistance in booking local attractions and entertainment. Boutique hotels also make uses of specialized areas, such as fitness centers, business centers, live entertainment space, art galleries etc. Another big trend in boutique hotels has been implementing green and sustainable practices and products.

Boutique hotels have been increasingly focusing on wellness and relaxation. Many large hotel brands that offer spa services have full service, on-site spa centers. Since boutique hotels are limited in size, they often cannot offer a specialized spa center, as such many boutique hotels offer in-room spa services and treatments instead. These would involve a massage therapist or spa professional going to a guest room and preforming the service there, such as messages, skin treatments, and body wraps. Offering these services in one's room instead of in a public spa setting creates more privacy for guests and gives more of that at home vibe that boutique hotels are known for. For example, The Palomar Hotel, in Los Angeles, California, offers a variety of in-room spa treatment, such as their "Antioxidant Vitamin C Facial" and their "Revitalizing Hot Stone Message" (http://www.hotelpalomar-beverlyhills.com/beverly-hills-hotels/spa). Most boutique hotels also offer 24-hour room service that includes food delivery from the hotel restaurant, laundry and cleaning services, and other specialized services, such as complimentary shoe shines. Amenities in the guest rooms are also quite important in the success of boutique hotels. In-room amenities include but are not limited to: technologies, high quality spa and bath products, top of the line bath fixtures, appliances for easy living, such as hair dryers, irons, small refrigerators, and coffee makers, and specialized furniture

and spaces, such as, desks, living spaces, closets, luggage racks, and chairs. Luxurious guest bathrooms are a common staple in boutique hotels. Bathrooms in boutique hotels use high end fixtures and contemporary designs to make the guest feel as if they are in a home-like environment while still giving them a spa experience. Luxurious fixtures in boutique hotel bathrooms include: double vanity sinks, rain fall shower heads, spa like soaking tubs, and walk in showers when space is available. For example, the Palomar Hotel treats its' guests

Guest bathroom in the Palomar Hotel ((http://www.hotelpalo mar-beverlyhills.com/beverly-hills-hotels/rooms.html).

to spacious bathrooms with a double sink vanity, walk in shower, a large soaking tub, and high end finishes (http://www.hotelpalomar-beverlyhills.com/beverly-hills-hotels/rooms.html).

Boutique hotels are known for their first class food services. On site restaurants and bars hold a significant role in the success of a boutique hotel in competitive markets and creates a unique factor that makes boutique hotels stand out from larger hotels. Restaurants in boutique hotels focus more on specialized cuisines and design aesthetics that reflects their menu, such as, Italian, French, or sea food, while larger hotel brands tend to have more of an all-around menu. For example, the main restaurant in The Betsy Hotel on South Beach, BLT Steak, is a steak house and sushi bar, which was named best steak house of 2014 by Miami New Times' (http://www.the betsyhotel.com/blt-steak). Another example is The Pelican Restcafe, located at the Pelican Hotel on South beach, is a contemporary restaurant that specializes in modern Italian cuisine and seafood (http://www.pelicanhotel.com/restcafe), whereas 660 Anglers, located at the Anglers on South Beach hotel, focused on contemporary American (cuisinehttp://www.angle rshotelmiami.com /miami-beach-restaurant/660.html). Many boutique hotels have been employing top rated and even celebrity chefs to boost their on-site restaurants. For example, "The Mediterranean-inspired Eos at the Viceroy is a celebrity by all definitions. Its chef Michael Psilakis, was named a "Best New Chef" by Food & Wine and "Chef of the Year" by Bon Appetit in 2008. Restaurateur Donatella Arpaia is a culinary personality often featured on the Food Network. Even the restaurant's designer, Kelly Wearstler, has been a Top Design judge on Bravo" (Watkins, Stoessel, 2010, p. 13).

Boutique hotels make the use of technology to enhance user experience. "Hotels often utilize technology as a value-added amenity to help promote differentiation, enhance guest satisfaction, and build loyalty among clientele" (Cobanoglu, Berezina, Kasavana, Erdem, p. 273). Hotels utilize many different kinds of technologies to entice their guests. Table 1 shows a list of hotel amenities and their meanings. According

Technology	Description
Voice over IP (VoIP)	Use of Internet protocols instead of analog media to transfer voice data
In-room Pay-Per-View (PPV)	Digital video, available over a television platform, available on a payment basis
Voicemail/messaging	Phone-based service that enables a caller to leave a voice mailbox message
In-room accessible outlets	Electrical outlets conveniently located for hotel guest access and use room
High-speed Internet access (HSIA)	Internet connectivity at speeds of 1 to 100 Megabits per second (Mbps)
In-room safe	Electronic safe that can be opened by electronic card or personalized code
In-room control panel	Console controls room amenities (e.g., lights, temperature, curtains, blinds)
Universal battery charger	Device capable of charging the batteries of various equipment and mobile devices
Electronic locking system	Access security by electronic media (e.g., magnetic stripe, smart card, RFID, NFC)
In-room game system	Entertainment system available in a hotel guest room (e.g., Wii or PlayStation)
In-room fitness system	Specialty devices for physical exercise in a hotel guest room (e.g., treadmill unit)
In-room video checkout	Television interface enabling express folio review, account settlement, and checkout

Table 1 (Cobanoglu, Berezina, Kasavana, Erdem, p. 275)

to a 2011 study done to discover the impact of technology amenities on hotel guest overall satisfaction, hotel technologies fall into one of four categories: In room technologies, comfort technologies, business essentials, and internet access. In room technologies include: in-room VoIP service, in-room pay-per-view (PPV) movies, in-room voice-mail / messaging, in-room game system (e.g. Wii or PlayStation), in-room fitness system, and in-room universal battery charger. Comfort technologies include: In-room electronic safe, in-room guest control panel (e.g., lights, TV, temperature, blinds curtains, etc.), in-room ,mobile access to hotel website, electronic wireless key card, flat panel HD television, and music playing systems. Business essentials include: Business center (e.g., computers, fax and copier machinery, etc.), express check-in / check-out, in-room telephone, in-room alarm clock, and easily accessible electronic outlets. Internet access includes: in-room high speed internet access, and high speed wireless internet access in public areas (Cobanoglu, Berezina, Kasavana, Erdem, p. 281-282). According to the study, the "five highest rated technology amenities were: in-room telephone, express check-in/checkout, in-room alarm clock, easily accessible electronic outlets, and in-room high-speed internet access", while the lowest rated amenities were in-room universal battery charger, video-conferencing capabilities, in-room fitness system, in-room PC, and in-room game system (Cobanoglu, Berezina, Kasavana, Erdem, p.282).

Boutique hotels have often appealed to "forward-thinking" ideas, such as environmental awareness, and thus have been increasingly becoming environmental advocates and have been employing green and sustainable practices (Kleinrichert, Ergul, Johnson, 2012, p.212). In a 2012 study done on the determinants of customer loyalty and purchasing behavior, it was discovered that while environmental features are not one of the most heavily weighted determinants in customer satisfaction, they do however make a difference in costumer delight and purchasing decisions, this is demonstrated in table 2 (Kim, Raab, Tranford, 2012, p. 325). This study also showed that "given the increasing importance of

Purchase decision factors as a function of hotel respondent type[a].

	Hotel respondent type		
	Full service	Limited service	$t(533)$
Price	−0.174 (5.78)	0.223 (5.84)	−4.759***
Utility	0.082 (5.79)	−0.109 (5.54)	2.191*
Amenity	0.218 (5.04)	−0.291 (4.39)	6.014***
Brand	0.085 (5.01)	−0.113 (4.55)	2.272*
Image	0.142 (4.35)	−0.190 (3.78)	3.859***
Green	0.076 (4.00)	−0.101 (3.50)	2.031*

Table 2 (Kim, Raab, Tranford, 2012, p. 325)

environmental sustainability in the broader cultural context and the hospitality industry, identifying those customers who value it could provide a competitive advantage for hotels that implement sustainable practices" (Kim, Raab, Tranford, 2012, p. 328). Boutique hotels have gone green simply because "green is the new luxury and hotels that aren't green will lose customers" (Kleinrichert, Ergul, Johnson, 2012, p.214). Employing sustainable practices also benefits boutique hotels financially. According to Kleinrichert, Ergul, and Johnson, the hospitality industry spends about 3.7 billion dollars annually on energy and that electricity accounts for about 60-70 percent of the energy consumptions of average hotels. Using energy efficient products and practices would lower the cost of energy for hotels. Hotels typically use 218 gallons of water per day per occupied room. Using water-efficient fixtures in hotel rooms and for hotel services, such as the kitchen, can reduce water and sewer bills by 25-30 percent (2012, p. 217). Many boutique hotels have focused their environmental efforts on achieving environmental certifications from third party sources, such as LEED certifications. This trend has particularly been observed in the

Boutique Hotel	Location	EMS standards
Gaia Napa Valley	Napa Valley	LEED certified: Gold
Orchard Hotel; Orchard Garden Hotel	San Francisco	LEED certified: Gold; Green Seal Certification: Silver; SF Green Business
Cavallo Point	Sausalito	LEED certified: Gold (Working towards: Green Seal and Golden Gate National Parks Conservancy in partnership with the national park service)
Hotel Carlton of Joi de Vivre Hotels[a]	San Francisco	LEED certified (EB OandM): Gold; SF Green Business; Bay Area Green Business; Awarded 100 by Energy Star (US EPA and US Department of Energy)
Inn Marin Hotel	Novato	State of California Green Lodging Certification; Bay Area Green Business (Marin Co.)
Post Ranch Inn	Big Sur	None (Numerous eco/environmental awards from travel industry and publications)

Table 3 (Kleinrichert, Ergul, Johnson, 2012, p. 222)

San Francisco Bay area; table 3 shows a group of San Francisco boutique hotels and their third party

environmental certifications (Kleinrichert, Ergul, Johnson, 2012, p.222). Many other boutique hotels don't seek out these certifications but still aim to be environmentally conscious in their everyday practices the products that they use. For example, The Colony Hotel in Delray Beach Florida adopts many green practices and products. It uses zero VOC paint for and uses100% carbon offset vehicles for maintenance vans and guest shuttles to promote good indoor and outdoor air quality. It uses low flow shower heads in guest bathrooms and plants indigenous to Florida in landscaping to reduce water consumption. The Colony employs a recycling program in guest rooms, public areas, and the back of the house and uses recycled lumber in all new construction. The Colony saves energy by geo- thermal energy to heat its swimming pool, using Energy Star rated appliances, and using high-efficiency lighting (http://colonyflorida.com/index.php/about#green).

Hotel Amenities Catered to the Targeted Users

Boutique hotels are successful because they target a specific group of patrons and cater their amenities to suite that group. Most boutique hotels target guests in their mid-20's – 50's and upper middle class and wealthy guests, or those who can afford a luxury stay. According to Kim, Raab, and Tranford, in their 2012 study of customer purchasing behaviors, of the patrons that frequent boutique and full service hotels 52.8% are men and 47.2% are women, 71.5% are married while 21.7% are single. In terms of age 25.6% of the patrons are between the ages of 18-34, 26.9% are between the ages of 35-44, 18% are between the ages of 45-54, 13.4% are between the ages of 55-64, and 16.1% are over the age of 65. 25% of patrons are traveling for business whilst 74.4% are traveling for leisure. When it comes to the length of their stay 27.1% of patrons stay for 0-2 day, 37.6% stay for 3-5 das, 18% stay for 6-10 days, and 17.3% stay for more than 10 days (p.323). This type of information is useful because it helps boutique hotels find out what types of accommodations their targeted patrons need. For example, guests who are traveling for business need different accommodations than those who are traveling for leisure. A business traveler might need a business center whilst a leisure traveler might prefer relaxation and spa amenities. A traveler who is staying for a long period of time, perhaps more than 10 days might need an in-room kitchenette and a larger closet and storage, whereas a traveler who is staying for less than 3 days may not need as much storage space and may only need a coffee maker and small refrigerator.

Catering hotel amenities around the nationalities and cultures of the patrons that frequent boutique hotels in different locations creates more personalized services and ads to the guests' experience. According to the study previously discussed: American guests place great value in complimentary services and amenities, their most frequently mentioned service was the concierge desk, their second most important service was house-keeping, and their top amenity was a superior room. European guests place a great emphasis on the hotel room, their most favored service was the concierge desk, and their second favored service was the hotel restaurant. South American guests placed a great emphasis on the hotel restaurant

and room services. Lastly Canadian guests placed an emphasis on a pleasant surprise element and on cleanliness (Kim, Raab, Tanford, 2012, p. 258-260). For example, a boutique hotel in Miami Beach would cater to a lot of north and south American guests, therefore it would be a good idea for those establishments to focus on having a reputable, on-site restaurant and bar as well as complimentary services and in-room amenities, whereas a hotel that gets a lot of guests from Europe would focus on having a well-designed reception desk and a well-trained concierge staff that is knowledgeable of the area and tourist attractions, as well as distinguishable food services.

As mentioned previously, 25% of people staying in hotels are traveling for business (Kim, Raab, Tanford, 2012, p.323). While this does not equal a majority of travelers, it is still a large enough percentage that hotels must consider them in their planning. Boutique hotels in large urban areas surrounded by booming businesses and corporations, most likely have a primary customer base of business travelers. People who are traveling for the purpose of business and that will be doing work during their stay will be in need of business essential technologies, such as an efficient business center or in-room business technologies. In his article, Gali Kronenburg, states that for business travelers "in-room office amenities are more important than a well-stocked mini-bar" and that what he needs most in a hotel room "is what few hotels provide: a good lamp, a data port for my modem and a desktop fax machine" (2011, p. 3). In-room and business center accommodations that business travelers look for are ergonomic chairs and desks, efficient lighting, plenty of data outlets, high speed internet access, printers and fax machines, and "goof-proof" technology (Kronenburg, 2011, p.4). For example: The James Hotel, located on Magnificent Mile, in Chicago, offers its business patrons a high-tech, 24/7 business lounge, equipped with high efficiency computer, printers and fax machines, as well as a work station and a networking lounge atmosphere (http://www.jameshotels.com/chicago/explore-hotel/amenities-services/business-services).

An area of the business lounge in the James Hotel

Hotel Amenities Catered to the Location

Boutique Hotels are most densely located in the United States and in Europe. European boutique hotels have a tendency to focus on specific themes and niches that have a "cultural flair and a wisp of adventure" (Schneider, 2008). For example, The Hard Days Night Hotel, located in Liverpool, England, is a 110 room Beatles, the rock band, themed boutique hotel. This hotel has Beatles and luxury décor throughout and specialized theme rooms, such as the "John Lennon" room. They also host and do bookings for events and attractions that center around the Beatles and other 1960's-1970's rock bands, such as the "Magical Mystery Tour" and the tribute to the Rolling Stones concert. (http://www.harddays nighthotel.com/). Boutique hotels may be most popular in the

The John Lennon Suit of the Hard Days Night Hotel (http://www.harddaysnighthotel.com/gallery/rooms-suites/)

The John Lennon Suit of the Hard Days Night Hotel (http://www.harddaysnigh thotel.com/gallery/rooms-suites/)

United States and in Europe, however they are becoming increasingly popular in other areas of the world as well. Boutique hotels in Asia are focusing on wellness and health services, including "healing, spirituality, and relaxation techniques" (Scheider, 2008). Asian boutique hotels are focus on high end technology amenities and services, particular in urban corporation settings, such as Beijing, China. Boutique hotels in Europe, The U.S, India, the Middle East, and Russia have become very luxury and design driven and have been pairing with luxury brands, such as Volkswagen and Versace. In Latin America and the Caribbean boutique hotels are still slowly emerging in tourist cities, however boutique and lifestyle hotels in these areas are moving away from specific experiences, such as a beach or spa retreat, and becoming more design and contemporary living driven (Schneider, 2008).Boutique hotels are also focused on the environment in which they are located, meaning that their services and amenities respond to environmental factors. For example, a boutique hotel located near the financial district of New York City, such as Eurostars Wall Street Hotel, would offer a high-tech business center and in-room business technologies and accommodations, whereas The Dream South Beach hotel, located on South Beach in Miami, Florida, offers beach services and has a private swimming pool.

Boutique hotels in South Florida and Miami seem to focus on wellness and healthy living services and amenities. They offer in room spa products and services and the offer activities that focus on healthy living, such as yoga lessons, fitness classes, and bicycle riding. They make use of the outdoors, pool decks,

The Colony Hotel, Del Ray Beach, Florida (http://colonyflorida.com/)

balconies, and beach services. They have on site specialized dining and bars. Many have incorporated retail shops within themselves. South Florida also has many small historic hotels that would fall under the category of a boutique hotel. For example, the Colony Hotel in Del Ray Beach is a 70 room, historic hotel that was built and opened in 1926. It is located in the center of Atlantic Avenue, a bustling area full of shops, restaurants, nightlife, and beach life. It was built with a Mediterranean style of architecture that was popular during its inception. The Colony Hotel provides a bounty of services and amenities, such as: a salt water pool, a private beach club and restaurant, a porch bar with live entertainment, cocktail hour in the lobby, games in the lobby, shuffle board, yoga lessons, a fitness room, and laundry services. The Colony Hotel is also unique in that it has on- site shops located at street level, as well as being steps away from other restaurants and shops that Atlantic Avenue has to offer (http://colonyflorida.com/). Another example of a South Florida boutique hotel is The Betsy hotel located on South Beach. The Betsy has a target patronage of artistic types, it uses its facilities as an art gallery to display art by local and travelling artists, it has a designated

Writers room at The Betsy
(http://www.thebetsyhotel.com/)

writers' lounge and studio for travelling and aspiring writers, and it also has a live performance space for musical acts. The Betsy offers spa treatments as well as yoga classes with a beach view. It has a private pool and private ocean deck, as well as complimentary beach services and amenities such as chairs and cabanas. The Betsy has a variety of dining options, it has a full service restaurant, ocean deck dining, a lobby bar, in room dining, and private dining rooms (http://www.thebetsyhotel.com/).

Beach Deck Dining at The Betsy
(http://www.thebetsyhotel.com/)

Restaurant at The Betsy
(http://www.thebetsyhotel.com/)

How Branding Attracts Users to Boutique Hotels?

Sentrell Marsh

Mahatma Gandhi once said, "The best way to find yourself is to lose yourself in the service of others." Although Gandhi was referring to individuals, this quote can be applied to boutique hotel branding. Boutique Hotels have recognized how important branding is to their success. Seeing that boutique hotels are either independent brands or smaller brands of larger hotel chains, they don't use the traditional marketing techniques used to target larger diverse audiences. The audience and target market of boutique hotels are usually niches that are unique and very much attracted to their location. Knowing this, boutique hotels know their messaging is very important for attracting their ideal guest.

Along with their messaging, boutique hotels must know how to leverage their assets, employees, location and amenities, while creating a service quality that directly intertwines with the hotel's interior design. All of these factors together differentiate boutique hotels from their competitors while reinforcing a cohesive and consistent brand.

Branding Defined

According to the American Marketing Association (AMA), a brand is a "name, term, sign, symbol or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of other sellers." This definition is just the root of a brand. A brand is a persona. It has an identity. It can grow and it can die. Branding utilizes the brand to consistently and strategically establish a strong presence in a market to gain and retain customers. Branding consists of three components: Brand Image, Brand Audience and Brand Strategy. Brand Image is how the brand is

perceived. How do you want people to feel about the brand? Brand Audience is the target market. Who are you trying to capture? Brand Strategy is how you use the brand image and the demographics and psychographics of the brand audience to purposefully target and capture your ideal consumer. How will you build brand loyalty?

Before a boutique hotel can successfully utilize the component of branding, they have to really know who they are and they have to look at how they want to service their guests. Branding is a boutique hotels promise to their guests and in knowing this promise, they will find their identity and this is the core of their brand. Brand Identity is what makes a boutique hotel distinguishable, unique and significant. The Tsang, Lee and Li study on brand equity said the following:

> "Creating a brand is recognized as the most effective way for hotel chains to identify and differentiate themselves in the hospitality industry. It is true that branding does help hotels gain more sustainable advantages to compete with others. In today's sensitive business milieu, branding serves as both a competitive advantage and a strategy tool for survival." (p. 483)

Once a boutique hotel has built a strong brand, it is important to be consistent. Consistency is vital to brand loyalty. Brand Loyalty is when a brand makes so much of a lasting connection with their customer that the consumer continues to be a patron of the brand. Brand Loyalty is the bread and butter of the Boutique hotel business and is built through the strategic use of messaging, customer service, the quality of products and service as well as connection. Soa, Sparks & Wanga (2013) found, "Hotel firms have increasingly recognized that branding strategies constitute a strategic weapon to secure a competitive edge in the global hotel industry" (p.33).

At the forefront of brand strategy is messaging. It is all about producing messaging that evokes a positive feeling and positive behavior. In a study on destination branding conducted in Oklahoma, the researchers, Qu, Kim and Im (2011), looked at the unique images of destination branding and how they need to be regarded as a vital brand association to influence the image of a destination brand. It is here where the marriage of brand identity and brand image become critical in sending consistent and strategic messaging to the ideal customer. This relationship is reciprocal and strengthens through two-way communication where not only is the brand sending messages and imagery, they are open to receiving feedback from the audience, adjusting and then sending out new messages. This process within itself sends a positive message of openness, consistency and fluidity. Ultimately, a successful brand has two important qualities: identification and differentiation (Qu, Kim and Im, 2011, p.466).

How to Use Branding to Attract the Ideal Guest to Boutique Hotels

According to Khosravi, Malek and Ekiz (2014) research on guests perception of Boutique hotel attractive elements, the nine attributes that make a boutique hotel distinctive are location, comfort, convenience, price, service quality, individualized and personalized services, size, uniqueness and aesthetics and friendly staff (see *Figure 1*). Although all of these attributes are important, uniqueness and aesthetics remain the most important aspects in a guests decision to book a boutique hotel (Khosravi, Malek and Ekiz, 2014, p.39). This one factor can heavily influence how boutique hotels approach branding to attract their ideal guests and should be a vital part of the branding strategy for boutique hotels.
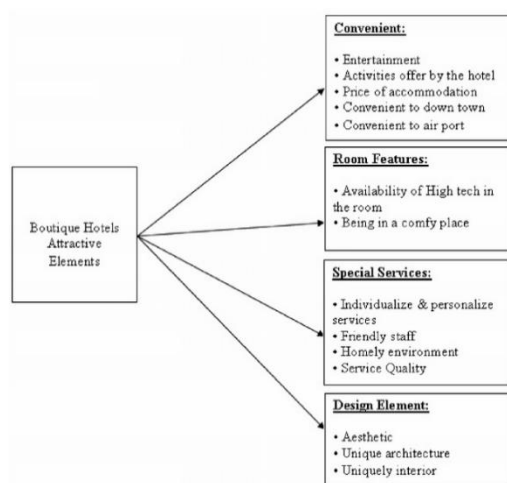

Figure 1. Guests Perception of Boutique Hotel Attractive Elements (Khosravi, Malek and Ekiz, 2014, p.39)

Guests are looking for a unique experience and it starts with the brand image and brand strategy. The Lim and Endean (2009) study on *Aesthetic and Operational Characteristics of UK Boutique Hotels* revealed:

- 41 percent of the hotels studied used "individual" to describe the design of their rooms.
- 11 percent used "unique" in their description
- 8 percent used "individual" and "unique".

Boutique hotels know uniqueness is important but they find the word "individual" more favorable in messaging.

Another study on *Image, Place and Nostalgia in Hospitality Branding and Marketing* by Hunt and Johns (2013), studied how images revealed a relationship between nostalgia and place. This is important because " Nostalgia can clearly be a powerful element of brand image formation, as the positive emotions it evokes are likely to cause "approach" behavior, i.e. positive searching and purchasing behavior in consumers"

(Hunt and Johns, 2013, p. 24). Nostalgia as a branding strategy is favorable because people of all ages are susceptible to nostalgia, however it is important to aim for imagery that evokes events of guest's teens or early twenties. Additionally, this study revealed, first-time and/or life-changing events that happen around the age of 24 stay with individuals through their lifetime. This approach is excellent for brands to make memorable connections with their guests. These connections are what create brand loyalist. Hunt and Johns found four types of situations trigger nostalgia:

- reflection on the everyday past
- reflection on reference points in one's life cycle
- encounters with tradition/ritual occasion
- experiencing periods of transition

This emotional "scenery" taps into collections of sensations that become interlinked, resulting in a consolidated brand image and customer fulfillment. This linking triggers customer loyalty instantaneously. Hunt and Johns (2013) said the following about nostalgia:

> "…Nostalgia does not relate to the true past. It attaches primarily to experiences, the significance of which has only been realized as a result of many iterations of recall. The sanitizing effect of memory, which removes many negative aspects of the original event, ensures that the past is represented as an attractive place to go, where the referents and values absent in everyday life may be rediscovered". (p.16)

Boutique hotels must develop distinctive brands to separate themselves from their competition. The messaging and images selected to embody the brand must connect to the aspirations, status and lifestyle of their customers while also representing a high level of service and product principles. (Hunt and Johns, 2013, p.14) Nostalgia is an element that can provide a connection customer's subconsciously and consciously desire to escape the routine everyday lives they may lead. Brands that can accomplish the latter could take their brands from good to great.

Brand ambassadors are another powerful tool for branding Boutique hotels. Forbes defines a brand ambassador as employees that feel connected to the brand and understands their role in turning brand aspirations into reality. These engaged, connected and committed employees are an asset because they put a real face to the company. For Boutique hotels, these employees are the people that directly engage with the hotel guests such as bellhops, concierge, front desk associates and managers as well as the janitorial staff. In a study by Tsang, Lee and Lee (2011) titled *An Examination of the Relationship Between Employee Perception and Hotel Brand Equity*, found that the role of the employee is not limited to simply performing, but also reinforcing and developing a brand image for the organization (p.484). Employee assist

with the perceived quality of a boutique hotel because they are a big part of the experience. The same study found, Employee brand management shows a evolving trend as employees begin living the brand and this is important because the employee must be connected and committed to the brand fully in order to sell brand to guest (Tsang, Lee and Lee, 2011, p.481). Employee brand management is defined as "the process by which employees internalize the desired brand image and are motivated to project the image to customers and other organizational constituents" (Tsang, Lee and Lee, 2011, p.484). The employee should feel like they belong and are aligned with the successes and the failures of the boutique hotel.

Service quality is directly impacted by employee customer service. Service quality is a large deciding factor in if a guest will become a brand loyalist. Boutique hotels must thoroughly and consistently evaluate their employee behavior and interaction with the guests. "It could be assumed that employees may be emotionally influenced by the customer's perception on their brand, thereby affecting their performance" (Tsang, Lee and Lee, 2011, p.484).

In the Tsang, Lee and Li study, the surveyed 129 hotel employees on their perception toward their hotel brand equity. The survey consisted of 19 questions and the results were ranked by the highest mean to the lowest mean (See *Figure 2*). The question with the highest mean was "I see myself as an employee when my hotel is more well-known than other competing brands" (Tsang, Lee and Lee, 2011, p.489).

Rank	Attributes	Mean*	Standard deviation
1	I see myself as an employee when my hotel brand is more well-known than other competing brands.	3.85	0.858
2	I feel proud when my friend or customer leaves a good comment about my hotel brand.	3.84	0.922
3	I am more pleased to see myself as an employee when my hotel brand has a positive image.	3.84	1.006
4	I will be more likely to deliver quality service when my hotel is recognized as a luxury brand.	3.82	0.879
5	I am more willing to work hard for my hotel when the brand is widely recognized by the public.	3.81	0.882
6	I consider myself to be committed to my current hotel when it is well-known among other competing brands.	3.77	0.906
7	I am willing to put in a great deal of effort if my hotel has a prestigious image or reputation in the industry.	3.76	0.958
8	Positive image or reputation of my hotel brand will make me tend to serve the customers better.	3.74	0.897
9	The higher the perceived quality of my hotel brand, the more likely I will provide better services to the customers.	3.74	0.853
10	I am concerned about the feedback of the quality of the service that we deliver.	3.73	0.836
11	I am willing to provide better service when my hotel brand is well-known.	3.72	0.992
12	I will be more loyal to my hotel when it is recognized as one of best hotels in Hong Kong.	3.72	1.053
13	I am proud to use the product or service of my hotel brand when its overall quality is perceived high.	3.69	0.967
14	The quality of the service that I deliver will be influenced by the awareness of my current hotel brand among the industry.	3.68	0.952
15	I believe that I will be more committed to my hotel if the customers' perception of its overall quality (e.g., service or facility) is high.	3.64	0.951
16	I am loyal to my hotel when its perceived quality (e.g., service or facility) is high.	3.57	0.942
17	I am satisfied being an employee in my current hotel because of its high perceived quality.	3.47	0.936
18	I always recommend my hotel brand to my friends.	3.40	0.939
19	I always talk to my friends and relatives about my hotel brand with pride.	3.31	0.975

Note. *Mean based on a 5-point Likert-type scale, ranging from: 1 = strongly disagree to 5 = strongly agree.

Figure 2. Employee Perception of Hotel Brand Equity (Tsang, Lee and Lee, 2011, p.489)

However, rank two and three were tied and only .01 away from rank one. Rank Two was "I feel proud when my friend or customer leaves a good comment about my hotel brand" and Rank Three was "I am more

please to see myself as an employee when my hotel brand has a positive image". These finding revel that employee find pride in working for a known brand with happy customers and a positive image. Tsang, Lee and Lee (2011) concluded "the management of hotels should motivate the employee to enhance service quality and believe in the brand equity, which could generate influential effects on employee. Employee branding management helps strengthen a hotel's branding performance to outsiders if the employee is highly committed to their brand" (p.494). This finding is important because it reveals that management and owners should not only cater to their guests but also their employees due to their daily direct interaction with guests.

How Hotel Design and Boutique Hotel Branding are Connected

Aesthetics are important to the interior design of a hotel and should be highly considered due to today's emphasis of image and style as popular characteristics of consumer culture. A study on tourism and aesthetic design by Weaver (2009) argues that the consumer culture today looks for enchantment and style in every aspect of their buying experience. Boutique hotels are directly impacted by this because of their recognized reputation for being hip, experiential and unique. This experience is packed and "sold" to their guests. Weaver (2009) says, consumption and aesthetics have become a part of everyday life:

> "The rise of aesthetic design as an important arbiter of economic value can be viewed as a function of broader change within society: an expanding audience that sees consumption as a crucial part of everyday life. Several factors, including the spread of fine-arts education and the rise of media vehicles such as so-called 'lifestyle' magazines and television programs, have contributed to the development of aesthetic sensibilities" (p.179)

Boutique hotel are embracing this growing trend as truth and realizing the goals should be to captivate and entertain their guests through sensory stimulation. Boutique hotels should consider fantasy, astonishment, enjoyment and excitement. The goal is to be a highly recognized brand that is competitive in its market and this edge is achieve through appearance.

Appearance in the recent years has become very popular. "Consumers seem to have become more interested in the appearance of their possessions, their own bodies, and the settings within which they live, work, and take vacations" (Weaver, 2009, p. 179) Visual stimulation is what people want and style conscious travelers are a growing consumer that Boutique hotels should be very aware of especially in stylish cities like Miami, New York, Paris, London and Dubai. Weaver (2011) says the magic formula for successful hotel design is:

Physical Space + Sense of Sight = Successful Hotel Design

Boutique hotels should be designed so that consumer feel comfortable consuming. They are more than just a accommodation, the interior of hotels should be a continuum of decorative items providing consumers with complete and captivating environment. This experience within itself is a commodity. The hotel brand should recognize this and cater their branding to be a total package.

> "Hotel industry executives and observers suggest that aesthetic considerations and appearances have become very important to consumers. Enchantment and aesthetic pleasure are recognized as experiences that individuals increasingly desire in various types of spaces that they visit and use. Fashionable design is used by hotel operators 'to attract a growing breed of discerning, style-conscious travelers" (p.185)

The hotel owners, managers, marketing teams and interior architects should work together to make sure the brand is consistent everywhere from the logo to the guest rooms.

Culture and heritage may possibly be a strategy to brand the design of boutique hotels. Revealed in a study titled *Hip Heritage: The Boutique Hotel Business in Singapore* (2011), Singapore boutique hotels are branded with brand words such as rich history, old warm charm and cultural traditions of the east (Weaver, p. 217). However, these words don't speak to the interiors, they speak to the architecture. The hotels location are in historic districts with traditional facades but the interiors are modern with high-tech amenities. This style and/or type of boutique hotel is referred to as hip heritage. Boutique Hotel branding is all about differentiation, this approach to the design and brand of a boutique hotel could be beneficial in capturing the uniqueness and individualized style brands desire.

Weaver (2011) also mentions, Hip Heritage Boutique Hotels are usually the result of adaptive reuse:

> Heritage is seen to make an important contribution to the city state's boutique hotels, many of which are the result of the adaptive reuse of old buildings, but is increasingly being combined with modern design in endeavors to cultivate an ambience of hip heritage (p. 217) .

Although adaptive reuse hotels can be costly to maintain and preserve, they become landmarks and enhance city streets with their interesting and unique facades amongst modern buildings. Weaver (2011) suggests that this type of hotel also earns income directly and indirectly because it draws investors and tourists (p.218).

Authenticity it another great characteristic to seek when branding a hotel. Boutique hotels should be true to their locations while also being trendy, stylish and cool. Just like the logo, sub marks and taglines, the hotel design should have a specific vision and be deign-centric. A study by Jones, Day and Felitti (2013) on Emerging Definitions of Boutique and Lifestyle Hotels: A Delphi Study, suggests that boutique hotel properties should offer a total and aspiration experience that is personalized for each guest (p.729). The feeling of the hotel should be felt through everything from the website to the employee uniform.

A 1992 study titled *Hotel Design: The Need to Develop a Strategic Approach,* West & Purvis explored the divide that happens between hotel marketers and interior designers. Many hotel groups place the interior design supervision on the Director of Technical Services instead of the Marketing Department. This relationship is vital in connecting the brand collateral to the physical hotel for brand consistency. West & Purvis (1992) found:

> Design consultancies are rarely given a brief which outlines in detail the marketing objectives of the hotel in terms of customer profile, expected room rates, reason for stay, special features of the hotel or locality, corporate philosophy, experience with other hotels within the group, features considered comparable from other hotels and so forth. If anything, words like "quality" and "luxury" are used in a very loose sense and thus convey little of what the client or the prospective guest would expect in terms of design features. (p.20)

These mistakes are not only monetarily costly but can be detrimental to the guest experience thus weakening the brand.

The Relationship Between Retail Stores and Boutique Hotels.

Shari Gayle

Retail stores and Boutique hotels have a unique connection. Each is particular in its own way, but both are beneficial to one another when conjoined. To understand this connection, they each must be understood more in-depth. The aspects of retail vary and have the ability to improve the profitability of a boutique hotel or hinder it. The different aspects of a boutique hotel have the ability to do the same to a retail store. Both propose an opportunity for favorable outcome.

Retail Stores Defined

Retail stores can be grouped into several different categories. A few very well-known categories are a Department Store, a Boutique Store, and a Concept Store. All three focus on the objective of selling items to a particular consumer market, but each have their own method and their own setting.

Department Store: Although department stores have evolved and changed over time, the notion behind them was originated in the 1800's. The original department stores were locally owned and completely independent. They were independent in the products that they sold, the consumers that they attracted, and the location that they were stationed in. Presently, a department store can be created under an umbrella of other department stores that either sell the same or different product. They are owned by one company, but advertise different names, logos, and products. Although these changes occurred overtime, department stores have stayed consistent in providing the choice of convenience. They are similar to a one-stop shop. Meaning that the consumer is able to purchase a wide variety of items in one location. The standard department store trades clothing, shoes, jewelry and accessories, sporting goods, furniture, home goods, and appliances. There are a few very well-known department stores in the United States, such as Macy's, Dillards, and JCPenny. All offer the same or similar brands and have had extensive growth since their establishment. Some department stores that were created more recent, have branched off into other retail categories. A great example is the company Wal-mart. Not only does Wal-mart sell the items listed previously but they also have a department for food. So it can be considered to be a department store and a supermarket. A consumer can complete a grocery run while buying items for the home, all in one location. This increases the level of convenience, which in turn increases the level of customer satisfaction; making it one of the most successful retail establishments in America. Most department stores are heading in this direction. The primary objective is to keep all of their customers and gain as many as possible. This way the company thrives. The changes that have occurred overtime are simply a way of department stores adapting to the user's needs. They are still independent establishments in terms of sourcing their products and their consumers. Below is an example of the largest department store in Melbourne, Australia, MYERS. This company sells apparel, furniture, and electronic goods. The images show the layout of the store and how the company culture and the products that are sold affect it.
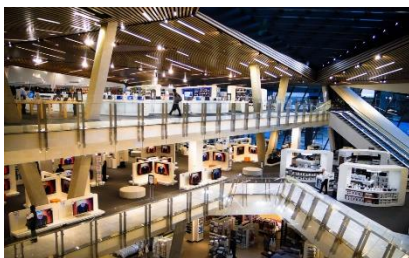
Figure1

Figure 2

Figure 3

Boutique Store: A boutique store is a little different from a department store. It is a lot smaller and more personal. It's considered to be a small shop and normally specializes in selling a unique product or skill. It customizes the entire package for its consumer. This includes the design of the store, the products being sold, and the service that is provided. The boutique shop was originated in Europe, specifically during the 1960s in London. It was a hybrid of two different types of retail. One is the retail that offered exclusive

interiors along with very unique goods. The other is a retail that sold its products at affordable prices in homes that were considered to be haute couture. (Wit, 2007, p. 1) The blend of these two offers the consumer exclusivity but at an affordable price. Coco Chanel is an ideal example of how a boutique store was operated. "Coco Chanel's Maison Couture contained a boutique selling accessories and perfume in 1929. Designers such as Mary Quant took their small-scale, home-based productions into small shops, and offered clothes and accessories to young customers who wanted to express themselves through the purchase of inventive and nonconformist designs that were unavailable in the high street. In a moribund context, these products carried the aura of uniqueness. Customers identified with the boutiques' (and their owners'/designers') quite explicit ideas concerning ways of living, which were 'woven into' their products." (Wit, 2007, p. 4) Due to economic changes from the Second World War, boutiques had to adjust to a different culture of retail trading. Many boutiques were forced to change their location, which affected their exclusivity. One of the main locations was shopping malls. "It was first noted…as a specialized fashion outlet contained within a department store, selling ready-to-wear clothes by designers as opposed to the wholesale fashion that dominated the main store." (Wit, 2007, p. 3) This definitely had an effect on the conditions of the boutique and the consumers that it attracted. And most of its consumers were being pulled into the new trend of mass marketing. In order to maintain profit, the boutiques had to meet this growing demand. Presently, there are a variety of boutique stores. There are the ones that were able to keep their exclusivity and unique locations and there are the others that kept the dynamics of a boutique store while applying the high demand for mass marketing. The ones that appeal more to the mass-market sell products that are hand-made and limited along with products that can be mass produced, like shirts and accessories. Below is an example of a modern day boutique store. The name of the store is Jenni Kayne and it is located in Los Angeles, California. It sells clothing for women, jewelry that is vintage and/or contemporary, accessories, furniture, and books. It is independently located within its own building that is that is 2,400 square feet. The concept behind the design and layout of the store was influenced by a modern California home and an open gallery. The idea is to allow the space to be flexible enough so that the brand and the products can change and grow. http://www.archdaily.com/22479/jenni-kayne-boutique-standard/

Figure4   Figure5   Figure6

A Concept Store: The main purpose behind a concept store is to focus on a particular lifestyle and/or style of fashion and use the products that relate to appeal to a consumer market that is interested in that particular lifestyle and/or style of fashion. It is more than gaining profit by selling products. It is about meeting the desires of the consumers who aspire to a certain way of living. With taking into consideration the desires of a certain group of consumers, a concept store can easily develop the design of the space and the product placement for enhanced consumer experience. It truly embraces the creativity of what product and lifestyle is being sold. If their target consumer only purchased luxury and high-end clothing, then the entire store would be dedicated to this. The products that would be up for sale would be brand name that are either straight from the runway, magazine, or very limited. The design and product placement within the space would be open, organized, and detailed, along with the service. This type of concept store is similar to an up-scale boutique and will only cater to a certain group. A concept store that sells more urban fashion would be a lot more laid back but still trendy. Its target audience would be a lot larger and easier to connect with. Especially if the concept store is celebrity owned. This will appeal to most of the target audience, and they will have the opportunity to connect the lifestyle of the celebrity to the lifestyle that they want to purchase. It's a great marketing strategy. So whether the store sells the celebrity's actual fashion line or sells fashion that is a reflection of that celebrity, it is appealing to an audience who is seeking a particular lifestyle. The only issue that a concept store would have is to stay relevant and current, and keep a steady consumer market. Below is an example of a concept store in Brussels, Belgium. The name of the store Is Siblings Factory. It is located on the last level of a building that houses residents. The concept behind the store is contemporary and vintage. The owners took an approach of mixing the two but with a twist. The products that are sold are apparel for women and men, jewelry and accessories, a specific selection of vintage furniture, and books.

Figure7   Figure8   Figure9

Department stores, Boutique stores, and Concept stores are the main types of retail that exist today. Boutique and Concept stores are the most similar and attract the most unique audience. They mainly focus on what's trending and what has the possibility to trend. The target consumers for these stores vary in age and ethnicity. They also have a collection of different income levels. The whole purpose is to appeal to every consumer in a way that will keep him or her connected to the store. Service, design, and spatial layout play an important role for this to be done successfully.

Retail Stores in Hotels

It is a tendency for hotels to carry retail shops within their facility. Most times they are gift shops that offer customers little knick-knacks, t-shirts, toiletries, and any necessity that is easily accessible. The issue is that not much attention is given to these shops from the hotel management/corporation and also from the hotel guests. This issue is being addressed due to the increased focus on consumer satisfaction. It has created its own field as Hotel Retail, and is beginning to establish its own guidelines and policies as to how to have a successful retail business in a hotel, and have the success of that business increase the quality of the hotel. Originally, if hotels were not doing well financially, the primary solution would be to improve the conditions of their room and make adjustments to their loyalty program. The whole reasoning behind this was to keep the hotel different and superior to its competitors. It did not make much of an improvement to the success of the hotel. Ultimately, little by little, hotels began to see that altering the customer experience and adding other fine amenities would help them to keep their customers consistently for a long time. They would eventually develop a strong group of loyal customers. One of the amenities that they looked into was the retail shop and how it can be enhanced. If the customers are not coming to spend the night then they should be able to still come and eat or shop. With this, hotels have revamped the idea of a hotel gift shop, and have turned into something that can be generally appreciated. If it was not feasible to establish their own store they could lease out the space or make it available to pop-up shops. This allows the creativity and talent of the sub-lease to be displayed and acknowledged, while helping the hotel to gain profit. Most of the new retail spaces allow for social interaction along with the purchasing of goods. Some spaces have

seating areas that allow some privacy but encourages social interaction when needed. These spaces allow the consumer to have options and make decisions in an environment where I there is a lot of activity. This is similar to the prospect refuge theory, where the client can control their surroundings or privacy but till have access or a view into the more public space. If the space is designed efficiently with the consumer's psyche taken into consideration, hotel guests will more than likely stay or come back and enjoy the amenities that the hotel has to offer. And even when it's a pop-up shop that is occupying the retail space, this will surprise and excite hotel guests, which will encourage them to shop; further increasing hotel revenue. An example of a retail store that benefited the hotel it was stationed in was one curated by the company Seaside Luxe. The owner of Seaside Luxe expressed that the gift shop the hotel originally had was the typical, basic gift shop that sold souvenirs and basic necessities to hotel guests. She challenged the CEO of the hotel to allow her to makeover the gift shop and turn it into something with more meaning and more value. The CEO agreed. With her experience in retail and the connections that she made throughout the industry, Sauter started to work on the one month for numbers to start adding add up. The revenue from the retail store quintupled. Sauter explained why it has been so difficult for hotels to get the bigger picture in terms of retail. She states "…hotel retail is a gray area...properties need it but pay little attention because shops aren't revenue sources in the way rooms, food and drink, or golf and spa are." (Turcotte, 2012, p. 50). Some hotels understand the bigger picture and have made a head start as to creating retail spaces within their hotel. The W is a great example of this is being done. It has taking branding and signature to a different level. Considering the region that the hotel is located in and the clientele that is attracts, the W has used these as factors in product design and branding. Its stores have been very successful. They have their own line of products and an online website for shopping. Below are images of its retail store on South Beach in Miami.


Figure10

Figure11

The Relationship between the Users and the Retail Store.

Most times, the consumers that pay to become guests at hotel are those who are travelling. Whether it is for business or leisure purposes, they can be considered as tourists. Tourism on a whole is a great generator of income for businesses in tourist areas. Because many of these people are on a temporary visit, they're more willing and able to spend more money that the local residents. The communities that are made up by the many businesses that are allocated for tourism offer a lot more variety of retail, than a community that is made up mostly of local residents. These businesses consist of apparel, dining, entertainment, art, and anything needed to aid in the tourists' stay. The amount of businesses within each city is determined by the amount of tourists that visit over a span of time and the activities that they participate in. This is indicated on the graph in Figure 12.
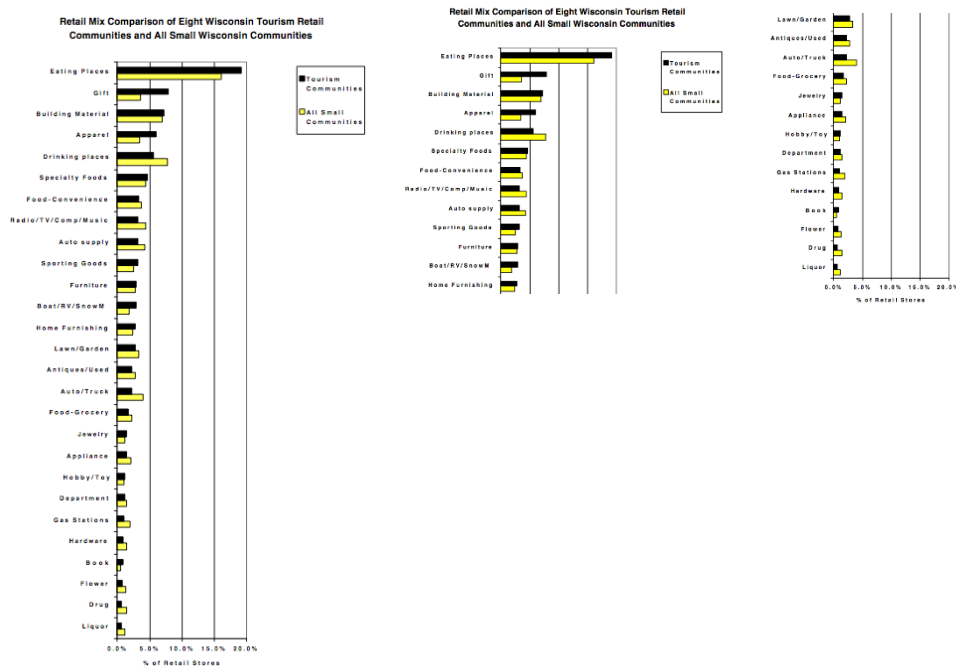
Figure12

This affects the type of businesses as well. Communities greatly benefit from the money brought in from tourist because it helps to stabilize their economy and keep the variety of businesses open. The local residents have the opportunity to take advantage of retail stores that they wouldn't necessarily have access to if the tourist were not frequent visitors. Although tourist are the main consumers for these businesses, the retail businesses should still reflect the primary needs of the local residents and then the needs of the tourist. In terms of primary needs, most retail stores have found that consumers generally purchase items for their health and wellness. Items like medicine and toiletries but also sweet treats and accessories. Along with items that can increase one's mood after it has been purchased. To understand the consumer

thoroughly and to know what to purchase to meet their demand, each and every business has to do their own study on the demographics of their consumer. Knowledge of the consumer's background, lifestyle, and characteristics will help the retailer to make logical decisions that will benefit the business and satisfy the customer. Bill Ryan who wrote Tourism Retail Development stated that "Retailers that have been successful in selling to tourists are aware of travel trends and understand what types of people visit their community. The second step is to profile and analyze your community's predominant visitor market segment. Markets can be defined using geographic and demographic data as well as information on lifestyles/activity sets. (Ryan, Bill, and Jim, 1999, p. 9) The following categories can be used to determine the type of consumer in your area:

- Travel party composition (Singles, families, friends, couples, etc.)
- Trip Purpose (Leisure, business meetings, or combination)
- Travel periods and length of stay
- Age
- Gender
- Marital Status
- Number of Children
- Age of Children
- Education
- Income
- Occupation
- Ethnicity
- Disabilities and health considerations

Note: As the types of visitors change by the season, a month-by-month comparison is often helpful. (Ryan, Bill, and Jim, 1999, p. 9)

This list helps retailers to analyze every aspect of their consumer and understand what they're needs are and what will be mostly in demand. What a community has to offer also affects the consumer and what they need. A city like Miami offers access to beaches, natural attractions, daytime and nightlife activities, and warm weather, but it does lack efficient public transportation. A retailer who has analyzed this and the consumers that visit the city the most, will have a clear idea of what to sell, how much to sell it for, and when to sell certain products. This will benefit the revenue for their business and their reputation with the consumers. A reliable system that can be used to help determine this is the Geographic Information Systems (GIS). It helps the retailer to "analyze geographic and demographic data, the purpose is to better understand the customers, who they are, what they do in the area, and how they spend their money in your store." (Ryan, Bill, and Jim 1999, p. 9) This system will curate more efficient data and will help the retailer to make accurate decisions. A great example of consumer analysis is a study done by researchers who

focused on the buying behaviors of tourists in Iowa, Minnesota, and Nebraska. They found that consumers purchase postcards and booklets (72%), T-shirts, sweatshirts, other clothes (68%), crafts (61%), local food products excluding meals (52%), books (40%), items to add to a collection (35%), mementos of a location or attraction such as bumper stickers (32%) and antiques (26%)." (Ryan, Bill, and Jim, 1999, p. 14) Although most of this focuses on tourist, local residents play a very important role as well in the retail industry. As mentioned before, they are the primary factors in what a retailer chooses to sell, because they are permanently residing in the community. Their needs should be met first and should be used as a guide to help determine what tourists will have access to.

Hotel Retail and Revenue

When it comes to the relationship between hotel revenue and retail stores, there are different factors to consider. The inventory affects the profit made by the retail store, the service provided by the employees can also affect the profitability of the store, the location plays a huge role in the success of the store overall and the design of the interior. One way for retailers to determine if the store is running successfully and what factors are affecting that is to do a customer survey. This allows the retailer to gain personal opinions on the consumers' experience within the store and how satisfied are they with the company. A study that focused on retail store execution found that "Many of the detailed questions relate to store execution. For example, 'Did you find what you were looking for?' is a commonly asked question directly related to the missing inventory issue noted above. It is thus natural to consider using this data to better understand issues related to store execution, including what factors influence the quality of execution and what is the impact of execution on output variables of interest to the retailer, such as sales and overall customer satisfaction." (Fisher, Krishnan, Netessine, 2006, p. 2) Customer satisfaction will break or strengthen a business. It is the only factor that is affected by everything else regarding the business and how it is operated. The quality of service that the customer receives or the availability of items that determine if they can make a purchase or not will have a direct effect on how that customer feels when they leave the store. "Babakus…link customer satisfaction to product and service quality within retail stores and find that product quality has a significant impact on store-level profits. -To summarize, research on customer satisfaction views employees as facilitators of the sales process who are critical to improving the conversion ratio, by providing information to the customers on prices, brands, and product features and by helping customers to navigate store aisles, finding the product and even cross-selling other products." (Fisher, Krishnan, Netessine, 2006, p. 5-6) If an employee is not well educated about the products that are being sold in the store, this will force the consumer to create an intuitive verdict on whether or not they can trust the employee or even trust the brand. The treatment of the employee also affects their quality of service. It is up to the retailer to determine what works for their company and their employee, so as to benefit their profitability.

Once the retailer has determined the company policies and how the store will be operated, they then have to focus on the consumers that the hotel will attract and how their brand will appeal to those consumers. Due to the economic downfall from the recession in the United States, many consumers have made it a duty to conserve their money and their time. It is driven by fear and also by determination. Americans use to travel a lot more often before the recession hit. Now the demand has decreased, and retailers have to respond to that. It was founded that "only 16 per cent of leisure travellers in the mid-scale segment are expected to take fewer trips in 2002, compared to 24 per cent taking fewer trips in the upscale/luxury and 19 per cent in the budget/economy markets, respectively.2 This means that nearly 84 per cent of all leisure travellers in the mid- scale segment are expected to take the same number or more trips by the end of 2002 as they did in previous years, as compared to only 76 per cent of upscale/luxury-end customers, many of whom have already traded down for financial reasons." (Nichols, 2002, p. 300) Consumers have also changed their method of travel. More have taking up driving rather than flying. They save money and they feel safer. This affects the hotel that are located my airports, but benefits the ones that are by the highway. Retailers would have to choose which one would be more beneficial to them. For the hotels that are in less convenient areas, they will have to do a demographic study and determine what type of retail store would best fit their location, instead of lowering the prices for their rooms. For hotels with a well-known brand, there is some security in keeping most of its consumers. Many consumers find comfort and security in brand name hotels. This is extremely important due to the event that occurred on September the 11th 2001. (Nichols, 2002, p. 301) Consumers in different income brackets have responded to this event differently. The consumer that is use to a more luxurious lifestyle has cut back on spending while the consumer that is constantly living on a budget has chosen to get more value for his money spent. Due to these choices, many consumers are turning to mid-scale hotels. Nichols explains that "When this happens, the task for the mid-scale hotel segment must be to continue to maintain its market share by proving it is the market of choice in both good economic times and bad. By continuing to provide its customers with extra value for the dollar, many guests who have traded into the mid-scale segment during this recession will remain there when it is finally over." (Nichols, 2002, p. 303) It is important that retailers understand this so they know what location to establish their business in, which hotel to partner with, and what consumers to target.

When the retailer has determined its location, the hotel it will partner with, and its consumer market, it has to go back to the beginning and refine the type of retail store it's going to be, the products it's going to sell, and the service that it will provide. One retail that has been doing very well in the hotel industry is a spa. "In recent years hoteliers have realized the various benefits that a spa facility can bring in terms of hotel revenue. This has led to a significant increase in the opening of both hotel spas and destination spas…In the USA the spa industry remains the fourth-largest leisure industry, however, with a 25 per cent increase in the number of spas between 2002 and 2003, surpassing other traditional leisure industries such as theme parks." (Thorsteinsdottir, 2005, p. 272,274) A spa provides a facility for guest to relax and be pampered. As stated above, most consumers purchase products for their health and wellbeing. A spa is ideal for any

tourist who is on vacation. It will help them to relief stress, which is something that most consumers are under. Depending on the spa and the hotel it is located in, consumer attraction can either increase or decrease throughout the year. If the spa is competing with other facilities within the hotel, this can hurt its revenue. If it is the main attraction of the hotel, it will thrive. This is determined by the brand of the hotel and its location. The new generation is also creating a high demand for facilities that focus on overall wellbeing. This allows everyone to have access to a luxurious spa regardless of his or her income. It also allows hotel to take up the opportunity to create their brands, similar to the W Hotel. "Spas in hotels have come a long way from being a rare luxury to being a near necessity, with hoteliers realizing the various benefits that a spa facility can bring to a hotel. Not only does a well- planned spa contribute directly to revenue and profitability, but it can also justify a premium on the average room rate and help to overcome seasonality issues." (Thorsteinsdottir, 2005, p. 275)

Apart from the type of retail store and the consumer market that strengthens it, the design of the store makes a huge difference in the success of the brand. If the design is executed properly, the consumer's expectations are set high. If the qualified service that the retail store offers meets the expectations of the consumer, it solidifies the trust that the consumer has with the company and encourages them to come back. The branding and culture that is behind the retail establishment, is what the customer remembers and associates their satisfaction to. "instead of solely focusing on the issues of 'design and location', which are components of the four parts of the marketing mix (product, place, promotion and price), the architects, interior designers and hoteliers must work together more holistically. Marketing has moved from being product centric to customer centric and should now include a focus on another three Ps, people, processes and physical evidence.5 The 'people' covers all the people involved in the hotel transaction: the customer, the employee, management etc. 'Physical evidence' is the hotel layout and decor, staff uniforms, the corporate logo, and all the tangible things that influence how customers feel about the company. The 'process' incorporates how the customer interacts with the hotel." (Phillips, 2003, p. 366) Everything goes hand in hand; the type of retail store, the consumer market, the location, the service, and the branding. Consumers sub-consciously consider all of these elements before they make a decision on whether or not they are going to invest in a retail store. Retailers need to do the same in order to secure themselves in the hospitality market.

Conclusion

Since their inception, the definition of boutique hotels has been widely debated. We defined boutique hotels as small hotels with less than 200 room and 2,000 square feet of public meeting space, located in fashionable urban settings, and embody a stylish and contemporary design aesthetic that is unique, charming and often quirky. They aim to create a luxurious yet home-like atmosphere and are centered on creating a total experience. Boutique hotels employ specialized services and amenities catered to their target users and their location. Small historic hotels also fall under that category of boutique hotels, as well as small hotels that have adapted and reused old urban buildings.

The location of a boutique hotel is essential for the continuing success of the establishment. The site position of a boutique hotel not only creates a competitive market place against the neighborhood rivals, the location also influences the interior design of the space. Ideally, developers aim to showcase the city's features on the interiors, so guests are able to engage with the locality when indoors. Due to the high demand of mixed market enterprises, hotels are also including retail into their compound, that way the guests will have the convenience of everything in one location.

Boutique Hotels capture the user's experience and the essence of the built environment that is created through the use of a variety of architectural and interior design features, forming into an interrelationship between the user and environment. The environment has a significant impact on user's experience and satisfaction, with the right use of architectural and interior design features boutique hotels have an opportunity to create an unforgettable and unique environment that will exceed user's expectations, thus creating an everlasting impression that will draw them back to the hotel wanting to relieve the experience.

Boutique hotels are mainly characterized by their specialized services and amenities. These personalized services and amenities set boutique hotels apart from larger hotel brands in a competitive hospitality market. Boutique hotels many types of different services, such as, technology, in room amenities and services, specialized spaces and activities, high end restaurants and bars, and sustainable practices. Boutique hotels cater their services and amenities to a targeted patron group and a clientele that frequently stays in that area, such as, business travelers, tourists, millennials, and different nationalities. Boutique hotels also cater their services to fit and represent the area in which they are located.

Branding is so important to the success of Boutique Hotels. Branding not only provides a visual commodity, it aides in nurturing connections with a boutique hotels ideal guest. When boutique hotels learn that their brands are personas and have identities that can catapult an unknown hotel to great known success, they realize that the brand deserves just as much attention as the interior design and architecture. Differentiation and uniqueness happens when hotel managers and owners pay attention to not only the hotel guests, but their employees also known as brand ambassadors. They are the face of the brand and should be evaluated for the service quality and commitment to the success of the hotel brand. Guests want to be stimulated

emotionally and pulled away from their mundane modern lives, the hotel design should keep this in mind through authentic consumption driven design that incorporate culture and heritage. If Boutique hotels want happy brand loyal guests, they need to build strong and smart brands that are consistent yet fluid.

Retail stores and Boutique hotels have a unique connection. Each is particular in its own way, but both are beneficial to one another when conjoined. Retail stores offer a variety of shopping experiences from a typical department store to an exclusive boutique shop. Hotels provide the opportunity for retail stores to appeal to hotel guest and sell products that are different from what the general gift shop provides. Once there is a clear understanding of the location, the consumer market, and the type of retail, retail stores can bring in a high amount of revenue for boutique hotels. It meets the demand from this generation for high quality service that everyone has access to, and at an affordable price. It allows the guest to enjoy their stay at the hotel, especially if it caters to their health and well-being. Overall, both hotels and retail stores are assets to one another and have the potential to increase customer satisfaction in a completely new way.

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Critical Analysis of the Source

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Journal or Travel and Tourism Marketing, Volume 30, Issue 7

<u>Intended Audience</u>

The intended audience of this article is professionals in the industry of hospitality and hotel management and those studying those fields. This article is right for our needs because we are researching in the fields of both hospitality and design.

Objective Reasoning

The authors of this article use objective reasoning and the information presented in this article is not based on the authors' own opinions but rather the many opinions of experts in the field narrowed down to create a consensus. The information presented is valid and well researched, as the authors use studies and surveys.

Coverage

This article creates new information, that being, what the accepted definitions of boutique and lifestyle hotels are. This article covers our topic very well. This source is a primary source, it presents a study using a Delphi method to discover the current accepted of lifestyle and boutique hotels.

Writing Style

The article is written in an organized manor and is broken down into subtitles. The article starts with an introduction of the topic followed by a literature review. Then the authors go on to extensively discuss the method used for the study, the difference between boutique and lifestyle hotels, and then concludes with a closing statement.

Summary of Information

Methodology

The research methods and techniques used in this article are qualitative and quantitative, with a heavier emphasis on the qualitative. The information unfolds throughout the research, the article begins with a question and then goes on to discover information to answer that question. The method used in the study was Delphi method, which involves gathering a group of experts. The experts are asked a series of questions in rounds that narrows done the expert opinions into a consensus.

Findings
The most important findings presented in this article are as follows:
- Boutique hotels offer an aspirational experience and a focus on the design. Lifestyle hotels focus on specific activities and the individual experience.

- Lifestyle hotels have more additional services that focus on wellness.
- Boutique hotels have charm, unique characteristics, and more personalized services.
- Small or historic hotels would be considered boutique hotels.
- Boutique hotels have a maximum of 300 rooms, and lifestyle hotels have a minimum of 300 rooms
- The terms boutique and lifestyle hotels are not interchangeable.

Relationship to our Typology

This article relates to our typology because it gives information on boutique hotels. It also gives good information to answer the question "What is a boutique hotel?".

Quotations

- "One key factor that emerges from the examination of boutique hotels is the importance of the "experience" as a key theme in describing boutique hotels" (Jones 716)
- "Consumers benefit as appropriate classifications set expectations for service, facilities, and quality. Hoteliers benefit from clearer positioning of their assets in the minds of consumers. Investors and lenders may benefit from understanding the value proposition of the product category and its potential to generate financial returns." (Jones 716)
- "the internal design features of boutique hotels were important to the concept of boutique hotels. They noted that "individual" is a most important term in describing these hotels. The combination of design and service (Van Hartesvelt, 2006) makes boutique hotels unique." (Jones 717)

Watkins, E., & Stoessel, E. (2010). Boutique Business Comes of Age. *Lodging Hospitality*, *66*(13), 10-16

Critical Analysis of the Source

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<u>Publisher</u>

Unknown

<u>Journal</u>

Lodging Hospitality

<u>Intended Audience</u>

The intended audience of this article is professionals in the industry of hospitality and hotel management and those studying those fields. This article is right for our needs because we are researching in the fields of both hospitality and design.

<u>Objective Reasoning</u>

The authors of this article use objective reasoning and the information presented in this article is not based on the authors' own opinions but rather the many opinions of experts in the field reported by the author.

<u>Coverage</u>

This article does not create new information but rather it covers information presented at the second Lifestyle/Boutique Hotel Development Conference held at the Fontainebleau Hotel in Miami Beach. This article presents information discussed by experts on marketing, developing, and aspects that make a lifestyle or boutique hotel.

<u>Writing Style</u>

The article is written in an organized manor. It begins with a brief introduction and then is broken into five subtitles. The authors avoid bias and simply report on the discussions of the conference.

Summary of Information

<u>Methodology</u>

The research methods and techniques used in this article are qualitative. The information presented is not done through study but rather an account of a panel of experts discussing the topic.

Findings

The most important findings presented in this article are as follows:
- The definition of a boutique or lifestyle hotel and whether or not they can be branded is a highly debated subject.
- The development of lifestyle and boutique hotels are growing at a steady rate.
- Marketing lifestyle and boutique hotels are a major component in the success of the business.

Relationship to our Typology

This article relates to our typology because it gives information on boutique hotels. It also gives good information to answer the question "What is a boutique hotel?".

Quotations

- "There was plenty of debate over the definition of what a boutique hotel is, and whether one could (and should) be branded, but the consensus by the 40 or so speakers at the three-day event was clear: The boutique business has arrived in the minds of developers, brands and most importantly, lenders." (Watkins, 10)
- "Owners should look for a management company that has experience in a type of market-urban, suburban, resort, university or whatever-rather than in the specific (geographic) market in which the property is located;' said Charlie Muller, executive vice   president and COO of CNL Lifestyle Properties." (Watkins, 16)
- "Don't ignore foreign social media sites, especially if your hotel caters to an international audience." (Watkins, 16)

Schneider, Jay W. Lifestyle Hotel Trends Around the World. (2008, October 1). *Building Design & Construction*, *49*(13), 28.

Critical Analysis of the Source

Jay W. Schneider: N/A

Publisher

Unknown

Journal

Building Design & Construction

Intended Audience

The intended audience of this article is professionals in the industry of hospitality and hotel management and those in the fields of architecture and design. This article is right for our needs because we are researching in the fields of both hospitality and design.

Objective Reasoning

The authors of this article use objective reasoning and the information presented in this article is not based on the authors' own opinions but rather developed research. The information presented is valid and well researched.

Coverage

This article creates new information, that being, what the accepted definitions of boutique and lifestyle hotels are. This article covers our topic very well. This source is a secondary source, it presents information created by previous studies and research.

Writing Style

The article is written in an organized manor. It begins by introducing the topic and discussing the definitions of lifestyle and boutique hotels, and hotel trends around the world. Then the article is broken into subtitles organized to discuss lifestyle hotel tends by region.

Summary of Information

Methodology

The research methods and techniques used in this article are qualitative and quantitative, with a heavier emphasis on the qualitative. The information unfolds throughout the research, the article begins with an introduction the goes on to discuss the topic in a global sense.

Findings

The most important findings presented in this article are as follows:

U.S

- Hoteliers in the high-end lifestyle hotel market are pairing with high fashion brands.
- There are more than 400 lifestyle hotel properties in the U.S and most are located in major cities with close proximity to shopping and entertainment.

Asia:

- Asia is home to some of the world's fastest-growing economies and some of the largest emerging markets, so there are many new markets in which to establish lifestyle brands.
- Asia has long offered unique and unusual hotel architecture and high-tech accommodations where upscale travelers could find a heightened guest experience.
- Asian hotels also tend to offer expert services in health, healing, spirituality, and relaxation techniques, services also now being marketed by some lifestyle hotels.
- Asia does not have a high concentration of lifestyle hotels.

Europe:

- Lifestyle hotels are in good demand in Europe, especially in major financial and fashion cities.
- A significant number of Europe's lifestyle hotels are concentrated in Italy and the United Kingdom, but travelers are looking for more options in terms of price and location.
- Hotels in Europe are also partnering up with luxury consumer brands.

Latin America and the Caribbean:

- The lifestyle hotel segment is growing at a much slower pace in Latin America and the Caribbean then in the U.S and Europe.
- Lifestyle hotel trends in resort destinations are moving away from a single, specific experience (beach resort, spa retreat) and into design-driven total environments. In both urban and resort locations, the emphasis is on clean, modern architecture.

India:

- India already has a good stock of lifestyle hotels, mostly concentrated in major cities.
- Indian hoteliers are also partnering with luxury fashion brands.

Middle East:

- Only recently has the lifestyle hotel segment in the Middle East begin to grow.
- A trend in Middle Eastern lifestyle hotels is focusing on the Islamic culture.
- Hoteliers in the Middle East are also pairing with luxury consumer brands.

Oceania:

- Hot markets are Sydney and Melbourne, with secondary urban centers such as Canberra and Brisbane now starting to demand lifestyle hotels.

- Traditionally hotels in these areas focused on specific themes, such as beach resorts or country lodges.

Russia:
- The Russian lifestyle hotel market is still in its infancy but it is expected to grow and look to the west for trends.

<u>Relationship to our Typology</u>

This article relates to our typology because it gives information on boutique hotels, life style hotels, and the difference between them. It also gives good information to answer the question "What is a boutique hotel?".

<u>Quotations</u>

- "Catering to guests seeking a heightened travel experience, lifestyle hotels stand out in a market based on the same old same old."(Schneider)
- "Lifestyle hotels cater to guests seeking a heightened travel experience, which they deliver by offering distinctive--some would say avant-garde, or even outrageous--architecture, room design, amenities, and entertainment. In this respect, lifestyle hotels share some of the attributes of boutique hotels, but boutique hotels are usually smaller, independently owned one-offs, which is not necessarily the case with lifestyle hotels." (Schneider)
- "Lifestyle hotels in the U.S. attract a broad range of travelers--not just hip 20-somethings--so the market is full of opportunity." (Schneider)
- "At the high end of the lifestyle hotel market, hoteliers are partnering with high-fashion brands, such as Bulgari, Missoni, Versace, and Armani." (Schneider)

How does the location affect the interior design of the boutique hotel? (Rebecca)

Torres, E. N., Fu, X., &Lehto, X. (2014). Examining key drivers of customer delight in a hotel experience: A cross-cultural perspective. *International Journal of Hospitality Management*, *36*, 255+.

Critical Analysis of the Source

<u>Author's Credentials</u>
Edwin Torres:
New York Supreme Court Judge

Criminal Defense Attorney

Brooklyn Law School

City University of New York

Dr. Xiaoxiao Fu

Assistant Professor at University of Central Florida

Rosen School of Hospitality

Purdue University Doctoral Fellowship

Lehto Xinran

Senior Professor Purdue University

Hospitality & Tourism Journalist

Intended Audience

This article was intended to be read by marketers of the hospitality industry. The writing is to constantly seek and gain insight into the service quality through the investigation of the customer experience. Customer satisfaction is the ultimate goal in the service industry, so this article is aimed at those in the field of pleasing the client.

Objective Reasoning

The existing body of service literature demonstrates a rather lopsided phenomenon. Consequently, a vast amount of research exists on the topic of service recovery, while a much smaller stream of research exists on positive service experiences. Emphasizing both aspects of emotional attachment and peak experience, the concept of customer delight has accordingly become a topic of interest. However, even within the realm of customer delight, little attention has been paid to the cross-cultural context, which is increasingly important to today's service environment. In effect, it is strategic for firms to look at the other end of the continuum of customer responses and examine the critical aspects of services that they do right in addition to what they do wrong.

Coverage

Welcoming all guests is the calling shared by those who work in the hotel industry. Everyday hoteliers strive to provide a service of excellence to all of those who visit. This can be somewhat of a complex endeavor, as hotels receive guests from different nationalities and cultures. Previous research in the area of customer delight has revealed some of the factors that define and drive the customer delight experience. Despite the emerging literature on the subject, the question remains: are guest from different cultures likely to be delighted by different things? In the present study, the researchers conducted extensive semi-structured interviews with guests from different nationalities visiting the Central Florida area. The guests interviewed came predominantly from the United States, Brazil, Germany, and Canada. Using a process of content analysis, the researchers analyzed the drivers of customer delight and concluded that while some universal service elements exists, guests from different cultures can also be delighted by different services and amenities.

Writing Style

This article is written as a formal scholarly article. The intended audience is professionals in the market place who excels to achieve a high standard of performance for their customers. With this level maintained through the article to match the potential reader. In this intellectual study comes much research presented in a recognized manner.

Summary of Information

Methodology

Marketers in the hotel industry strive to perform up to customers' expectation and deliver an exceptional service. Therefore, they constantly seek to gain insights on service quality through investigation on customers' experience, such as on what customers like and what they dislike. Nevertheless, a customers' experience is an experiential product that involves the intricacy and resiliency of subjectivity. Furthermore, the task of creating a great experience is even more daunting at a global stage as many hotels enter foreign markets and find themselves in whole new cultures. Consequently, understanding what constitutes a valuable customer experience becomes a question to be tackled for a firm seeking to be successful in the global market.Customer satisfaction has been believed to be the ultimate goal for service industry. However, some research challenges the previously held assumptions that customer satisfaction leads to loyalty. Moreover, existing research also suggests that merely satisfied customer is not necessarily a loyal nor committed. Facing the challenge, researchers have attempted to prescribe solutions.

Findings

The most important findings presented in this article are as follows:
- Customer delight has been analyzed as confirmation/disconfirmation , an affect based approach and an expectancy disconfirmation approach
- Importance of customer satisfaction and the leading factors that keep customers coming back as repeat clients
- Culture is very influential in the satisfaction and decision making of the client's approval
- When the satisfaction of the customer increases, then the loyalty to the establishment is a direct relation to the initial approval.

Relationship to our Typology

The article was a good insight into the sub question of our topic. This is because is discusses a real life project restoration in the hospitality industry. Rather than using researched data and statistics, it is beneficial to find factual information of a real building and the design decisions and influences.

Quotation
- "Proposed that customer delight is a function of the satisfaction of three human needs: security, justice, and self-esteem." Schenieder and Bowen 2009
- "Customers are expected to compare pre-purchase expectation with the actual experience of product or service. If perceived performance fails expectation, dissatisfaction or outrage will occur. If perceived service quality exceeds expectation, then positive responses such as satisfaction or delight will arouse. Therefore, delight and satisfaction are unified by their nature as positive emotions." Oliver 1980
- "High masculinity cultures tend to emphasize competition and assertiveness, whereas cultures of high femininity tend to stress concern for other and interpersonal relations. The researchers discovered that guests from high masculinity cultures were more likely to be critical of various aspects of their experience such as airport facilities. In contrast, those from national cultures with low masculinity (i.e. high femininity) tended to offer more positive evaluations of their experience. In terms of loyalty, travelers from high masculinity cultures displayed greater defector tendencies, while those who traveled from high femininity cultures were more likely to be loyal" Crotts and Erdmann 2000

Piell, Amanda B. (2009).*A tropical paradise: the modernized Gansevoort South Hotel in Miami Beach uses its tropical location as inspiration for its design*. Project Innovations, 2009

Critical Analysis of the Source

Authors' Credentials

Amanda B. Piell:

Assistant News Editor – Buildings Magazine
The Pennsylvania State University
Cornell College 2008
Dickinson School of Law

Publisher
 Buildings Magazine, 2009

Journal:
 A Tropical Paradise, Volume 103, Page, 54

Intended Audience
The intended audience of this article are the general public who exude an interest in current event in the architectural world. The audience is aimed to be upcoming professionals in the hospitality industry who are studying the upcoming trends and buildings that would become influential in the market place. With relations to both design and the location of the space, this article is fitting for our chosen topic.

Objective Reasoning
The information presented is based upon actual facts linked to the location of a hospitality space. The authors of this article use objective reasoning and the information presented in this article is based on facts.

Coverage
This article discusses the renowned hotel chain, the Gansevoort, specifically the South Beach location. This location, situated in Miami, Florida is a very influential city known for the lavish living and the white

sand beaches. The relation between the famous South Beach location and the design influence of the hotel is discussed.

<u>Writing Style</u>

The article is written in a very casual manor. Without much statistics, and research analysis, this article is an easy read for any audience.

Summary of Information

<u>Methodology</u>

The research conducted for this article was based upon the historic facts. The location of the new Gansevoort Hotel is in the Historic District. What used to be the Roney Palace Resort, the updated hotel has used the professional expertise of the previous management to only improve upon the structure. So, learning from the downfalls only helped the Gansevoort to develop a better establishment.

<u>Findings</u>

The most important findings presented in this article are as follows:
- Maintenance of the historic significance
- Restore exterior to repair 30 years of deterioration
- Updating of the interior to reflect location
- Respond hotel to local context
- Design influence of Phillip Starke, white on white look

<u>Relationship to our Typology</u>

The article was a good insight into the sub question of our topic. This is because is discusses a real life project restoration in the hospitality industry. Rather than using researched data and statistics, it is beneficial to find factual information of a real building and the design decisions and influences.

<u>Quotations</u>
- "We wanted the hotel to grow out of and respond to its local context." Stephen Jacobs of Stephen B. Jacobs Group
- " Here we had a hotel in Miami Beach, and everyone was copying the Philippe Starck white-on-white look, so we made a gigantic departure in the decision that we would use vibrant color to create a tropical look for this project." ," Stephen Jacobs of Stephen B. Jacobs Group

Johnson, B. (2001).The Marriage of Hotel and Retail. Project Innovations. *Shopping Center World, April 2001, Vol.30, pp.E58-E62*

Critical Analysis of the Source

<u>Author's Credential's</u>

Ben Johnson:

Fellow, American College of Journalists

The American Society of Authors

Ph.D. Emory University, Masters School of Journalism, Atlanta, Georgia

B.S. University of Alabama College of Arts and Science, Birmingham, Alabama

Geoffrey Booth:

Director of Retail Development, Urban Land Institute, Washington DC.

Professor of Finance, Michigan State University, 1998

Ph.D. University of Michigan, 1971

<u>Publisher</u>

Entertaining Spaces

<u>Journal</u>

Shopping Center World

<u>Intended Audience</u>

This journal entry was meant to be read by the developers in the hospitality industry. This article directs the reader towards a new found market that is upcoming for future endeavors and aims to convince the developer why a mixed use space is the new way to go in this sector of hospitality.

<u>Objective Reasoning</u>

This article is based upon the theoretical framework of what the author believes to be the newest movement in the hospitality and retail industry. It is his objective opinion based solely upon the most recent trends in this specified marketplace.

<u>Coverage</u>

This article uses the knowledge based upon the experience and effects of the merging of the hospitality and retail divisions of the economy. The theoretical framework explains the essence of the newest upcoming hotels and how they have incorporated retail into their public spaces, and the successful results that have been seen thus far.

<u>Writing Style</u>

The information is presented in a very relaxed yet sophisticated manner. It is written in a more casual style that makes it more understandable to a reader than the typical scholarly articles. Throughout the article the author is consistent with the points he is making and then continues with an explanation as to why that point is proven to be factual and convincing data.

Summary of Information

Methodology

The article is based upon a qualitative research strategy that uses the client's experience as the way to prove or disprove whether or not the merging of two different markets is a successful venture. The hotels that have already incorporated the retail sector into their spaces have seen a positive influence throughout their businesses. The use of surveys was also implemented to integrate the feeling of the consumer and how they reacted to this new idea of retail within their hotel spaces.

Findings

The most important findings presented in this article are as follows:
- The integration of retail in the hotel setting meets the needs of frequent travelers who do not always have the time to go to another location to go shopping.
- The convenience of a retail space within the hotel space offers more to the visitor than just a place to sleep and eat. The visitors are often delighted with the close proximity of the retail space within the hotel.
- If a project is done correctly, this brings in the affluent community who is pleased with the offerings of a multi-use space of the retail and hotel which often puts them in a mood to spend which results in a positive boost in turnover.
- Interestingly, with the mix of retail and hotels, the retail sector seems to be the more successful component in the merging of spaces.

Quotations
- "Assuming there are other components such as office and residential, hotel and retail facilities complement each other by fulfilling the need of travelers with a high degree of convenience" (Johnson 59)
- "People staying in the hotel have the whole shopping experience at their doorstep, whether it be food, clothing or sitting to watch an ongoing parade. Quite often it will include cinemas and destination retail that further expands the range of opportunities on offer" (Booth 59)

- "Shopping is an amenity for the hotel. Retail stores become the amenity, particularly for the leisure travelers. Everyone knows that shopping is the number one leisure activity for the leisure travelers, so it's a great fit." (Williams 60)

Withiam, G. (2005) Hotel Location Counts, but Co-Location Counts Even More. Journal of Hotel and Motel Management. 19. 133-139.

Critical Analysis of the Source

Author's Credential's

Glenn Withiam:

Executive Editor, Cornell Center for Hospitality Research, Ithica, New York

Professor, Cornell School of Hotel Administration

Hotel Yearbook Publisher and Chief Editor

Hotel and Motel Management Columnist

Rohit Verma

Junior Editor, Cornell Center for Hospitality Research, Ithica, New York

Assisting Professor, Cornell School of Hotel Administration

Ph.D. Cornell University, School of Hospitality

Publisher

Cornell Insights

Journal

Journal of Hotel and Motel Management

Intended Audience

This journal entry was meant to be read by the developers in the hospitality industry. The author is aiming to convince developers in search of a new property to be specific about the location they choose rather than picking the best available at the best cost.

Objective Reasoning

The objective reasoning is based upon an outgrowth of studies presented by Cornell University's Center for Hospitality Research. Analysis of the study by professors Cathy Enz, Linda Canin and Jeffery Harrison is presented in this article as convincing data as to why location is very important. They discuss the local

economy trends as well as the pros and cons on luxury versus low end properties, then providing their objective point of view.

Coverage

This article uses the knowledge based upon the knowledge of the professors of Cornell University and how their personal studies have gathered conclusions as to how hotel location is a key factor in the development and longevity of a successful property. This relates to our topic as it is important that we focus on the location, Miami, and how the tourism, luxury retail, and nightlife will become a direct correlation in the vicinity and the overall atmosphere of our desired space.

Writing Style

The article is presented in a very informative manner in which is delivering a strong message of studied data. The author writes in an encouraging stance which is aimed to persuade the reader as to why this information that he is presenting is accurate. Comparing results for each market segment, researchers found repeating patterns in the statistics that were primarily based upon the location.

Summary of Information

Methodology

The article is based upon a group study of Cornell University professors based upon the site selection for a hotel property. Revenue per available room, also known in short as RevPAR, was studied and there has been a direct correlation with the location of a hotel. The industry was researched and comparisons were made based on the success of luxury versus a mid-level hotel chain. The accumulation of the group study, statistics, RevPAR and chain affiliations were all taken into account to create a factual article to convince the developer to choose the next hotel location to be a superior factor in decision making.

Findings

The most important findings presented in this article are as follows:
- Neighboring hotels and establishments affect the profits and RevPAR of the hotel.
- Best locations for luxury hotels are upscale sites that are some distance from low end properties.
- Low end properties enjoy a higher revenue when they are located in close proximity to upscale properties, while upscale properties see a reduced RevPAR when they are next to midscale or economy hotels.
- Certain hotels benefit from physical proximity to others in an operating strategy called co-location.
- Co-location is only beneficial to downscale hotels as when hotels are located in clusters, agglomeration; the luxury hotels most time see a reflected decline in room sales.

- Upscale hotels reported higher RevPAR when they were next to luxury properties. However, RevPAR boosting effects was the greatest when adjacent hotels had the most noticeable difference in their market positioning.

Quotations

- "Developers looking for a site for their next economy or mid-scale hotel might do well to look for a site next to an upscale and luxury hotels. But the best locations for upscale and luxury hotels might be sites that are some distance from low end properties. (Withiam 133)
- "Chain affiliation with RevPAR booster for all but luxury hotels, with the benefit most noticeable for midscale hotels. The data also indicated that larger hotels were, on average, able to command higher RevPAR." (Withiam 136)
- "Many hotels benefit by operating in clusters. But the operators who have spent the most money developing their property might see some fruits of their investments spilling." (Withiam 136)
- "Luxury hotels seem to fare better when their location is separate from other hotels." (Withiam 134)

Kaufman, D. (2011) Empire State of Mind: Honoring a Hotel's Iconic New York Location. Hospitality Design. Vol.33. I3. 244 - 248

Critical Analysis of the Source

Author's Credential's

David Kaufman:
B.A. University of Central Los Angeles. 1968
Theater Critic. New York Daily News. 1981
Contributor. The Nation. 1998
Columnist. The New York Times. 2002
Contributor. Vanity Fair. 2004
Contributor. The Village Voice. 2008

Francisco Jove:
B.A., Syracuse University. Long Island, New York. 1999

Masters of Architectures, New York University. Gramercy, New York. 2002

Assisting Architect. Gwathmey Siegel and Associates Architects. New Jersey. 2005

Contributing Architect. DAS Concepts. New York, New York. 2007

Publisher

Nielsen Business Media Inc.

Journal

Hospitality Design

Intended Audience

This article is written to the locals of New York and those who are avid admirers of the cityscape. The audience of this article is one who shares the appreciation of the city as well as an appreciation for the architecture found throughout the city.

Objective Reasoning

This article is based upon the historical data of the surrounding architecture. It is based upon the objective view of the author's view of the flagship hotel and expressing the high standards that had to be met based upon the hotel's brand. This information is primarily based upon the experiences, statistics and the in depth understanding of the Setai Hotel chains.

Coverage

This article uses the knowledge based upon the experience and effects of the current locations of the Setai Hotel chains. It also incorporates the importance of the location, New York City, and how the surrounding neighborhood has a big influence on the design of the hotel. The achievements of the Setai Hotels are renowned and for this location to be equally successful there was abundant research done and added pressure to maintain the integrity of the property. This is essential to our topic of Hospitality and Retail as though our location is Miami, not New York, there are various factors in which the two cities have in common and we could apply that to our own project.

Writing Style

The author presents this article in a casual manner than is very relatable to anyone who has visited New York City. He shares his passion for the city and the architecture, so it is easy to grow emotional and share the feeling of passion for the property as well. He delivers the data in a refined style that is both influential and persuasive for the reader to believe in his opinions. Kaufman provides sufficient data that helps the reader to visualize the space even if one has not personally visited.

Summary of Information

Methodology

The article is based upon a qualitative research strategy, which uses the author's experience as the way to prove or disprove whether or not the location of this hotel in the heart of New York would prove to be a successful venture. The hotels that have already been a prominent property in this neighborhood have seen a positive influence throughout their businesses. The method of on-site and first hand personal experience in the space had a great influence on the writing as it deeply reflected the author's view on the Setai as well as his passion for New York City.

Findings

The most important findings presented in this article are as follows:

- Living up to a flagship namesake is a challenge for any hotel, but the Setai Fifth Avenue had to also meet the standards of both its hotel brand and its venerable location.
- While both Miami and New York seem to have similarities, the architects could not find the locations to be more different than the other.
- To achieve the look on the outside, the referenced style and materials of the nearby buildings were the biggest influential factor.
- Designing to reflect your location is important for the guests to have a feeling of the local and outdoor atmospheres even while indoors.
- Maintaining your design concept and DNA throughout the entire hotel space is important so that there is always a reference of why each decision was made.
- Having a design guideline to abide by is essential so that the scheme of the space. To maintain a correlation to the prized location that the designers are trying to portray in the overall property is imperative, rather than just reflect the concept in specific spaces.

Quotations

- "It was extremely important for us to adhere to the history of the surrounding architecture. And this even includes the original Tiffany building designed by McKim, Mead and White." (Karn 245)
- "The façade, for instance, is comprised mostly of limestone, while the hotel's windows are accented by anodized aluminum, both direct nods to the nearby Empire State Building." (Kaufman 246)
- "In the guestrooms themselves, much of Jove's vision was based on the Garment District's history and Style, employing apparel-related elements such as the leather paneling inspired by handbags and rugs that evoke traditional men's suit fabrics." (Kaufman 246)

Schmitt, D. (1996) Art Should Play Prominent Role in Design. Hotel & Motel Management. Vol.221.19. 134-138.

Critical Analysis of the Source

Author's Credential's

Darrell Schmitt

BFA Interior Design, Chicago Academy of Fine Arts, 1972

Darrell Schmitt Design Associates, Inc., 1974

Design Principal, James Northcutt Associates, 1984

American Society of National Interior Designer Distinction Award, 2009

American Society of Interior Designers, Fellow, 2012

Publisher

Questex Media Group, LLC.

Journal

Hotel & Motel Management

Intended Audience

This article is written at an aimed audience of I.

Objective Reasoning

This article is based upon study and understanding

Coverage

The information provided in

Writing Style

The author presents his case in a very informal manner,

Summary of Information

Methodology

The article is based upon a qualitative research strategy, which the design team of Wilson & Associates gathered. With extensive interviews done they were able to gather useful information that they then were able to apply to the space. The guests in a hotel were first interviewed to get a grasp of their overall experience within the space, and what aspects of the environment could be altered to improve upon their satisfaction. The staff at the hotel was also interviewed, as they are the ones who are constantly in the

space and their motivation and attitude towards the space is also affected based upon the environment they are working in.

<u>Findings</u>

The most important findings presented in this article are as follows:

- Art program completes the design after all the mundane problems of function have been solved
- Hotels provide some of the best settings for the contemporary idea of hospitality, of sharing with the visitor what is best about the host.
- We must be aware of the cultural nuances of each place.
- No owner will respond favorably to vague numbers for purchasing of art, nor to additional monies requested for a project already plagued by cost overruns and budget dilemmas.
- Sensitivity to local customs is vital.

<u>Quotations</u>

- "Analyzing the physical setting and characteristics of the property can help give clues as to the type of art that should be chosen."
- "Art should be carefully selected to provide a link between the user of the space and the culture of the host."
- "It is through the art program that the highest ideal of design intent can shine through"

Tyda, D. (2005) Translating a hotel's city-by-the-beach location. Hospitality Design. Vol. 65. 102-106.

Critical Analysis of the Source

<u>Author's Credential's</u>

David Tyda

Arizona State University, 1998

Living Magazine, Assistant Editor, 2002

Affordable Design, Contributor, 2004

DESIGNAZ, Chief Editorial Manager, 2007

Intra-Spec Hospitality Design, 2008

<u>Publisher</u>

P Kauffman Publishing

<u>Journal</u>

HDMag

<u>Intended Audience</u>

This article is written at an aimed audience of the future visitors of Hotel Solamar. It is geared towards a target audience who is looking for a new vacation spot in a new, luxury hotel. The readers of the articles are being convinced of the multiple reasons why they should visit this hotel as the author thoroughly describes the many features the hotel has to offer.

<u>Objective Reasoning</u>

This article is based upon study and understanding of the location of the hotel. It is the objective reasoning of both the author and the designers as to why this location supersedes all other neighboring places. The research provided is delivered in a way that describes this hotel to be superior and is the beliefs of the visitors who will prove this to be true.

<u>Coverage</u>

The information provided in this article is information that is gathered through personal reflections and research of the location. It is often expressed that the location has been proven over time to surpass the expectations, and through the historic facts is shown that there are multiple reasons that this seems to be true.

<u>Writing Style</u>

The author presents his case in a convincing argument as he explains each space in such an appealing way that the reader cannot help but to visualize the beauty of the hotel. The writing style is very persuasive as it is aiming to win over the opinion of the readers, in favor of the client and the designers of the space.

Summary of Information

<u>Methodology</u>

The article is based upon a qualitative research strategy. The approach is to express the desired opinion of the client and the designers in hopes of persuading the reader to also believe this to be true. With many visual descriptions as well as picture perfect photography, it is understandable why the space is presented to be so magnificent. The researched data of the hotel's theme is shared and the reasoning behind the decision making is all understood by the reader.

<u>Findings</u>

The most important findings presented in this article are as follows:

- The incorporation of the theme into the selection of each material is very important to carry the same feeling throughout the space.
- Though there are many creative ideas incorporated into the design of the hotel, the problems had to be solved, and the program had to be addressed before any "wild" designs could be featured in the space.
- Creating a cozy feel is crucial when designing a space for people to relax, mixing dark masculine colors with the coastal touches then enables the intended mood.

Quotations

- "We designed the brick not to look old, but to nod to the neighboring turn of the century buildings." (Ternasky 102)
- "The motif is exoctic, sensual, and dramatic, but not fussy. We wanted people to think "Wow something has really happened here."" (Puccini 104)
- "These themes continue from the ground level to the fourth level rooftop bar, where the hotel guests and locals mingle amidst the high luxury. The design is sexy, like an urban resort." (Puccini 104)

Cohen, E. (1997) L.A. Boogie Woogie: Philippe Starck's Renovation of the Mondrian Brings a Fresh Definition of Glamour to Los Angeles. Interior Design. Vol. 68.4. 104-111

Critical Analysis of the Source

Author's Credential's

Edie Cohen

La Salle University, 1987

Lanape Valley Foundation, 1992

Livengrin Company, 1995

Mop & Broom Theory, 2000

Publisher

Sandow Media, LLC

Journal

Interior Design

Intended Audience

This article is written at an aimed audience of architects and designers. The author often describes the Mondrian hotel and its renovation in a detailed fashion that is somewhat hard to follow for the average reader that is not in this field of study.

Critical Analysis of the Source

Author's Credential's

Publisher

Journal

Intended Audience

This article is written at an aimed audience of art within a public space and how it affects the overall mood of the environment.

Objective Reasoning

This article is based upon study and understanding of

Coverage

The information provided in this article is information that was gathered from multiple sources. Information was gathered on the owner, the Modrian hotel chain, the designer, the architect and the overall synopsis of the environment that was being created with this modern renovation.

Writing Style

The writing style of this is a formal presentation of the studied and researched material. The author is very sharp and thorough in the way that she relays her research to the audience of readers. It is very intellectually gathered and is well summarized and assembled.

Summary of Information

Methodology

The article is based upon a quantitative research strategy. Firstly, the information about the owner of the hotel was analyzed and his background and attainments were taken into account. The history and growing success of the Mondrian Hotel Chain was then researched and presented to the reader as to why they have been able to excel amongst the growing competition.

Findings

The most important findings presented in this article are as follows:

- Owner, Ian Shrager, has found the successful formula to acquiring and running successful and hospitable ventures.
- Creating an experience of the new era while not losing the historic element of the old is important when renovating a space that is world renowned and has a reputation to withstand.
- Maintaining the views and feeling of the city is important as you want the guests to remember where they are, even if they are indoors and not directly looking at the cityscape.
- Do not feel as if you have to follow the traditional format, play with the space as long as the program works and all needs are met, then you can have fun with the design of the space.

<u>Quotations</u>

- "You go into a city where the locals want to go. It's not so important to generate dollars for square foot, in the public space. We make up for it with the experience and the location of the other hotels across the world." (Schrager)
- "On one hand, it's laid back and natural, honest, spiritual and dedicated to mood health. On the other hand, it's the make-believe capital of the world." (Schrager)

Bullock, E. (2000) Exectutive Vice President, Principal In Charge. Lodging Hospitality. Vol. 56. 6. 38-46.

Critical Analysis of the Source

<u>Author's Credential's</u>

E. Pope Bullock

BA. Auburn University, 1979

Cooper Carry Architects, 1981

Cooper Carry, Principal, 1992

Cooper Carry, Vice President, 1998

American Instirure of Architects, Award of Excellence, 1983, 1987, 1995

<u>Publisher</u>

Penton Media, LLC.

<u>Journal</u>

Lodging Hospitality, Design People.

<u>Intended Audience</u>

This article is written at an aimed audience of practicing architects and designers. It is aimed to educate and spread the knowledge that the author has obtained through his practice over many years at Cooper Carry.

Objective Reasoning

This article is based upon study and understanding of the field of architecture. This is the objective reasoning of the author and his personal experiences within the field of architecture. He shares his own opinion and feedback of the projects he has worked on.

Coverage

The information provided in this article is information that is gathered through studies done through mainly interviews and experiential data. The research of articles and scholarly journals are accounted and presented to justify the opinion of the author.

Writing Style

The author presents his case in a conversational manner. When reading the article, it is a very relatable piece where you feel as if you were talking to the author and asking his personal stand on different aspects of the life of an architect. He proves his views with the factual representation of information he has gathered.

Summary of Information

Methodology

The article is based upon a qualitative research strategy. There are extensive interviews that took place to gather the varying opinions of the different architects and designers within this field and the author's firm where he has practiced for many years.

Findings

The most important findings presented in this article are as follows:
- Working on multiple projects at once can be difficult but it is also a challenge that will benefit the architects as well as the end result of the space being created.
- Having a niche or specialty is important so that the client has strong beliefs that you are the correct firm to carry out the project.

Quotations

- "If you aren't doing a hotel in Las Vegas or Orlando today, I think it's important to create an authentic and unique hotel experience for the guest. I try to do that by relating the building to the history and culture of its location."
- "I think interior design should take advantage of its setting. Also, orientation is important. If your guests are confused and can't find their way around, distracts them and ultimately, detracts from good design."
- "In this economy, there is more money to travel, and I think people are sick of the same old, same old. They are constantly challenging the industry, and because of that, we are challenged to be more creative in the design process."

What aspects of boutique hotels cater to the users' experience? (Brittney)

Torres, E. N., Fu, X., & Lehto, X. (2014). Examining key drivers of customer delight in a hotel experience: A cross-cultural perspective. *International Journal of Hospitality Management*, *36*, 255+.

Critical Analysis of the Source

<u>Authors' Credentials</u>

Edwin N. Torres:

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MS Hospitality and Tourism Management, Purdue University 2006

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MS, Purdue University, Department of Hospitality and Tourism Management, 1997

MA, Department of English Language and Literature, Beijing University, 1989

BA, Department of English Language and Literature, Beijing University, 1986

Intended Audience

The intended audience of this article is professionals who work in the hotel industry and people who study hospitality or hospitality management. This article is right for our needs because we are researching in the fields of both hospitality and design.

Objective Reasoning

The authors of this article use objective reasoning and the information presented in this article is based on facts. The information presented is valid and well researched and the authors use studies and surveys.

Coverage

This article creates new information, that being, what the key drivers are in creating customer delight from guests with different cultural backgrounds. This article covers our topic marginally but does give good information regarding services and amenities that guests from different cultures value in their hotel experience. This source is a primary source, it presents a study done to discover key drivers are in creating customer, however it also uses other sources to introduce the study and to create an understanding on the definition of customer delight.

Writing Style

The article is written in an organized manor, it is organized with subtitles. It begins with an introduction of the topic then goes on to discuss how customer delight is defined and the impact customer delight has on the hotel industry. Then the authors discusses the method used for the study presented, then goes on to discuss the results of the study, then article concludes with a conclusion statement. The article also presents easy to read charts of the findings of the study.

Summary of Information

Methodology

The research conducted was participatory and was done through interviews with hotel guests, it involved asking them open ended questions about their experience and what they enjoyed. They also asked closed ended questions that could then be quantified. Then the findings were analyzed and coded. The research methods and techniques used in this article are qualitative and quantitative, with a heavier emphasis on the qualitative. The information unfolds throughout the research, the article begins with a question and then goes on to discover information to answer that question.

Findings

The most important findings presented in this article are as follows:

American guests:

- Accommodating and flexible (54%)
- The most frequently mentioned department was the reception desk (31%)
- The second most frequently mentioned department was the housekeeping (24%)
- Top amenity was a superior room (26%)
- Also placed value in complementary services and upgrades

Northern European Guests:

- Greater emphasis on hotel room (37%)
- Most mentioned service department was the front desk (21%)
- Second most mentioned department was the hotel restaurant (16%)

South American Guests:

- Most mentioned service was the hotel restaurant (53%)
- Most enjoyed service was room service (26%)

Canadian Guests:

- Placed an emphasis on a pleasant surprise element (32%)
- Placed an emphasis on cleanliness (37%)

Relationship to our Typology

The findings presented in this article are very useful to the research question. This information is useful in determining what guests of different cultures place a great emphasis on in their hotel experience. For example, if a hotel services a wide variety of guests from different cultures it would be wise of those to offer a wide variety of services and amenities, whereas a hotel primarily catering to Latin American guests should include top notch restaurant and food services.

Quotations

- "Customer satisfaction has been believed to be the ultimate goal for service industry. However, some research challenges the previously held assumptions that customer satisfaction leads to

loyalty (Skogland and Siguaw, 2004). Moreover, existing research also suggests that merely satisfied customer is not necessarily a loyal nor committed." (Torres 255)

- "Experiences should be memorable, that is, the customer must be able to retrieve them from their memory; and be distinctive." (Torres 255)
- "Customer delight has been defined from three different perspectives in the current literature. One definition stresses the confirmation–disconfirmation paradigm. The next group of research stresses the emotional components. Finally, the last school of thought emphasizes human needs." (Torres 256)

Kim, Y.-S., Raab, C., & Tanford, S. (2012). Determinants of customer loyalty and purchasing behavior for full-service and limited-service hotels. *International Journal of Hospitality Management*, *31*(2), 319+.

Critical Analysis of the Source

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Publisher

Elsevier Ltd.

Journal

International Journal of Hospitality Management, Volume 31, 2012

Intended Audience

The intended audience of this article is professionals who work in the hotel industry and people who study hospitality or hospitality management. This article is right for our needs because we are researching in the fields of both hospitality and design.

Objective Reasoning

The authors of this article use objective reasoning and the information presented in this article is based on facts. The information presented is valid and well researched and the authors use studies and surveys.

Coverage

This article creates new information, that being, what the determinants of customer loyalty and purchasing behavior for full-service and limited-service hotels are. This article covers our topic marginally but does give good information regarding the services and amenities that guests who stay in full-service or limited-service hotels prefer. This source is a primary source, it presents a study done to these determinants, however it also uses other sources to introduce the study and to create an understanding on the definition of the topic.

Writing Style

The article is written in an organized manor, it is organized with subtitles. It begins with an introduction of the topic then goes on to literature review and creates five hypotheses. Then the authors discusses the method used for the study presented, then goes on to discuss the results of the study, with easy to read charts included. The article concludes with a section on implications and then a section on the limitations of the presented study and advice for future research.

Summary of Information

Methodology

The research conducted was participatory and was done through surveys with hotel guests using a surveying website called zoomerang.com. It involved asking them closed ended questions about their experience and what services they used. The survey covered the North, South, East, and West regions of the United States. Participants must be at least 18 years of age and have stayed in a hotel at least twice in the last twelve months. 535 participants were surveyed, 306 of them stayed in full service hotels and 229 of them stayed in limited-service hotels. The data was collected using a quota sampling procedure.

The research methods and techniques used in this article are qualitative and quantitative, with a heavier emphasis on the quantitative. The information does not unfold throughout the research, the author poses 5 hypotheses and tests them.

Findings

The most important findings presented in this article are as follows:

Survey Question	Value	Full-service	Limited-service

Number of nights at preferred hotel	0-2	27.1%	35.7%
	3-5	37.6%	40.1%
	6-10	18.0%	15.0%
	>10	17.3%	9.3%
Purpose of Travel	Business	25%	14.2%
	Leisure	74.4%	84.1%
	Other	0.3%	1.8%
Average spent per night for hotel room	<100$	21.6%	78.9%
	100-150	59.7%	20.2%
	150-200	14.1%	0.9%
	>200$	4.6%	0%

Characteristic	Value	Full-service	Limited-service
Gender	Female	52.8%	50.7%
	Male	47.2%	49.3%
Age	18-34	25.6%	20.2%
	35-44	26.9%	24.2%
	45-54	18%	19.4%
	55-64	13.4%	15.9%
	>65	16.1%	21.1%
Marital Status	Married	71.5%	68.4%
	Single	20.7%	19.3%
	Separated/Divorced	5.9%	7.9%
	Widowed	2.0%	4.4%

Table 5
Factors influencing hotel purchase decisions[a].

Factor	Components	Factor loading	Eigenvalue	Variance explained	Cronbach's α
Utility			7.18	18.89%	0.92
	Service quality	0.81			
	Friendliness of hotel staff	0.77			
	Cleanliness	0.77			
	Guestroom comfort	0.75			
	Safety and security	0.70			
	Speed and efficiency of service	0.70			
	Location	0.68			
	Attentiveness of hotel staff	0.68			
	Convenience	0.67			
	Check-in/check-out process	0.65			
	Prior experience, familiarity	0.60			
Green			5.99	15.76%	0.95
	Waste recycling procedures	0.91			
	Participation in green practices	0.90			
	Water conservation features	0.90			
	Utilization of energy-efficient devices	0.86			
	Solar-based energy use	0.82			
	Environmental certification	0.82			
	Towel re-use program	0.75			
Brand			3.06	8.05%	0.79
	Reward program membership	0.69			
	Personal commitment to brand	0.64			
	Consistency of chain across locations	0.57			
	Brand reputation	0.52			
Amenity			3.04	8.01%	0.78
	Property facilities (fitness center, pool, spa, etc.)	0.59			
	In-room technology	0.58			
	Free extras (newspaper, continental breakfast, etc.)	0.58			
	In room amenities (bath products, coffee, etc.)	0.58			
	Business services	0.54			
	Dining options	0.53			
Image			2.93	7.72%	0.84
	Customer reviews	0.72			
	Recommendations from others	0.70			
	Star rating	0.58			
	Prestige, status	0.54			
	Print or television advertising	0.50			
	Hotel website	0.44			
	Building design and architecture	0.41			
Price			2.21	5.80%	0.75
	Price	0.75			
	Value for the money	0.68			
	Availability of special discounts	0.52			

Table 6
Purchase decision factors as a function of hotel respondent type[a].

	Hotel respondent type		t(533)
	Full service	Limited service	
Price	−0.174 (5.78)	0.223 (5.84)	−4.759***
Utility	0.082 (5.79)	−0.109 (5.54)	2.191*
Amenity	0.218 (5.04)	−0.291 (4.39)	6.014***
Brand	0.085 (5.01)	−0.113 (4.55)	2.272*
Image	0.142 (4.35)	−0.190 (3.78)	3.859***
Green	0.076 (4.00)	−0.101 (3.50)	2.031*

Relationship to our Typology

The findings presented in this article are very useful to the research question. This information is useful in determining what services and amenities guests prefer and are willing to pay for when staying in a full-service hotel, and also what types of guests are using them.

- "They found that some attributes were included in nearly every study and that cleanliness was the top priority, followed by hotel location. Service items were the most frequently studied hotel attributes and marketing was the least studied area. Service was also the strongest factor in research by Cobanoglu et al. (2003), followed by price and value, security, extra amenities, technology, room comfort, and food and beverage." (Kim, 320)

- "Differences between business and leisure travelers in perceptions of value for a hotel stay were obtained in research by Kashyap and Bojanic (2000). For business travelers, room quality was not a significant predictor of value, whereas quality of public areas was. For leisure travelers, quality of public areas and quality of staff and services did not significantly influence value perceptions, whereas price and room quality did." (Kim, 320)

- "Drawing from previous research, the current research included attributes related to operational factors as well as loyalty and sustainability. It was hypothesized that the two hotel segments would differ in the importance of these factors in purchase decisions." (Kim, 320)

- "In the loyalty context, willingness-to-pay (WTP) has been defined as the willingness to accept higher prices than a competitor and continue to do business with a preferred brand if it raises its prices (Fullerton, 2003; Zeithaml et al., 1996), or as the percentage of expenditures made with a preferred supplier (Wirtz et al., 2007), also known as share-of-wallet (SOW). WTP has been shown to increase as a function of loyalty and affective commitment." (Kim, 321)

Cobanoglu, C., Berezina, K., Kasavana, M. L., & Erdem, M. (2011). The Impact of Technology Amenities on Hotel Guest Overall Satisfaction. *Journal of Quality Assurance in Hospitality & Tourism*, *12*(4), 272-288.

Critical Analysis of the Source

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Publisher

Routledge

Journal

Journal of Quality Assurance in Hospitality & Tourism

Intended Audience

The intended audience of this article is professionals in the industry of hospitality and hotel management and those studying those fields. This article is right for our needs because we are researching in the fields of both hospitality and design.

Objective Reasoning

The authors of this article use objective reasoning and the information presented in this article is based on facts. The information presented is valid and well researched and the authors use studies and surveys.

Coverage

This article creates new information and reviews previous knowledge and research. This article covers our topic very well. This source is a primary source, it presents a survey study used to discover if technology based amenities affect guest satisfaction and to what scope does technology contribute to guest satisfaction.

Writing Style

The article is written in an organized manor and is broken down into subtitles. The article starts with an introduction of the topic followed by a literature review, within the literature review posing a research question and formulating a hypothesis. Then the authors go on to extensively discuss the method used for the study, followed by a discussion of the findings, and finished with a concluding statement.

Summary of Information

Methodology

The research methods and techniques used in this article are qualitative and quantitative, with a heavier emphasis on the quantitative. The information does not unfolds throughout the research, the article poses a research question and a hypothesis then goes on to test the hypothesis and answer the research question. The method used in the study was a survey of 534 participants using a web based survey instrument. All of the participants had stayed in a hotel in the last twelve months.

<u>Findings</u>

The most important findings presented in this article are as follows:
- The most frequently reported search technique is the hotel's own website followed by online travel agency websites, e.g., Expedia, Orbitz, and Travelocity.
- About 41% of the respondents reported being active members of a frequent traveler program.
- The five highest rated technology amenities were: in-room telephone, express check-in/checkout, in-room alarm clock, easily accessible electronic outlets, and in-room high-speed internet access.
- Respondents were least satisfied with in-room universal battery charger, video-conferencing capabilities, in-room fitness system, in-room PC, and in-room game system.
- This study found that comfort technologies such as an in-room electronic safe, guest control panel, in-room PC, mobile access to hotel website, electronic lock, and flat screen HD television sets are not as likely to impact guest satisfaction as other applications.

- Business Essentials for Travelers were found to be strong factors impacting guest satisfaction, such as business center services, express check-in/check-out, in-room telephone, in-room alarm clock, and easily accessible electronic outlets.
- In-room technologies, such as VoIP telephone services, pay-per-view movies, voicemail/messaging, game systems, and universal battery chargers also positively impact guest satisfaction.

Relationship to our Typology

The findings presented in this article are very useful to the research question. This information is useful in determining how and what technology amenities contribute to guest satisfaction and experience.

Quotations

- "Guest satisfaction is synonymous with customer or consumer satisfaction. Satisfaction refers to a post-purchase evaluation of product quality given pre-purchase expectations. Customer is satisfied when post-purchase evaluation reveals service quality higher than guests' expected service quality." (Cobanoglu, 274)
- "Guest oriented technological amenities are typically introduced to enhance guest satisfaction as well as the performance and functionality of hotel staff. In-room technology amenities, designed to provide a more comfortable and safe environment, may include mini-bars, electronic locks and safes, alarm clocks, desktop computers, entertainment systems, climate control systems, fire annunciator and security systems, and others" (Cobanoglu, 275)
- "Many hospitality industry experts emphasize the importance of in-room technologies as the traveling public continues to become more technologically savvy" (Cobanoglu, 275)
- "It is important to note that not all technology amenities impact guest satisfaction equally." (Cobanoglu,285)
- "Perhaps, the impact of technology-based amenities is more closely related to application familiarity as many popular devices can be found in the guest's home or office setting." (Cobanoglu, 285)

What interior design features of hospitality projects affect users' experience? (Elizabeth)

Poldma, T. (2010). Transforming Interior Spaces: Enriching Subjective Experiences through Design Research.

Critical Analysis of the Source

<u>Authors' Credentials</u>

Tiiu Poldma:

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<u>Publisher</u>

AU Press, Canada

<u>Journal:</u>

Journal of Research Practice

Volume 6, Issue 2, Article M13, 2010

<u>Intended Audience</u>

The intended audience for this article would be practicing professionals, researchers and students in the fields of Interior design, Psychology, and other related topics. This article fit the needs of our group perfectly, as one of the questions in our research related to the relationship between Interior Design and user's experience.

<u>Objective Reasoning</u>

This article based on both theoretical framework and case study, so it is combination of information based on theory and real facts. The introduced data is legitimate and decently studied by author with proper use of reference literature.

<u>Coverage</u>

This article uses the existing information about the knowledge of lived experiences and what kind of effect it has on design research. The theoretical framework analyzes the essence of users experience and how it might be used in the design process. Case study conducted in this article helps to illustrate the subjective, aesthetic and functional aspects that are used in the interior design process.

<u>Writing Style</u>

The information presented in this topic very well organized, easy accessible and very consistent. It has three main topics, which begins with introduction. First topic is about Designing Interior Space, and it has

few sub-topics such as Current Research, Role of Lived Experience, Conversation and Meaning Making and Static and Dynamic Spaces. Then after that author moves to the Proposed Theoretical Framework topic, which covers few other sub-topics. And final topic is the actual Case Study, which is covering Interior Design for an Elder Care Institution.

Summary of Information

Methodology

This article has two different type of approach towards main goal, one is theoretical and the other is case study. The theoretical framework was built on the existing knowledge of author and research that has been conducted by various authors. Author uses theoretical framework in this article to provide solid foundation of the existing knowledge on the subject matter with intentions then to move forward to the case study. Case study was conducted in the elderly care institution where the existing design was not working and elderly occupants were refusing to stay in certain place, always trying to leave. Evidence-based procedure was used in this case study, team of researchers proceeded with three-phase study. In the first phase existing physical conditions were recorded, in second phase recommendations have been made on the what had to be changed in the space, recommendations were accepted by occupants and stakeholders. The third phase consisted on re-evaluating the changes and if any success have been achieved through the recommended changes.

Findings

Through the careful observation of the users and stakeholders researchers were able to find the reasons why place was not likable and comfortable by the users. The analysis uncovered the issues that were creating problems and uncomforted for its users, which were able to be solved by changing the design of the space. Also researchers received good responses from the families of the users that they were able to socialize with their loved once It goes to show that research in combination with theoretical framework can deliver a very good result in research methods.

Relationship to our Typology

The typology used in the case study of this article is not related to the topic used in our group, but the user's experience topic well discussed in this article and is very much connected to the central question of our research. In my opinion this article and its information and findings can be a great contribution and addition to our research. Also the combination of theoretical framework and case study used in this article would help to apply both methods to our group's research.

Quotations

-"When designers create interior spatial designs for various types of uses and experiences, they consider

both the aesthetic qualities of a space and how people experience interactions and sensations within the spaces." (Poldma 1)

-" People develop meanings attached to objects and environments, be these art objects, personal things, or other people in their lives." (Poldma 3)

-" People's activities and experiences are increasingly defining what spaces are and how spaces evolve in response to changing activities and experiences." (Poldma 7)

Pelaez, T. (2011). Experiential Hospitality Environments: The Roles of the Interior Architectural Features in Affording Meanings of Place. *Thesis. Florida International University. 2011.*

Critical Analysis of the Source

Authors' Credentials

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Publisher

Florida International University

Journal:
FIU Digital Commons
FIU Electronic Thesis and Dissertations, University Graduate School

Intended Audience
This article available online at FIU library, which make Students and Professors of Florida International University intended audience, but it doesn't necessarily means that it wont be used by practicing professionals. The topic researched in this article might be very useful for Interior Designers and Hospitality professionals.

Objective Reasoning
The author have done an extensive literature review in this paper and covered a lot of focal points of the main question. The information proposed in this article is valid and valuable and also very well researched

Coverage

This paper creates a new knowledge through the literature reviews and case study on the main question about what role interior design features play into affording meaningful places for users of hospitality environment. The article covers our topic substantially in relation to the ten facets of an experience, which aren't connected to theories. The facets covers user's feeling and experiences such as if space aroused their senses, if a user learned something from the environment, if space is aesthetically pleasing or not, etc. The data of the case study is original and was collected by the author herself.

<u>Writing Style</u>

This article is organized in a very well manner. It starts with introduction then moves to the literature review that covers two subjects such as Experiential Interior Environments and Meaning of places, next goes the purpose of study and significance of study. Then after author moves onto methodology and explain it in very clear, properly organized way. Result of the studies, discussion and conclusion are the final points in this article. Also author provides easy accessible charts and tables.

Summary of Information

<u>Methodology</u>
The case study conducted in this article used qualitative research strategy, which is interested in how people define their experience, and what meaning they give to the experience. Case study consisted of two phases, first one is "Establishing the Case, Experiential Hospitality Environments" (p.29), and phase two is "Photo Elicitation Interviewing to Assess Users' Experiences in Hospitality Environments" (p.29). Phase one was concentrated on validating the if the Hotel used in case study can be considered as an Experiential Environment. variety sources has been used to establish that, such as media, internet, hotel web site, etc. Phase two included ten participants who stayed in the hotel for two nights and were asked to take ten pictures of the hotel using the guide list from the researcher. The facet list consisted of different instruments that helped author to gather the data about user's experience in the hotel environment.

<u>Findings</u>
Findings of this case study show that experiential theories have a strong link to the theories about meaning of space. As a result of the research author states that interior architectural features of the environment affect user's experience in variety of ways. It helps to create personal connection with the space and have very personal and authentic experience.

<u>Relationship to our Typology</u>

The result of this research as well all the information presented in this article can be very useful for our group's typology. It has direct link to the main question and sub-questions. This information might be very helpful to determine the importance of interior design features and its effect on user's experience in the hotel environment.

Quotations

- "Places commonly have personal meanings. An important theme of self is an individual's life path" (p.17)

- "Various sources reveal that users will be more satisfied with experiential purchases, which commonly transpire in environments where experiential theories and models have been implemented"(p.25)

- "In order to design for authentic experiences, designers should consider the many facets of an experience"(p.58)

Heide, Morten; Lærdal, Kirsti ; Grønhaug, Kjell (2007). The design and management of ambience-Implications for hotel architecture and service. *Tourism Management, 2007, Vol.28(5), pp.1315-1325*

Critical Analysis of the Source

Authors' Credentials

Research Professor at University of Stavanger
Doctoral student at University of Stavanger
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Publisher

Elsevier Ltd.

Journal

Tourism Management, 2007, Vol.28(5), pp.1315-1325

Intended Audience

The intended audience for this paper would be professionals in variety of disciplines, such as architects, interior designers, psychologists, etc. Also this paper would be useful for students who investigate is such subject.

Objective Reasoning

The information presented in this article is based on current knowledge on the subject and also on the research conducted by authors. And actual facts presented in the paper that makes this information valuable for our research.

<u>Coverage</u>
Authors discuss the concept of ambience, its factors and influences on customers in hospitality industry. The study presented in this article was based on interviewing design and hospitality professionals in order to explore and investigate the concept of ambience further.

<u>Writing Style</u>

The article written in a well-organized way, it is very easy to read and understand. Throughout the text a lot of quotes from interviewed professionals are included, which makes it easier to understand the implication of ambience concept and its influences on potential customers.

Summary of Information

<u>Methodology</u>
Authors proposed "exploratory, discovery-oriented approach" (p.1317) in order to conduct the research. Two groups of people participated in this study: eleven design professionals and six hospitality experts. Authors believed that these groups of professionals were able to give a better insight on the subject due to the variety of backgrounds and experiences in different disciplines. Every participant was interviewed from 60 to 90 minutes; every interview was recorded with permission of participants.

<u>Findings</u>
Findings of this study shows similar pattern in both groups of participants. Architects and designers used similar concepts about ambience, such term as "synthesis" and "total architecture', referring to how ambience is created.
Also architects recognized same tools that were used to create ambience:
- Shape
- Proportion
- Texture/Material
- Color
- Lighting
- Furnishings

Hospitality managers were also very consistent in describing ambience as one of the most vital factors in successful hospitality environment. Most of them emphasized the fact that ambience cannot be created by single aspect, but rather a combination of few. On the other hand they agreed that ambience can be ruined by one single aspect of environment.

Relationship to our Typology

This article have very strong link to our research subject. It reviews design features such as shape, proportion, light, materials, etc. and its effect on ambience of the place, which has a direct connection with customer's experience. In my opinion this study is valuable and vital for our research.

Quotations

- "...ambience really counts in the hospitality industry. For people in the industry, it is something "real" that is taken seriously." (p.1323)
- "While, servicescape is the physical environment in which services are delivered, ambience can be viewed as the result of interaction between people (i.e. service providers and customers) and the physical environment (i.e. the servicescape) (p.1316)
- "A review of relevant studies points towards three factors that are important for creating the desired ambience: (1) atmospheric factors: (2) social factors: (3) design factors." (p.1316)

Mary Jo Bitner (1992) Servicescapes: The impact of Physical Surroundings on customers and employees. *Journal of Marketing Vol. 56, 57-71.*

Critical Analysis of the Source

Authors' Credentials

Edward M. Carson Chair in Service Marketing at Arizona State University

Professor of Marketing

Publisher

American Marketing Assosiation

Journal
Journal of Marketing Vol. 56 (April 1992), 57-71.

The article was intended to be read by professionals in disciplines such as marketing, management, psychology, etc., as it explores customers and employers behavior and how its affected by physical surroundings. This paper can be useful for students and researchers.

Objective Reasoning

This article based on existing information and facts that are explored deeper and integrated into framework that explains how build environment affect both customers and employers. Authors used objective reasoning because this information is not based on author's opinion, but rather on existing facts and findings. This makes this article valid and informative enough to be used in our research.

Coverage

This paper investigates the meaning of servicescapes, how differently it might be use and its connection with people's behavior. Conceptual framework offered by author in order to explain and investigate this subject deeper. Author used primary sources of environmental psychology theories to build the conceptual framework, which makes this article valuable source for our research.

Writing Style

Writing style of this article arranged in a very structured way, it's well written and easy to understand. Author offers some diagram that helps to understand the subject deeper.

Summary of Information

Methodology

Author's intentions of this article were to combine theories with empirical findings to create conceptual framework that will help to understand how the build environment affect customer and employees in service organizations. First step that was taken towards it was review and investigation of existing environmental psychology theories and its aspects such as individual behavior, social interactions, service typology and behavior. Then author analyzed internal responses of customers and employees to the servicescapes, which included environment and cognition, environment and emotion, environment and physiology, service typology and internal responses. Also author investigated dimensions of servicescapes such as ambient conditions, spatial layout, signs, symbols, and artifacts, service typology and environmental dimensions.

Findings

Managerial implications offered by author imply that theoretical framework conclusion is that if creative and careful approach used in managing servicescapes great results might be achieved in both marketing goals and internal organization process. The conceptual framework suggests that there are a lot of

research possibilities within this subject. Author explains that "there is a tremendous opportunity for theory building, empirical testing, development of better measures and methods, and application / replication of findings from other fields.

Relationship to our Typology

This article is directly connected to our typology and research subject. But it's limited to the research within theories and existing knowledge. Author doesn't create new knowledge on the subject, rather researching and integrating existing theories and facts.

Quotations

- "For interpersonal services, both organizational and marketing objectives could potentially be target through careful design of the servicescapes" (p.58)

- "The environment can be viewed as a form of nonverbal communication" (p.62)

- "Perceptions of the servicescapes and associated positive (negative) cognitions can lead to positive (negative0 beliefs and attributions associated with the organization, its people, and its products." (p.63)

- "Perceptions of greater control in servicescapes increase pleasure."(p.63)

- "Compatibility, the presence of natural elements, and the absence of environmental "nuisances" in the servicescapes enhance pleasure" (p.63)

Siguaw, Judy A.; Enz, Cathy A. (2001) Best practices in Hotel Architecture. *Cornell Hotel and Restaurant Administration Quarterly, 1999, Vol.40 (5), pp.44, 4-49, 4*

Critical Analysis of the Source

Authors' Credentials

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Lewis G. Schaeneman, Jr. Professor of Innovation & Dynamic Management

Publisher

Journal

Journal of Environmental Psychology (2001) 21, 5-16

Intended Audience

The intended audience for this article is professionals in hospitality industry, as this article is a case study that can be used as an example of successful hotel settings. Also students in variety disciplines might use this paper as educational tool.

Objective Reasoning

Authors used actual information about existing hotels and statistical data related to this hotel and its performance. This goes to show that authors used objective reasoning in this article by using actual existing facts

Coverage

The paper covers information about existing hotels, which were considered champions in the hospitality industry, author reviews in the case study what architectural and interior design features were used to achieve such success. Also author reviews this features communicate with customers and guests of the hotels.

Writing Style

Writing style of this article has very simple, narrative style. The paper seems to be very easy to read and understand, information presented is very clear and direct to the point of the topic.

Summary of Information

Methodology

The article presents a case study of the champions' hotels in hospitality industry, which have successfully used interior design and architectural features in its design to increase hotel guest's experience.
The hotels used in this case study are American Inn, Candlewood Hotel Company, Holiday Inn SunSpree Resort Lake Buena Vista, Holiday Inn & Suites Main Gate East, Kessler Enterprises (Grand Theme Hotel), Latham Hotel, Marriott International, palisades Executive Conference Center.
Author reviewed hotels by using few categories:
- Creating a Residential Feel
- Design Standards to Enhance Lodging Experience

- Creating a Total Vacation Experience

Findings

Each category reviewed by author present findings and results of case study. In order to create a residential feel in the hotel certain features were used, such as

1. Furnishing rarely used in commercial interiors:

- Recliner chairs, loveseats, high-standing bed, sinks with storage underneath, fall-size kitchen appliances, etc.

2. Finishes resembling residential design:

- Residential style wall paper
- Carpeting solutions
- Italian marble floors

3. Technologies up to date such as:

- Large TV with a VCR
- Large clock-radio with CD player
- Telephone, fax, printer, data ports, etc.

Design standards to enhance lodging experience were achieved mostly through interior architecture features, whci includes:

- Elimination of noise in the rooms by using solid concrete constructions between walls
- Pre-cast flooring to reduce or eliminate sound transmission
- Bigger size of the rooms
- Fire places in the lobby
- Two-story vaulted ceilings
- Pool areas covered by roof

Relationship to our Typology

This article has direct connection with the topic of our research. Authors submitted a case study that investigates how interior design and interior architecture features make hotel a successful arrangement. Success of any hotel strictly depends on the satisfaction of its guests and customers, which is why this case study is very useful and informative for our research.

Quotations

- "By making their rooms as home-like as possible, the best hotels are using architecture and design to add value to the guests' experience' (p.1)
- "The success of the hotel depends on matching a good design to the market" (p.3)
- "the hotel is responsible for creating an extraordinary experience for the guest" (p.3)

Lars Strannegard, Maria Strannegard (2012) Works of art: aesthetic ambitions in design hotels. *Annals of tourism research, Vol. 39, No. 4.*

Critical Analysis of the Source

<u>Authors' Credentials</u>

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<u>Publisher</u>

Elsevier. Ltd.

<u>Journal</u>
Annals of tourism research, Vol. 39, No. 4.

<u>Intended Audience</u>
This article's intended audience is professionals in variety of industries, mainly hoteliers, hospitality, management and business. Design and architecture professionals might find this paper useful and informative as well.

<u>Objective Reasoning</u>
Authors used empirical data collected via different methods within few years (1995-2012). The empirical data derives from author's field notes, interviews that have been conducted with professionals in the industry, and secondary sources such as books, articles, websites and magazines. Participant observation method was used in order to collect information as well. Which goes to show that authors used not only their personal opinion and vision to write this paper, but some statistical data from participants as well. Objective reasoning might not be the main focus of this paper, but it has its place in this work.

<u>Coverage</u>

The main idea of this article is to answer the question how the "design hotels" conceptualize themselves and distinguish from the rest of the market. Also article investigates hotel's aesthetic ambitions, how aesthetics connected to the guests, employees and their experience.

<u>Writing Style</u>

Writing style of this paper is narrative and very easy to read, it has very few sections that are logically connected through one another. A lot of quotes from guests and professionals used throughout the article, also author provide real life examples, which makes text more vibrant and pleasant to read.

Summary of Information

<u>Methodology</u>

The article reviews variety of information that has been collected by authors throughout the years (1995-2012). Information such as interviews of professionals, that lasted from one to three hours, and were recorded. Travel notes from authors themselves that they were able to collect within extensive field trips to hotels in Europe and USA. Seventeen hotel in Europe and USA were used to collect information through participant observation. The amount of time varied from hotel to hotel, from few hours to few days, which makes it in total fifteen days and twenty nights.

Also authors used three hotels in different locations as an illustrative examples of the best aesthetic communications that this article is investigating.

<u>Findings</u>

The most important information that has been conducted by authors in this article is as follow:

- Aesthetic communication of the hotel and its identity has a strong communication with its potential and current guests, it is in a way regulates and controls the type of clientele of the hotel.
- Material design, sound, light which is part of the interior architecture and interior design features, are the all part of aesthetic communication.
- Aesthetic ambitions of the hotel might take physical form and thus it might be expressed through interior design and architectural features.
- Design hotel is a space where experience is produced through interaction between guests, employees, and material artifacts.

<u>Relationship to our Typology</u>

The subject investigated and discussed in this paper can be very useful in our research typology. It does have connection to our main question, and also it provides additional extensive information that broaden the borders of our investigation.

-"Hotels focusing on aesthetic expressivity have grown substantially in numbers the last decades." (p.3)

-"Design hotels not only mirror the cultural and societal context they are situated in, but also construct interactions and provide material scripts for behavior." (p.8)

-"At the hotels objects such as mirror engravings, drink lists, seating furniture and lighting dispositions serve as signifiers of intended behaviors." (p.16)

Per Gustafson (2000) Meanings of place: everyday experience and theoretical conceptualizations. Journal of environmental psychology 21, 5-16

Critical Analysis of the Source

Authors' Credentials

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 Publisher

Academic Press

Journal

Journal of environmental psychology (2001) 21, 5-16

Intended Audience

This article's intended audience of this article is mostly sociologists, or any other student or professionals that works with people's behavior. Many different industries have to deal with people's behavior and reaction, for instance architects and designers. I would say that this article might be applied and used by variety specialists in variety of disciplines.

Objective Reasoning

Authors used objective reasoning in this paper, because they have used not only their opinion and vision on the issue, but rather outsourced for supportive opinion of other professionals.

Coverage

The main subject discussed and investigated in this article is what makes places meaningful for people. Analytical framework is suggested for better understanding of the topic. New data was collected through interviews that have been conducted in order to produce this article, thus new information was created.

<u>Writing Style</u>

Article is written in a very structured manner, it is not very easy to read as it provides a lot of information that explains and investigates topic deeply. The part where authors explain the method of their research is very easy to understand and to read, it's written in narrative style. Overall article doesn't have much of statistical data, but rather references and quotes from other authors and sources.

Summary of Information

<u>Methodology</u>

The method that has been used by authors in order to collect information and create new data is interview. Fourteen respondents participated in this study, their age varied from 18 to 71 (average age is 46 years old). Interviewed people had completely different background and life experience, some of them lived in small villages, others in big cities, some have travelled a lot, and others lived in one place their whole life. Interviews were taped and lasted from 1 to 3 hours. The interview itself was focused on two main topics, firstly is the places where respondents lived throughout their life and their importance, and secondly participants were asked to indicate their level of attachment t those places. Then discussion continued about why some places were more important than others. The analysis of the interviews consisted of coding and mapping interviews with words, and then categorizing them. For instance words such as 'building' and 'nature' was categorized into 'physical environment'.
Through the research and analysis of the interview author came up with three-pole model that consisted of three different categories: *self, others, environment,* and also categories in between them such as *self-others, others-environment, environment-self, self-others-environment.* Those categories represent the kind of connection people have with places. Using these categories made analysis and categorizing of the data easier and more productive.

<u>Findings</u>

Author of this article provided detail explanation of each category and suggested that this categories might be used for further research, research or mapping the meanings of certain places. Also this information might be applied for comparison how meaning of places differ for variety of social, economic, ethnic categories of people.

Self:

- Highly personal meanings
- Connection to the important life-stages (childhood, parenthood)
- Emotional connection
- Sense of security and sense of home
- Sense of self identification

Self-others:

- *Relationship with people living in certain places*
- *Sense of community*
- *Recognition*
- *Anonymity*
- *Being perceived differently*

Others:

- *Attribute meaning through the perceived characteristics, traits and behaviors*
- *Often based on explicit comparison such as 'us'/'here, 'them'/'there'*

Others-environment:

- *Characteristics of urban environment*
- *Certain type of inhabitant*

Environment:

- *Meaning of place isn't depending on relation with others or self*
- *Concern about the physical environment*
- *Natural environment and variety of natural conditions (weather, seasons, etc.)*
- *Symbolic of historical environment*
- *Institutional environment*

Environment-self:

- *Relationship between self and environment*
- *Offers variety of opportunities (work, activities, etc.)*
- *Citizenship*
- *Localization of places (close or far away, hard or easy to reach)*

Self-others-environment:

- *Anonymity*
- *Citizenship*
- *Traditions, festivals, anniversaries, etc.*

Relationship to our Typology

This article doesn't have direct connection to our typology, but I see a great potential in this article to be able to contribute towards our research. It discusses and investigate importance of meaning of places in

modern contemporary society, which often these days have very few strong connection. By using this information we might be able to add very valuable data in our research by applying it to our typology.

<u>Quotations</u>

-"Meanings of place are an important issue in social science today. Arguments about modernity, post-modernity, globalization and the "information society" often contain claims that the role of space and places in contemporary society is undergoing fundamental change" (p.5)

-"Meaningful places may be of different spatial scale – residence, local community or neighborhood, city, region, country, etc." (p.8)

-"Meaningful place appears as a process, where various individual (and collective) projects converge and/or compete with other projects, with external events, and with the course of time." (p.13)

Heide, Morten; Lærdal, Kirsti ; Grønhaug, Kjell (2009) Atmosphere as a tool for enhancing organizational performance: An exploratory study from the hospitality industry. *European Journal of Marketing Vol. 43 No. 3/4, pp. 305-319*

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Organizational theorist, Management consultant, Professor emeritus.

<u>Publisher</u>

Emerald Group Publishing Limited

<u>Journal</u>

European Journal of Marketing

<u>Intended Audience</u>

The intended audience for this research paper is professionals in hospitality and design industries, such as managers, architects and interior designers. It might also be used for students who studying in connected fields.

<u>Objective Reasoning</u>

Information used in this article is based on the research that authors conducted. Thus it means that authors used objective reasoning and this paper is based on real facts rather than just on author's opinion and vision. Also this article has a direct connection to the hospitality industry and topic of our research.

This article covers the topic of atmosphere in the hospitality environment and how differently it perceived by design professionals and managers of the hotels.

Writing Style

The writing style of this paper is very easily accessible and pleasant to read. Article is very well structured, authors provide reader with a lot of quotes from design and managers professionals that gives a very good insight on how they perceive the issue.

Summary of Information

Methodology

Authors used semi-structured system interview in their research. Two groups of professionals that differed by background, design experts (architects, interior designers, and environmental psychologists) and hospitality managers. In total it was eleven design experts, and six of hospitality managers, all of the hospitality managers were working for the hospitality groups that were renowned for the great atmosphere in their hotels.

Findings

The main finding of this study was that both groups of professionals agreed on the fact that atmosphere in a hospitality setting isn't defined by the single factor, but rather a combination of several aspects. However, it might take just one single element to ruin a great atmosphere. Participants of the study agreed that good atmosphere in the hotel establishment have very good benefits, and it worth investing into it. Also authors discovered that there is conflict between managers and design experts in regards to genuineness and distinctiveness and its role in creating pleasant atmosphere. Hospitality managers believe that genuineness should be a priority factor in creating atmosphere and preserve the identity of the place, whereas design experts states that new elements should be created so that it would improve place's originality and add to its distinctiveness. Also authors provide readers with information what design experts find most important in permanent and temporary design features that contribute towards creating a pleasant atmosphere:

Permanent features:
- Location and environmentally adapted architecture
- Physical space where people can network and interact
- Easy access of the space
- Architecture should allow "shop-in-shop" experience
- Abstract forms and proportions
- Element of surprise

- Colorful, structural and ornamental elements

Temporary features:

- Color, light and reflections
- Traditional materials to mirror local identity
- Flexible elements for multifunctional usage

Relationship to our Typology

This article has a direct connection to our topic as it is about the hospitality establishments, its ambience and atmosphere, and how it affects user's experience, and their desire to come back to the hotel and also possibility of advising this place to other people. Also an important factor is that this study investigate how interior and architectural features affect users and their experience in the place.

Quotations

-"The design experts highlighted that they combine the architectural tools to create a personal expression" (p.309)

-"If the environment is carefully designed for the particular purpose and setting, the consequence was that well-being would grow and prosper in terms of satisfaction and contentment among users." (p.313)

-"The desired atmosphere can never be created by a single factor, but it may only require one inconsistent element to ruin otherwise favorable atmosphere." (p.13)

Enrique Alcántara-Alcover, Miguel Ángel Artacho-Ramírez, Natividad Martínez-Guillamóna, Nadia Campos-Sorianoa (2013). Purpose of stay and willingness to stay as dimensions to identify and evaluate hotel experiences *International Journal of Hospitality Management 33, 357-365.*

Authors' Credentials

Publisher
Elsevier

Journal
International Journal of Hospitality Management

Intended Audience

This article's intended audience is professionals in variety of industries, mainly hoteliers, hospitality, management and business. Design and architecture professionals might find this paper useful and informative as well.

<u>Objective Reasoning</u>

Authors of this article used objective reasoning in this paper, they have used a lot of existing data, which goes to show that this article is based on existing valid information, rather than just on authors opinion.

<u>Coverage</u>

This article focuses on the subject of experience design in hospitality industry as a tool to attract guests and also to differentiate the establishment from other businesses. Authors conducted the study based on the interviews system, in order to investigate this subject further.

<u>Writing Style</u>

The article is organized in very well and structured manner, with strong connection among different parts of an article. The paper consist a lot of statistical information, which might make it more difficult to read and absorb the information for some readers.

Summary of Information

<u>Methodology</u>

Authors have decided to collect data from both customers and managers, so that the collected data would be as thorough as possible. Data collection process included the questionnaire that both groups answered by using five-point Likert-scale. A questionnaire also included a part about intentions to stay in the hotel, being yes or not the possible answers.

<u>Findings</u>

The focus group determine ten different purposes to stay in the hotel from the hospitality professional's point of view:

       1. Couple

       2. Weekend

       3. Holidays

       4. Young

       5. Friends

       6. Family

       7. Events

       8. Business

       9. Elderly

10. Soloing

And only five purposes from the customer's point of view:

1. Couple

2. Collective

3. Business

4. Elderly

5. Soloing

This information suggests that first step should be establishing the experiential proposal that is approached from both perspectives business and customer's perspective. Second step should be the process that establish the connection between business and customer's perception of the services in sense of intended use. This information is intended to help hospitality managers to have a better understanding guest's perception and intentions for better experience in the hotel establishment

Relationship to our Typology

This article is directly linked to our typology, it discusses the hospitality environments, guest's experiences in it, and also what services, amenities and features might contribute towards improving these experiences. I believe, this information will be very useful for our research, as it consist plenty of statistical information, findings, and author's opinions as well.

Quotations

-"Consequently, more and more services are focusing on consumer experience design as a way of differentiation." (p.357)

-"The consumer's intended uses of a service and their willingness to engage in a service and their willingness to engage in a service proposal are useful dimensions to define and explore service experiences. (p.364)

Andrew R. Walls (2013). A cross-sectional examination of hotel consumer experience and relative effects on consumer values. *International Journal of Hospitality Management 32, 179-192.*

Authors' Credentials

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Publisher

Elsevier

Journal

International Journal of Hospitality Management

Intended audience of this article is professionals in variety of industries, such as design, hospitality, etc. Also this article might be very useful to students who study in connected fields.

Objective Reasoning

Authors used objective reasoning in this article, by providing a lot of statistical data and actual facts. The research they have conducted I this study is very thorough and detailed, which allows me to believe that this might be primary source of information within this topic.

Coverage

The topic of this article is about how to create a unique customer experience that would accompany a product or a service. Authors investigate what are those key factors that allows businesses to create those unique experiences, and to have a better understanding of how it affect customer's perceived value.

Writing Style

Article is written in a very structured way, and consist of a lot of statistical data and information that has been gathered through the research. It is not exactly easy to read, and requires an effort to gain a full understanding of a subject.

Summary of Information

Methodology

Authors used self-administrated questionnaire, which was developed from the extensive literature review, in order to collect the information from the participants. The questionnaire consisted of three different sections:

1. Physical environment
2. Human interaction
3. Perceived value

Authors used 7 point Likert scale as a measured instrument. Participants were selected from the 18 years and older, who stayed at least one night in the selected hotels.

Findings

Respondents reported that design and architectural features impacted their experience at the hotel, it has a significant impact on guest's experience in a hospitality environment. Also interactions with hotel staff has affected guest's experiences as well, but design of the space was more significant in defining influences on guest's experiences. Participants noted that pleasant architectural design, high quality

materials, pleasant noise levels, etc. has been a significant factors in relation to the experience of the place.

<u>Relationship to our Typology</u>
This article has a direct linkage to our typology, it reviews guest experience in hospitality environment and specifically concentrate on physical environment. Interior design and architectural features should be considered as a physical environment. Also this paper discusses and investigate relation of physical environment on guest's experience, which is an important part of our research.

<u>Quotations</u>
-"Some hotels may be more physically engaging than others and, consequently, more likely to impact the physical environment dimensions." (p.190)

-"The data suggests that the physical environment plays a more significant role than human interaction." (p. 190)

How does branding and environmental graphics attract users to use the boutique hotel amenities? (Sentrell)

Khosravi, S., Malek, A., & Ekiz, E. (2014). Why Tourists are Attracted to Boutique Hotels: Case of Penang Island, Malaysia. *Journal Of Hospitality & Tourism*, *12*(1), 17-32.

Critical Analysis of the Source

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Publisher

Not Available

Journal

Journal of Hospitality & Tourism

Intended Audience

The intended audiences of this article are marketing, hospitality and tourism professionals who not only work in the industry but also study the industry. It is also stated that this research can be used to create a grading system for boutique hotels.

Objective Reasoning

The authors use objective reasoning to present factual information and evidence, which was collected through literature reviews and interviews with boutique hotel managers and tourists.

Coverage

The article looks into boutique hotels in Malaysia and why tourists are attracted to them. The article touches briefly on branding but offers great insight into the attractive amenities that make accommodations at a boutique hotel desirable. The research presented is a combination of literature reviews and interviews, which makes it quite dynamic. The article began by introducing the significance of boutique hotels and then later offers organized findings in tables.

Writing Style

The writing style is very much data driven and very organized. The article is divided into sections with tiles and subtitles identified through bold and larger font text. The article begins with a introduction of the topic and the four dimensions that will be discussed, then presents the four dimensions and the data associated with each and lastly provides conclusions and implications.

Summary of Information

Methodology

The research was conducted through literature reviews, elicited interviews and a questionnaire. The literature reviews were the initial step in helping the researchers determine a structure for the their study. This helped them understand and identify the qualities that make a boutique hotel special. From here the researchers moved to delve deeper into the research of boutique hotels. Interviews were conducted with randomly selected boutique hotel managers and tourists. Lastly, a 5-part questionnaire was given to first time boutique hotel guests that were randomly selected.

Findings

- Most guests visit boutique hotels for rest and relaxation or business purposes
- The 5 attributes that make a boutique hotel unique are location, high-tech facilities, coziness, individualized and personalized services, size, aesthetics and friendly staff.
- The attributes that stood out the most to guests were:
    o Friendly staff

    o Variety of activities offered by the hotel

    o Service quality

    o Entertainment

    o Aesthetics

    o Being in small and cozy place

    o Unique and Specific Architecture

- Uniqueness is the most influential factor behind a guests decision towards booking a boutique hotel

Relationship to our Typology

The data presented is useful to our typology because it not only looks at the boutique hotel but it delves into the amenities and attributes that are significant in branding a boutique hotel to meet consumers desires and decisions to book boutique hotel accommodations.

Quotations

Lim, W. M., & Endean, M. (2009). Elucidating the aesthetic and operational characteristics of UK boutique hotels. International Journal of Contemporary Hospitality Management, 21(1), 38-51. doi:http://dx.doi.org/10.1108/09596110910930179

Critical Analysis of the Source

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Publisher

Emerald Group Publishing, Limited

Journal

International Journal of Contemporary Hospitality Management

The intended audiences of this article hotel managers, hotel owners, trade organizations and the public. This research can be used to gain further understanding of the boutique hotel and how to market them.

Objective Reasoning

The authors use objective reasoning to present factual information and evidence, which was collected through literature reviews and a combination of quantitative and qualitative research. The later was referred to as a triangulation method in the article.

Coverage

The article covers Boutique Hotels in the UK and their aesthetics and operational characteristics. It provides an in-depth analysis and personal factual accounts of what makes a hotel boutique. The article doesn't directly touch on branding but it provides insight as to how a boutique hotel should be branded to reach its target market of consumers. The research uses a literature review to form a educated question to answer unanswered and/or inadequately researched questions about the boutique hotel industry.

Writing Style

The writing style is quite casual which makes it an easy read but the researchers make sure to provide lots of factual data through this causal voice. The article is divided into sections that are identified with large bold text. The article begins by discussing their intentions then discusses the literature review that assisted the researchers in fining their topic, the researchers then share their methodology and lastly they present their findings.

Summary of Information

Findings

- Boutique hotels are small hotels with an intimate and intentional individualized atmosphere

- Boutique Hotel are usually in urban or city centers
- A boutique hotels website should fully represent the aesthetics of the boutique hotel. It should be the firth thing that introduces the brand of the hotel to the consumer. It is usually the first impression.
- A content analysis is vital in branding your hotel. You should make sure your messaging is consistent in everything from the website to the hotel room literature.
- Personalized/Individualized rooms are a great marketing amenity. Guest like to know that can have a different experience each time they stay at the hotel.
- Some boutique hotels do not have spas and pools but over in-room spa services for privacy and intimacy. This type amenity is what makes a boutique hotel ideal to a specific market.
- A good personal service and knowing customer by name are amenities that stand outs amongst guest.
- A luxurious experience is NOT an important amenity
- Restaurants on the grounds are an amenity selling point for guests. Good food and beverages are highly favorable.

Relationship to our Typology

The data presented, like the last article, provided great insight into the amenities that could aid in the branding and marketing of a boutique hotel. This data can definitely help answer the sub question.

Quotations

- "Common characteristics of hotels in general, including location, size (often indicated by the number of bedrooms), facilities such as the provision of a restaurant, and star ratings are areas where academics and practitioners often do not agree."
- "A small hotel, with an intimate and individualistic atmosphere and style".
- "Boutique hotel include size, personal service, individuality, design and style, but in 2006 additional characteristics such as size, contemporary and specialized décor and being able to make the guest feel special were included."
- "Boutique hotels are often created from older refurbished buildings or have some historical significance… his is important due to an increase in awareness and interest of history and culture. The distinctiveness of buildings is often an important aspect in guests' decision to stay at a hotel and the history of the building is also often used in a promotional sense."
- "Many boutique hotels introduce themes and each room is individually designed so that a guest can have a different experience each time they stay"
- "Style, distinction, warmth and intimacy are often used when describing the design and architecture of boutique hotels, and this is a feature that helps to attract customers who are

looking for something special that is also out of the ordinary"

- "Design is an important feature of boutique hotels and the study highlights that 41 per cent of the hotels studied used "individual" to describe the design of their rooms. Eleven per cent used "unique" in their description, with only 8 per cent using "individual" and "unique". Style was often described as "traditional", "modern" or "contemporary", with 24 per cent indicating a "contemporary style", 20 per cent a "traditional style" and 11 per cent with a "modern style".

- "Although all the managers interviewed did not feel that boutique hotels should be privately owned, they suggested that it would be difficult for chain hotels to be able to reproduce the - personal service and charm of a boutique hotel."

- "Good personal service was highlighted by the hotel managers. Two of the managers indicated that the level of personal service provided could only be achieved in smaller hotels; the importance of knowing one's customers and anticipating their needs, knowing customers by name and actually meeting customers face to face and being on first name terms were also highlighted. Other important aspects were attention to detail and a high staff ratio."

- "Very few hotels offered facilities such as spas (15 per cent), gardens (36 per cent), pools (13 per cent) and gymnasiums (21 per cent) although many of the hotels offered in room spa treatments or special rates at a nearby health club or gymnasium."

- "A hotel that has achieved individuality would almost certainly be difficult to replicate."

Hunt, L., & Johns, N. (2013). Image, place and nostalgia in hospitality branding and marketing. *Worldwide Hospitality and Tourism Themes, 5*(1), 14-26. doi:http://dx.doi.org/10.1108/17554211311292411

Critical Analysis of the Source

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Publisher

Emerald Group Publishing, Limited

Journal

Worldwide Hospitality and Tourism Themes

The intended audiences of this article are marketing, hospitality and tourism professionals who not only work in the industry but also study the industry. It is also stated that hospitality managers can use this research and entrepreneurs who seek to improve the effectiveness of their branding and advertising.

Objective Reasoning

The authors use objective reasoning to present factual information and evidence, which was collected through literature reviews and interviews with three men and three women.

Coverage

The article looks into boutique hotels examines how image, place and nostalgia impact hospitality branding and marketing.

Writing Style

The writing style is very much data driven and very organized. The article is divided into sections with tiles and subtitles identified through bold and larger font text. The article begins with an introduction of the topic and the four dimensions that will be discussed, then presents the four dimensions and the data associated with each and lastly provides conclusions and implications.

Summary of Information

Methodology

The research was conducted through literature reviews and interviews with even amounts of women and men. The interviews were conducted to explore the relationships between nostalgia and place. The goal was the following:

- Examine the nature of nostalgia
- To investigate if men and women experience nostalgia to different degrees
- To investigate how age affects people's nostalgic reactions.

The men and women were given new and old, black and white photographs of railways and stations. They were asked to explain in detail the memories the photos evoked. They were asked to provide an explanation in grate detail in a narrative format. The interviews were recorded and later reviewed for contextual clues.

Findings

- The photographs revealed four themes:
  - Reliving experiences
  - Coming of age
  - Nostalgia evoked by smell
  - Objects
- Feelings of expectation can be important in provoking nostalgia
- Objects evoke both moments actually experienced and moments that were derived from films or imagery
- Sights, sound, small and feeling are strong factors that help in recalling the past.
- Filtering is a big aspect of memory. In almost every case each memory recall was pleasant.
- Nostalgia can clearly be a powerful element of brand image formation, as the positive emotions it evokes are likely to cause "approach" behavior, i.e. positive searching and purchasing behavior in consumers.
- Brand and advertising images should be very carefully chosen to avoid producing negative feelings in consumers.
- First-time or life-changing moments experienced at the age 24 are more likely to stay with individuals through their lives.
- Branding and advertising seems to be that all ages are susceptible to nostalgia and that images should aim to evoke events of consumers' teens or early twenties.
- Brand and advertising images should seek to tap into such emotional "backdrops"; collections of sensations that are interlinked so that each one recalls others, consolidating both the brand image and the resulting consumer satisfaction.
- Four types of situation typically trigger nostalgia: reflection on the everyday past; reflection on reference points in one's life cycle; encounters with tradition in for instance ritual occasions and experiencing periods of transition.

Relationship to our Typology

The data presented is useful to our typology because it looks at the hospitality industry as a whole and provides evidence on how to brand and market. Specifically while focusing on nostalgia and its benefits as a tool in developing branding and advertising images in the hospitality industry.

Quotations

- "Nostalgia is an extremely powerful way to communicate with consumers of all ages. It offers a way not only to evoke a direct response to a visual stimulus, but also to tap into an individual's trigger system, such that an image may bring to mind a whole world of sounds and odors related to nostalgic perception. Links with expectation mean that nostalgia is, potentially, also relevant to the service quality/ service consumption cycle" (p.24)

- "Hospitality organizations differentiate themselves from their competition through a distinctive brand image that potential customers associate with a widely understood set of symbols and concepts. Brand image is frequently linked to service and product standards but also goes much further than this, also seeking connections to customers' aspirations, status and lifestyle" (p.14)
- "Brand images are intended to trigger emotional responses and are often based on subjective aspects such as beliefs, feelings, expectations and experiences as well as on knowledge." (p.14)
- "…Individuals in modern society are less attached to a particular place than in historical times, and that rather than seeking the comfort of the familiar, those experiencing nostalgia seek to escape from the modern, everyday world, from which they feel alienated" (p.15)
- "From the perspective of brand image development, perhaps the most appropriate definition of nostalgia is as: "A sentimental or bittersweet yearning for an experience, product, or service from the past" (p.15)
- "…Nostalgia does not relate to the true past. It attaches primarily to experiences, the significance of which has only been realized as a result of many iterations of recall. The sanitizing effect of memory, which removes many negative aspects of the original event, ensures that the past is represented as an attractive place to go, where the referents and values absent in everyday life may be rediscovered." (p.16)

Qu, H., Kim, L. H., & Im, H. H. (2011). A model of destination branding: Integrating the concepts of the branding and destination image. *Tourism Management, 32*(3), 465-476. doi:http://dx.doi.org.ezproxy.fiu.edu/10.1016/j.tourman.2010.03.014

Critical Analysis of the Source

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Intended Audience

The intended audiences of this article are marketing, hospitality and tourism professionals who not only work in the industry but also study the industry. It provides a theoretical model of destination branding.

Objective Reasoning

The authors use objective reasoning to present factual information and evidence, which was collected through literature reviews and a population sampling and a survey questionnaire consisting of 4 sections.

Coverage

The article looks into unique images of a destination and how they need to be regarded as a vital brand association to influence the image of a destination brand. The author's goal is to develop and test a theoretical model of destination branding through adopting both destination image studies and traditional branding concepts and practices.

Writing Style

The writing style is very much data driven and very organized. The article is divided into sections with tiles and subtitles identified through bold and larger font text. The article begins with an introduction of the topic, then a literature that I organized by research topic and then the methodology and the conclusion and findings.

Summary of Information

Methodology

The research was conducted through literature reviews and questionnaires using a population sample in Oklahoma in which destination branding is necessary to overcome its lack of clear destination images. The study examines the relationships among:

- Brand associations
- Brand image
- Tourists' future behaviors

The above is used to explore the potential of the State of Oklahoma as a preferred destination brand. The literature review defined destination branding, rand identity and image, brand associations and tourist behaviors.

The questionnaire was given to a target population of domestic visitors who stopped at five selected welcome centers in Oklahoma. The sample size was set at 379.

The survey questionnaire consisted of four major sections:

- Individual travel behavior
- Cognitive, affective and perceptions of overall image toward Oklahoma as a travel destination
- Identified attributes that make Oklahoma unique from its neighboring states
- Intention to revisit

Findings

- Destination image exerts a mediating role between the three image components as the brand associations and the behavioral intentions
- Tourist destinations must establish a positive and strong brand image, derived from the cognitive, unique, and affective image associations, to increase repeat visitors and to attract new tourists to the destination.
- The image of a destination directly influences intentions to revisit and recommend the destination to other
- For potential tourists, recommendation is an important information source in forming an image toward the particular destination. Tourism destinations need to provide favorable experiences to tourists, in which they will create a positive image and recommend the place to others in turn helping potential tourists develop a favorable image that affects the destination choice.
- Tourist behaviors are influenced by the total impressions of the destination, which is the combination of the cognitive, unique, and affective image components.
- Uniqueness of a destination has the second largest influence on overall image. The importance of unique image also lies in its usefulness to positioning the destination brand. Because unique image is an excellent source for differentiation it needs to be identified and emphasized to improve overall image and increase the points of difference among various alternatives.

Relationship to our Typology

The data presented is useful to our typology because it looks at destination branding which is significant to boutique hotels because they specifically seek tourists and consumers who are looking for unique and personalized experiences. This study gives great insight as to how branding should be used to capture new consumers and repeat consumers.

Quotations

- "The core of destination branding is to build a positive destination image that identifies and differentiates the destination by selecting a consistent brand element mix" (p.465)
- "Consumers are generally offered various destination choices that provide similar features such as quality accommodations, beautiful scenic view, and/or friendly people. Therefore, it is not enough for a destination to be included in the evoked set; instead the destination needs to be unique and differential to be selected as a final decision." (p.465)
- "The concept of destination branding is critical for a destination to be identified and differentiated from alternatives in the minds of the target market." (p.465)
- "…A strong, unique image is the essence of destination positioning for its ability to differentiate a destination from competitors to get into the consumers' minds, which simplify information continuously" (p.466)
- "Destination branding can be defined as a way to communicate a destination's unique identity by differentiating a destination from its competitors (Morrison & Anderson, 2002). Similar to the general knowledge on brands, destination brands exert two important functions: identification and differentiation." (p.466)
- "Defining a target market is crucial because some aspects of a destination may seem positive to one segment while ineffective to another. Based on the projected brand identity, consumers should develop a relationship with a particular brand by generating a value proposition either involving benefits or giving credibility to a particular brand" (p.466)
- "It is more critical to understand what associations of a brand are advantageous over competitors (i.e., points of difference). Points of difference associations help consumers positively evaluate the brand and attach to the brand. In fact, the key to branding is that consumers perceive a difference among brands in a product category (i.e., positioning); because a brand perceived distinctive and unique is hard to be replaced by other brands." (p.466)
- "Brand image can be defined as consumer perceptions of a brand as reflected by the brand associations held in consumer's memory." (p.466)
- "Consumers build a destination image in their minds based on the brand identity projected by the destination marketers. Then, destination marketers establish and enhance brand identity based on their knowledge about consumer's brand image on the particular destination." (p.466)
- "It has been supported that the overall image of the destination is influential not only on the

destination selection process but also on tourist behaviors in general. The intentions to revisit the destination and to spread a positive word-of-mouth have been the two most important behavioral consequences in destination image and post-consumption behavior studies." (p.468)

- "Word-of-mouth (WOM) is defined as "informal, person-to- person communication between a perceived noncommercial communicator and a receiver regarding a brand, a product, an organization, or a service"

- "Due to the intangible nature of a service product, a consumer's purchase decision usually involves higher levels of perceived risk than purchasing manufactured products. Positive WOM is an excellent source to reduce perceived risk for its clarification and feedback opportunities" (p.468)

West, A., & Purvis, E. (1992). Hotel design: The need to develop a strategic approach. *International Journal of Contemporary Hospitality Management, 4*(1), 15. http://ezproxy.fiu.edu/login?url=http://search.proquest.com.ezproxy.fiu.edu/docview/228359326?accounti d=10901

Critical Analysis of the Source

Authors' Credentials

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Publisher

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Journal

International Journal of Contemporary Hospitality Management

Intended Audience

The intended audiences of this article are interior designers and design companies that design hotels.

Objective Reasoning

The authors use objective reasoning to present factual information and evidence, which was collected through literature reviews.

Coverage

The article looks into hotel design and how a strategic approach is needed to contribute to the overall marketing and branding of a hotel. It discussed how design should and could provide a significant return of investment if governed correctly with intentional design decisions.

Writing Style

The writing style is very much data driven and very organized. The article is divided into sections with tiles and subtitles identified through bold and larger font text. The article begins with an introduction of the topic, then each section further delves into each topic that supports the authors research.

Summary of Information

Methodology

The research was conducted through literature reviews and a lot of data analysis. The authors collected data that was already readily available and applied it to their research topic.

Findings

- Design incorporates four core areas: corporate identity, product design and development, retail and interiors and brand and packaging design.
- Design has been identified in contemporary markets as vital to company competitiveness.
- To determine useful role models for evolving such a process in hotel design, it is useful to look first at more highly evolved design and communications segments, and to determine applicable elements from these unique features of the hotel design process
- Advertising…the core of the process is developing a clear sense of which message is being conveyed and how best to convey it. In simple terms the "who", the "where", the "what" and the "how".
- Designers are highly versed in visual ideas and creative jargon. They are not necessarily great verbal communicators, nor are they trained in hotel marketing or even marketing of any other product or service. As a result they frequently fail to ask the client questions about the marketing objectives and positioning of the hotel, which would make their own design role considerably simpler and more logical. Jargon from both sides, understood clearly by neither party, often befuddles the whole process. Hence the reliance on what are termed "visuals", essentially pretty pictures by visualizers, briefed by designers depicting what the client can expect from his lobby/bedroom/restaurant/bathroom/conference room/presidential suite.

- Many hotel groups place design under the supervision of the Director of Technical Services rather than under the Marketing Department.
- There has been a move towards recognizing the value of the hotel's interior design as both integral to the hotel and essential to communicating it.
- The customer is buying the hotel and everything in it on a visual level and in so doing becomes part of it.
- …Hotel groups, like any other company which sells both a product and an image to potential customers, need to determine the "who", "where", "what" and "how" of their specific product and customer group. They are selling a product, which has a physical as well as a non-physical dimension.
- Well-designed spaces will indicate their function and atmosphere, space planning will direct guests to discover and make sense of the hotel's public and private areas, and to make up their own mind about where they feel most comfortable. Ideally, guests will come to see the hotel as a product for their own use and will buy the proposition of the product again, either on a repeat visit or in another group-owned hotel.
- Because the design process is not approached in a marketing context on either side it is rarely given concrete objectives. Its contribution to the success of meeting the hotel's objectives cannot therefore be easily evaluated. The need for moving away from this nonsensical and illogical spiral and towards a more constructively managed process should now be clear to all concerned.

Relationship to our Typology

The data presented is useful to our typology because it looks at destination branding which is significant to boutique hotels because they specifically seek tourists and consumers who are looking for unique and personalized experiences. This study gives great insight as to how branding should be used to capture new consumers and repeat consumers.

Quotations

- "Sadly, this has reinforced the mistaken belief among many hoteliers and even interior design companies that the physical hotel product is a second-best alternative to high levels of personal service. " (p. 19)
- "Information from customers, potential customers and the experiences of other service industries will be needed to fulfill the potential of hotels as physical as well as service products." (p.19)
- "What seems to be lacking on both the hotel and the design consultancy side is the realization that the visual signals sent out by hotels, which are always the crucial first impression, can substitute or at least complement the overall market and financial objectives of the hotel, its service philosophy and, if part of a group, the brand or corporate philosophy."(p.19)

- "Design consultancies are rarely given a brief which outlines in detail the marketing objectives of the hotel in terms of customer profile, expected room rates, reason for stay, special features of the hotel or locality, corporate philosophy, experience with other hotels within the group, features considered comparable from other hotels and so forth. If anything, words like "quality" and "luxury" are used in a very loose sense and thus convey little of what the client or the prospective guest would expect in terms of design features." (p.20)
- "It is proposed that moves towards concentration within the design industry, together with increased client expenditure on hotel design services, should lead to more emphasis being placed on the evaluation of the effectiveness of particular hotel design projects."(p.21-22)

David L. Jones , Jonathon Day & Donna Quadri-Felitti (2013) Emerging Definitions of Boutique and Lifestyle Hotels: A Delphi Study, Journal of Travel & Tourism Marketing, 30:7, 715-731

Critical Analysis of the Source

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Intended Audience

The intended audiences of this article are interior designers, design companies that design boutique hotels, hotel owners, investors and hospitality professionals.

Objective Reasoning

The authors use objective reasoning to present factual information and evidence, which was collected through literature reviews.

Coverage

The article looks into what boutique hotels are and why they are considered "branded" and lifestyle hotels because they are stylish with high levels of service.

Writing Style

The writing style is very much data driven and very organized. The article is divided into sections with tiles and subtitles identified through bold and larger font text. The article begins with an introduction of the topic, then each section further delves into each topic that supports the authors' research.

Summary of Information

Methodology

The research was conducted through literature reviews and a lot of data analysis. The authors collected data that was already readily available and applied it to their research topic.

The researchers created a panel of 41 hotel industry thought leaders from around the world to help define the concepts of a boutique hotel and its branding. A questionnaire was developed that was distributed in 3 rounds.

Findings

- Boutique Hotels are all about the experience. The branding should keep this in mind. The benefit is a clearer positioning of the hotel in the minds of the consumer.
- The design should embrace the principles of differentiating itself through experience.
- The design should include a limited number of sleeping rooms.
- Boutique hotels don't have to be considered luxury or upscale. These are not defining features.
- Boutique hotels have a subcategory called a lifestyle hotel. Defined as defines it as "A property that combines living elements and activities into functional design that gives guests the opportunity to explore the experience they desire"
- Boutique hotels should have a home-like atmosphere and personalized service.
- The design and branding of the hotel should be strategic for differentiation and a competitive edge.
- Stylish, trendy and cool are the most important emotions to defining a boutique hotel.
- Personality and Way of Life and Health and Fitness are the most important in defining a lifestyle hotel.
- Boutiques tend to offer an aspirational experience, a total experience, and focus on the property experience. Lifestyle hotels focus on specific activities within the property such as relaxation, spa, and personal well being, and focus on the individual experience.
- A boutique hotel has a very personalized service and hopefully some charm and/or other unique characteristics.
- A boutique hotel has a specific vision and is design-centric
- Cultural, historic, authentic experiences are important and should be incorporated into the design.

Relationship to our Typology

The data presented is useful to our typology because it looks at boutique hotels and what factors would differentiate a boutique hotel and get it a high appeal to consumers. It also defines a boutique hotel to give greater insight into what should be consider when designing and branding a boutique hotel.

Quotations

- "Despite the considerable attention given the concepts within the segments of the hotel sec- tor there has been a lack of consensus on the definitions of the terms "boutique hotel" and "lifestyle hotel." (p. 716)
- "Hoteliers benefit from clearer positioning of their assets in the minds of consumers" (p.716)
- "…boutique hotels embrace the principles of differentiating their operations via experiences" (p.716)

- "One may note, while some boutique hotels are luxury hotels or upscale hotels, this is typically not a defining feature of the category." (p.716)
- "One key factor that emerges from the examination of boutique hotels is the importance of the "experience" as a key theme in describing boutique hotels" (p.716)
- As the sector became more established, boutique hotels began to stress "homelike atmosphere" and "personalized service" (p.717)
- Boutique and lifestyle hotels differentiate themselves from the larger hotel brands through service, individual design, and "experience." This differentiation is expected to create sustainable competitive advantage. (p.717)
- "Guests should feel a sense of discovery, intrigue, and curiosity as a result of their boutique or lifestyle hotel experience. Boutique hotels are best described by terms such as stylish, trendy, cool, intimate, cultural, historic, or authentic." (p.729)
- "The hotel also must create discovery, curiosity, intrigue, and amazement while remaining a place where the guest feels calm and peaceful when they want it or inspired, energized, and upbeat on other occasions. (p.729)
- Hoteliers seeking to effectively implement boutique or lifestyle strategies must ensure that their offerings remain "customer- centric" and highly differentiated.(p.729)

Adam Weaver (2009) Tourism and aesthetic design: enchantment, style, and commerce, Journal of Tourism and Cultural Change, 7:3, 179-189,

Critical Analysis of the Source

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Publisher

Routledge Informa Ltd

Journal

Journal of Tourism and Cultural Change

Intended Audience

The intended audiences of this article are interior designers, design companies that design boutique hotels and hospitality professionals.

Objective Reasoning

The authors use objective reasoning to present factual information and evidence, which was collected through literature reviews.

Coverage

The article looks into the development of visually attractive products and physical settings and how they aid in the creation of brand differentiation and influence the purchasing behavior of consumers. This information is this aligned with hotel branding and design to conclude that hotel design is a backdrop for consumption and manifestation of desired lifestyles.

Writing Style

The writing style is very much data driven, very organized and uses a lot of "real world" examples to argue its points. The article is divided into sections with tiles and subtitles identified through bold and larger font text. The article begins with an introduction of the topic, then each section further delves into each topic that supports the authors' research.

Summary of Information

Methodology

The research was conducted through literature reviews and a lot of data analysis. The authors collected data that was already readily available and applied it to their research topic.

Findings

- Design today transforms so many objects and spaces into commodities and commoditized experiences, but recognizes that mass culture's capitalist processes must also address desires and dreams in order to entice consumers.

- Aesthetics are important to a designed hotel and should be highly considered due to today's emphasis of image and style as popular characteristics of consumer culture.
- In order for a hotel brand to be competitive in the intense global market, it has to achieve competitive advantage through its appearance. The hotel should push a "lifestyle".
- Functionality is still important to any design but the design should still have an aesthetic that is embedded with style and appeal.
- The production and design of any places that attracts tourists should have a strong visual component.
- Physical Space + Sense of Sight = Successful Hotel Design
- The goal should be to captivate and entertain through sensory stimulation…fantasy, astonishment, enjoyment and excitement should all be considered.
- Style conscious travellers are a growing breed of consumers and should be highly considered, especially if your location is in a stylish city.

Relationship to our Typology

The data presented is useful to our typology because it looks at the design aesthetics of hotels and compares it to the modern consumers and their needs. Thus providing insightful information of how to appeal to this modern day consumer.

Quotations

- "The development of visually attractive products and physical settings can aid in the creation of brand differentiation and influence the purchasing behavior of consumers." (p. 179)
- "Design appears to have transformed an ever expanding range of goods and spaces into attractive and enchanting commodities and commercial environments." (p.179)
- "It is argued that the appearance of hotels is increasingly characterized by a form of commoditized enchantment, the product of an aestheticization process that aims to create novelty, surprise, and excitement." (p.179)
- "The rise of aesthetic design as an important arbiter of economic value can be viewed as a function of broader change within society: an expanding audience that sees consumption as a crucial part of everyday life. Several factors, including the spread of fine-arts education and the rise of media vehicles such as so-called 'lifestyle' magazines and television programs, have contributed to the development of aesthetic sensibilities." (p.179)
- "Consumers have grown increasingly aware of the emotional and spiritual fulfillment value of beauty, and they buy goods and services that would appear to demonstrate their heightened consciousness of design and style." (p.180)

- "The appearance of designed spaces can be a source of enchantment as a result of their vibrancy, distinctiveness, and fashion ability." (p.180)
- "Many of the enchantments associated with tourism and aesthetic design are oriented around enjoyment and diversion. Commerce comes wrapped or packaged in aesthetic plea- sure in such a way that it recommends itself to the attention of consumers. Enchantment and aesthetic design are rhetorical in the sense that they are intended to persuade an audience. Style is essential to rhetorical ploys meant to promote (tourism) consumption." (p.180)
- "'Designed' hotels are evocative backcloths for consumption and one's stay at a destination. They have become more than mere accommodation; hotel interiors sometimes appear as a continuum of decorative items, thereby providing consumers with complete and enchanting material environments within which to envelope themselves. The built space of a hotel can be visually consumed as a commodity" (p.180)
- "Physical attributes of hotels may be a manifestation of the most recent trends in fashion. The work of hotel designers that is showcased in travel magazines is seen as fashionable, and their guests as fashion conscious and discerning." (p.180)
- "Design today transforms so many objects and spaces into commodities and commoditized experiences, but recognizes that mass culture's capitalist processes must also address desires and dreams in order to entice consumers." (p.181)
- "The path to commercial success is to be found in aestheticization – in other words, making commodities more attractive." (p.182)
- "Marketing efforts have led consumers to constantly search for new fashions, styles, and experiences" (p.182)
- "The notion that tourism involves the production and consumption of places that have a strong visual component – museum exhibits, art, historical monuments, and architecture – is supported by a concept discussed by Urry (2002): the 'tourist gaze'. This gaze is an outcome of the purposeful assembly of signs and symbols by public and private interests with the intention of creating both tourist desire and a consumable experience." (p.182)
- "Aesthetic design is used to create tourism-oriented environments that entice the gaze of consumers." (p.182)
- "A fundamental part of the success of hotel design is the marriage of physical space with the sense of sight. Entering 'designer' hotels is meant to be a pleasant, even beautiful, visual experience." (p.182)
- "These spaces are intended to create sensory stimulation and foster feelings of fantasy and astonishment as well as enjoyment and excitement. The aim is to captivate and entertain consumers with the novelty and the variety of design." (p.182)
- "Aesthetic design, however, is not only about creating environments that are intended to be extravagant. Style and visual appeal are also important within tourism-oriented environments that

aim to be more subtle and subdued in terms of appearance." (p.182-183)

- "Style and appealing surfaces can be used to create spaces that resemble a domestic abode and, furthermore, create a sense of nostalgia and enchantment oriented around notions of 'home'." (p.183)

- "One architect and interior designer who works with hotel operators has noted that the appearance of hotel properties 'is very financially related', although 'it's not as easily measurable as a lot of other items'" (p.183)

- "Enchantment has the potential to enliven and energize consumers while, at the same time, buttressing the reproduction of the wider economic conditions and the dominant notions of commercial value that give rise to it. Providing 'wow', for instance, can legitimize commerce by coupling it with dreams and fantasies and by presenting consumers with pleasing surfaces that mask the origins of their production." (p.183)

- "Hotel industry executives and observers suggest that aesthetic considerations and appearances have become very important to consumers. Enchantment and aestheticized pleasure are recognized as experiences that individuals increasingly desire in various types of spaces that they visit and use. Fashionable design is used by hotel operators 'to attract a growing breed of discerning, style-conscious travellers'" (p.185)

- "Expectations regarding appearances have increased as consumption has become more fashion oriented" (p.185)

Nelson K. F. Tsang , Louisa Y. S. Lee & Frances X. H. Li (2011) An Examination of the Relationship Between Employee Perception and Hotel Brand Equity, Journal of Travel & Tourism Marketing, 28:5, 481-497

Critical Analysis of the Source

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Publisher

Routledge Informa Ltd

Intended Audience

The intended audiences of this article are interior designers, design companies that design boutique hotels and hospitality professionals.

Objective Reasoning

The authors use objective reasoning to present factual information and evidence, which was collected through literature reviews.

Coverage

The article looks into the relationship between employee perception and hotel brand equity.

Writing Style

The writing style is very much data driven, very organized and uses a lot of "real world" examples to argue its points. The article is divided into sections with tiles and subtitles identified through bold and larger font text. The article begins with an introduction of the topic, then each section further delves into each topic that supports the authors' research.

Summary of Information

Methodology

The research was conducted through literature reviews and a lot of data analysis. The authors collected data that was already readily available and applied it to their research topic.

Findings

- Employees act, as a brand ambassador of the hotel and the success remains dependent on their behaviors.
- A higher level of perceived quality of a distinctive brand encourages an employee's willingness in working for the organization.

- Employee engagement is the emotional and intellectual correspondence between the employee and his/her job or organization, which, in turn, stimulates him/her to work hard.
- A brand must be recognized as valuable by employees before committing to the brand

Relationship to our Typology

The data presented is useful to our typology because it looks at branding from the employee point of view. This research gives a different point of view that can be beneficial to the research on branding boutique hotels.

Quotations

- "Brand management stresses the importance of satisfying the needs of external customers. Employee branding management shows an evolving trend as employees begin living the brand." (p. 481)
- "Factor analysis is used to identify four underlying factors—namely, employee commitment, employee engagement, employee identification, and service quality." (p.481)
- "Brand, repeatedly, serves as the primary points of differentiation among the organizations and competitors' offering." (p.482)
- "Under the daunting and challenging operating environments, it is essential for a hotel to stand out and be competitive." (p.482)
- "The goods or services of one seller and differentiate them from those of competition." (p.483)
- "Creating a brand is recognized as the most effective way for hotel chains to identify and differentiate themselves in the hospitality industry. It is true that brand does help hotels gain more sustainable advantages to compete with others. In today's sensitive business milieu, brand serves as both a competitive advantage and a strategy tool for survival." (p.483)
- "…The role of an employee is not limited to simply performing, but also reinforcing and developing a brand image for the organization." (p.484)
- "Managing customer experience with a brand should start with the perspective of the employee." (p.484)
- "A higher level of perceived quality of a distinctive brand encourages an employee's willingness in working for the organization." (p.492)

Henderson, Joan C (2011) Hip Heritage: The Boutique Hotel Business in Singapore, Tourism and Hospitality, 11:3, 217-233

Critical Analysis of the Source

Authors' Credentials

Joan C. Henderson

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Intended Audience

The intended audiences of this article are interior designers, design companies that design boutique hotels and hospitality professionals.

Objective Reasoning

The authors use objective reasoning to present factual information and evidence, which was collected through literature reviews.

Coverage

The article looks boutique hotels in Singapore and how heritage and culture plays an important role in the branding of their boutique hotels. Heritage and Culture are two important factors in differentiating boutique hotels and could give great insight into how this data could be used to benefit the hotel design.

Writing Style

The writing style is very much data driven, very organized and uses a lot of "real world" examples to argue its points. The article is divided into sections with tiles and subtitles identified through bold and larger font text. The article begins with an introduction of the topic, then each section further delves into each topic that supports the authors' research.

Summary of Information

Methodology

The research was conducted through literature reviews and a lot of data analysis. The authors collected data that was already readily available and applied it to their research topic.

Findings

- Singapore boutique hotels are 100 rooms or less, independent and individualized
- In 2009, there were 11 boutique hotels in Singapore that used historic locations for differentiation from each other.
- Rich History, Old World Charm and Cultural Traditions of the East were the brand phrases used to encourage consumers to choose their accommodations.
- Although old world architecture is advertised, guests are informed that the rooms are modern and technology is available.
- The facades of the buildings, the neighborhoods and shopping around the buildings are advertised, but the interiors remain modern with touches of archival elements.
- Modern Design + Heritage Property Location = Individualized Hip Heritage Boutique Hotel

Relationship to our Typology

The data presented is useful to our typology because it looks at a collection boutique hotels in Singapore and studies their unique qualities that make them hip and memorable. Theses factors all point to branding and design.

Quotations

- "Heritage is seen to make an important contribution to the city state's boutique hotels, many of which are the result of the adaptive reuse of old buildings, but is increasingly being combined with modern design in endeavors to cultivate an ambience of hip heritage." (p. 217)
- "Heritage in its various manifestations is an important visitor attraction for many destinations, but built heritage can be a different type of resource when buildings unconnected to the industry are converted for the purposes of tourism." (p.217)
- "Cultural heritage extends to physical structures and built heritage can be costly to preserve and maintain, but has the potential to earn income directly and indirectly. It can enhance city life and urban landscapes, contributing to place distinctiveness and exploited in branding and promotion to draw investors and tourists."(p.218)
- "Guests are usually promised and look for a singular experience from such hotels, an advertising message and customer expectation which typify boutique hotels in general." (p.218)

- "Famous designers and artists may be hired, with an element of theatricality and theming about the outcomes. Uniqueness is often embodied in striking modern architecture or buildings and settings of historic significance." (p.219)
- "Attempts at differentiation are very striking and it is conceived of and communicated in terms of heritage and design, either separately or in combination, which are usually linked to location in a way which is elaborated on below." (p.220)
- "The special qualities of Chinatown are mined in hotel advertising redolent with phrases such as 'rich history, 'old world charms' and 'cultural traditions of the East." (p.221)
- "Reminders of the heritage of the hotels are largely confined to the building facades and the neighborhood, although a series of archival photographs hangs on the walls of one hotel. In general, guests are informed that, once inside, modern comforts and technology are readily available alongside excellent service." (p.221)

So, Kevin Kam Fung, et al. "The influence of customer brand identification on hotel brand evaluation and loyalty development." *International Journal of Hospitality Management* 34 (2013): 31+. *Hospitality, Tourism and Leisure*. Web. 10 Apr. 2015.m

Critical Analysis of the Source

Authors' Credentials

Kevin Kam Fung Soa, Beverley A. Sparks, Ying Wanga

Department of Tourism, Sport and Hotel Management, Griffith Business School, Griffith University, Parklands Drive, Southport, QLD 4215, Australia

Ceridwyn Kingb

School of Tourism and Hospitality Management, Temple University, 1810 North 13th Street, Speakman Hall 306, Philadelphia, PA 19122, USA

Intended Audience

The intended audiences of this article are interior designers, design companies that design boutique hotels and hospitality professionals.

Objective Reasoning

The authors use objective reasoning to present factual information and evidence, which was collected through literature reviews.

Coverage

The article looks into the influence of customer brand identification of hotel brand evaluation and loyalty development.

Writing Style

The writing style is very much data driven, very organized and uses a lot of "real world" examples to argue its points. The article is divided into sections with tiles and subtitles identified through bold and larger font text. The article begins with an introduction of the topic, then each section further delves into each topic that supports the authors' research.

Summary of Information

Methodology

The research was conducted through literature reviews and a lot of data analysis. The authors collected data that was already readily available and applied it to their research topic.

Findings

- The concept of brand loyalty has been approached from three perspectives: behavioral,

attitudinal, and composite loyalty. Researchers holding a behavioral view assume that repeat transactions represent the loyalty of a consumer toward the brand.

- Customer hotel brand identification has a positive association with hotel brand loyalty.
- Customer hotel brand identification has a positive association with service quality.
- Customer hotel brand identification has a positive association with brand trust.

<u>Relationship to our Typology</u>

The data presented is useful to our typology because it looks at the design aesthetics of hotels and compares it to the modern consumers and their needs. Thus providing insightful information of how to appeal to this modern day consumer.

<u>Quotations</u>

- "In the highly competitive hotel industry, where products and services have reached "commodity" status (Mattila, 2006), hoteliers are required to find ways to set their products and services apart from others (Choi and Chu, 2001)" (p. 31)
- "One commonly used indicator of brand strategy success is the strength of customers' brand loyalty." (p.31)
- Hotel firms have increasingly recognized that branding strategies constitute a strategic weapon to secure a competitive edge in the global hotel industry. (p.31)
- Consumers' increased identification with a product offering or brand can lead to a range of favorable customer outcomes, such as stronger perceptions of quality. (p.33)
- "When evaluating a hotel brand, customers are more likely to be satisfied with the brand when brand identification enhances their positive image within social groups or contributes to their sense of belonging to a social group (p.33)

How do the retail shops within boutique hotels relate to the hotels themselves? (Shari)

McIntyre, C. (2012). *Tourism and retail: The psychogeography of liminal consumption.* London: Routledge

Critical Analysis of the Source

<u>Author's Credentials</u>

Charles McIntyre:

MFA Creative Writing, University of Iowa 1990

BA English, California State University 1986

Ph.D. Hospitality and Tourism Management, Purdue University 2012

Director of Marketing, Cochran Inc., September 2012 – Present

Publisher

Routledge

Book

Tourism and Retail: The Psychogeography of Liminal Consumption

Intended Audience

The intended audience for this book is for professionals who are skilled in the aspect of marketing and design for tourism and retail.

Objective Reasoning

The author of this book uses clear objective reasoning. There is no bias within the content that he addresses; and he uses facts to back up a point that is made or to support information.

Coverage

This book mainly focuses on tourism and retail and how they relate through psychogeography. It covers a variety of locations where retail spaces are located and shows how the abundance of tourism or the lack of tourism affects that retail space (economically and socially). This is a healthy source and will provide enough information and understanding to support our topic. There are also other sources provided by this book that will aid in additional information gathering.

Writing Style

The purpose of the book is clearly stated at the beginning and throughout the chapters. There are no personal opinions, other than those pulled from certain sources, and the author is careful with how everything is presented. He uses a voice of rationality and logic and uses his information to back him up.

Summary of Information

Methodology

The author uses studies conducted by other researchers and historical data to support his content. For each point that he makes he states how it can be supported due to a certain finding or how it can be rebutted. He speaks on several examples of how tourism can or cannot affect retail and how the two relate on different levels.

Findings

One finding that I thought was pretty significant was of a shopping plaza in London named West Quay Shopping Mall. It opened on September 28th 2008 and has been successful ever since. Its lot was about 75,000 sq. ft. and was known as the largest shopping center in England. It had 70 retail spaces and a large food court. It immediately attracted shoppers from within the city and other counties and tourist that came to visit. The only problem is that all the tourists and shoppers were concentrated in this one area. The surrounding areas experienced a lack of consumer profit and had a much lower footfall.

Relationship to Our Typology

This book has a direct relation to our typology. We are focusing on retail, hospitality, location, design, marketing, and how they all relate to one another. Each one plays a certain role in the success of the retail and hospitality environment. This book goes more in depth as to why and how they do.

Quotations

"In creating a market 'place', the main aim of retail, as with market places from ancient times, is to attract and retain a sufficient density of people to support trade. An effective marketplace is therefore not purely

about supporting economic transactions, but also about creating a sense of place suitable for encouraging and maintaining social and cultural interactions. By this distinction, it would seem obvious to consider retail and tourism together in terms of their place and space attractiveness or 'magnetic' qualities, including their social, cultural, and economic spatial effects upon visitors." (13-14 McIntyre)

"…considering modern out of town developments as one of many contributing factors to making towns and cities less attractive. She therefore argues for a holistic approach from those in charge of town centre development in order to avoid tourist leakage and centre degradation." (17 McIntyre)

"Given that 'retail tourism', whereby people go to particular places in order to go shopping, is becoming an ever more popular and prominent form of tourism…" (25 McIntyre)

Turcotte, S. (2012). Rousing Hotel Retail. *Fast Company*, (171), 50.

Critical Analysis of the Source

<u>Author's Credentials</u>

BSBA Legal Environment of Business, University of North Carolina at Chapel Hill

<u>Publisher</u>

Fast Company

<u>Journal</u>

Fast Company, Issue 171, p50*.* 2/3p, December 2012

<u>Intended Audience</u>

The intended audience for this book is for professionals and amateurs interested in business development, ethical economics, leadership, and innovative design.

<u>Objective Reasoning</u>

The author uses objective reasoning by pulling from professional experience that has a realistic outcome versus a predicted one.

<u>Coverage</u>

This article mainly focuses on a business owner who sought to challenge the success of a hotel by improving its retail store. It speaks on possible reasons as to why retail stores in hotels are not doing well, and how this can be changed. It also speaks on what changes occurred and how they were beneficial.

<u>Writing Style</u>

The author of this article uses a lot of character throughout the article. Her tone is not very serious but seeks to prove a point. It is more so encouraging and persuasive.

Summary of Information

<u>Methodology</u>

There is no clear method on the author's part. But there is for the business owner she writes about, Lee Ann Sauter. Lee Ann challenged a hotel owner to recreate an unused space within his hotel, into a retail shop. She told him that it would attract more people and bring in more revenue. And it did. She stated an issue, provided a solution, and executed it very well.

<u>Findings</u>

By changing the design of the retail space and providing more high-end products for consumers to purchase, the revenue for the retail store quintupled from what it was before.

<u>Relationship to Our Typology</u>

This article provides an example of a real life experience, by a professional business owner, who was successful in creating a retail space within a hospitality environment to help economically. It has a direct relation to our typology and supports the idea behind the benefits of a hotel and retail union.

<u>Quotations</u>

"Hotel retail is a gray area," says Anne Lloyd-Jones, managing director of the consulting firm HVS Global Hospitality Services. "Properties need it but pay little attention because shops aren't revenue sources in the way rooms, food and drink, or golf and spa are." (50 Turcotte)

" Sauter and her team assume operations of four to eight stores per hotel, handling the design, buying, and staffing for Seaside Luxe boutiques, as well as the beach, spa, and golf shops. Out go the shot glasses and novelty tees; in come apparel and accessories chosen with the hotel's clientele and region in mind. The service includes analytics on shopping patterns and events befitting a Rodeo Drive boutique, such as trunk shows and visits from fashion designers." (50 Turcotte)

Wit, L. (2007). *Boutiques and other retail spaces: The architecture of seduction*. New York: Routledge.

Critical Analysis of the Source

Author's Credentials

David Vernet:

MFA Creative Architecture, Delft University of Technology 2002

BA Architecture, Budapest University of Technology and Economics 1998

BA History, Blaise Pascal University 1994

Assistant Professor of Architecture, Delf University of Technology

Leontine de Wit:

BA Architecture, Delft University of Technology 1987

Principal/Interior Designer at Hoek & de Wit Architecten

Assistant Professor of Architecture, Delft University of Technology 1988

Publisher

Routledge: This publishing company, founded in 1836, is the world's top academic publisher that focuses on Social Sciences and Humanities. Every year they publish about 1,800 books and 2,000 journals, contributing to students, teachers, and professionals.

Book

Boutiques and Other Retail Spaces: The Architecture of seduction

Intended Audience

This book serves to educate students who are studying within the field of architecture and interior architecture, teachers, and practicing professionals in the previously mentioned fields. It is also very informative for business owners who have dealings in retail, specifically boutique retail.

Objective Reasoning

The content of this book is objective. The authors make a clear effort to cite all of their information. They take the approach of informing the reader rather than "telling" the reader. They do this by covering the history of boutique retail shops, the architecture of boutique retail shops, and case studies by designers and owners of boutique retail shops.

Coverage

The book covers information that is not too accessible to the general public. As I mentioned before, the authors go over all of the aspects of boutique retail such as social, architectural, and economical. They also cover personal accounts on boutique shops that have been built.

Writing Style

The book is very clear and organized in a way that makes it easy to read. The content builds up from chapter to chapter and flows consistently throughout. There is no bias from the author. They use a very objective tone.

Summary of information

Methodology

The methods that the authors use are qualitative and quantitative. They choose to first inform the reader of what boutique hotels are and how they came about. This allows the reader to have a full understanding before they go into the depths of retail design and how it relates to the consumer. Once, they have gone over the architecture of retail, they interview individuals that are very knowledgeable and experienced within this field. They provide images of their case studies overall retail design.

Findings

- Due to economies needing to gain a mass market, boutiques had to adjust their characteristics from the nineteenth to twentieth centuries to the modern day style that was being introduced. This had to be executed along with keeping the uniqueness of what a boutique is.
- Based on a case study of a Louis Vuitton flagship store, the façade of the existing space had to be designed before the interior. The building regulations have to be considered along with the surrounding environment. This puts more limits on the interior, in terms of creativity and space planning, because it has to meet experiential requirements and speak to the brands history.

The content in this book has a direct relation to our typology. It provides information on boutique retail, which directly relates to boutique hotels. It focuses on the success of boutique retails and what factors play a role in that success.

Quotations

"In a moribund context, these products carried the aura of uniqueness. Customers identified with the boutiques' (and their owners'/designers') quite explicit ideas concerning ways of living, which were 'woven into' their products." (Wit. L. pg. 4)

"Customers were consumers of those ideas. The products of these boutiques in some way represented the interests and desires of their consumers." (Wit. L. pg. 4)

"Historically, the role of retail architecture was to ease the businesslike relation, mollifying the brutal and violent process of property exchange with rules of exchange (such as credits and postponed payments in the old-fashioned boutiques) and social rules (such as courtesy and reception)." (Wit. L. pg. 17)

Fisher, M., Krishnan, J., Netessine, S. (2006, December). *General format.* Retrieved from https://opimweb.wharton.upenn.edu/index.cfm/research/research-listing/?whdmsaction=publications.list&pubFilter=all&pubYearFilter=2009

Critical Analysis of the Source

Author's Credentials

Marshall L. Fisher: Student, University of Pennsylvania

Jayanth Krishnan: Student, University of Pennsylvania

Serguei Netessine: Student, University of Pennsylvania

Publisher

University of Pennsylvania – Operations and Information Management Department

Article

Independent Study

Intended Audience

This article is more geared towards retailers and those who focus on the economic/financial aspect of a retail store.

Objective Reasoning

This article is data driven, and bases most of its information and analysis on data collection. The content of the article is objective and specific.

Coverage

The article covers multiple retail stores and the consumer experience within each store. It also focuses on how the consumer experience and the employee benefits (such as their income) affects the economics of the store directly.

Writing Style

The authors organized the article, by explaining what they were researching, how they were going to research, and what results they came up with it. The article is very clear and organized.

Summary of information

Methodology

The content is qualitative but more quantitative. The main method was to do studies and analyze the results. Large companies, who were kept private, were used for customer surveys and employee data collection. The paper is primarily based on these findings.

Findings

- They found that profitability in retail and customer satisfaction have a negative relationship because increased cost in retail tends to exceed customer satisfaction.
- If a customer successfully finds what they're looking for and has a hassle free checkout, they are more than likely to return. If not, then they will look to a similar retail store and not return. The more items that are in stock, the easier it is for the employee to provide efficient service, the more satisfied the customer is.

Relationship to Our Typology

This relates very well with our typology, because it focuses on the system behind running a successful retail store, and what factors may help or hurt the financial gain. It allows a different perspective on retail and sociology. Instead of only considering the design and the branding of the space, the focus can shift to the employee experience, how it affects the consumer experience, and how this in turn affects the financial income.

Quotations

"…link customer satisfaction to product and service quality within retail stores and find that product quality has a significant impact on store-level profits. To summarize, research on customer satisfaction views employees as facilitators of the sales process who are critical to improving the conversion ratio, by providing information to the customers on prices, brands, and product features and by helping customers to navigate store aisles, finding the product and even cross-selling other products." (Fisher, M., Krishnan, J., Netessine, S. pg. 5-6)

"Although these papers have focused mostly on missing inventory, inventory record inaccuracy and inventory replenishment, it is reasonable to suspect that, given the high level of problems with inventories, other aspects of retail execution are imperfect also. " (Fisher, M., Krishnan, J., Netessine, S. pg. 2)

"…higher service quality improves customer satisfaction" (Fisher, M., Krishnan, J., Netessine, S. pg. 5)

Ryan, Bill, and Jim Bloms. *Tourism and Retail Development: Attracting Tourists to Local Businesses*. Madison, Wis.?: U of Wisconsin--Extension, Center for Community Economic Development, 1999. Print.

Critical Analysis of the Source

<u>Author's Credentials</u>

Bill Ryan:

60 works in 86 publications

David Scheler:

3 works in 3 publications

Performer and Author

Jim Hovland: N/A

Jim Bloms: N/A

<u>Publisher</u>

University of Wisconsin Extension – Cooperative Extension

Center for Community Economic Development

<u>Book</u>

Tourism Retail Development: Attracting Tourists to Local Businesses

This book is intended for professionals in retail business, students studying within this field and educators.

Objective Reasoning

The content is based on general questions that are researched using statistics and data. It is objective, and serves to inform the reader on tourists and their relation to retail, and how this can be applied in any environment.

Coverage

The book covers tourists and the impact they have on the local retail businesses that are in the area that they're visiting. It addresses the retail businesses and how they can adjust their approach to help gain tourist profit, several case studies, and specific strategies for the retail businesses to follow.

Writing Style

The authors have a simple writing style, which makes the content clear and easy to follow. They are consistent with their delivery and allow the reader to analyze without bias.

Summary of information

Methodology

The authors start with 3 main questions, and break down the analysis for each of them in logical order. They operated a few studies in different areas to gain more accurate data. Using the information that they gathered, they set up strategies to help local retail businesses to be more successful in gaining profit from tourism, while keeping a stable income with the local population.

Findings

- Visitors in Wisconsin spend 52% of their allowance on food and shopping
- Communities that had a high tourism rate had double the amount of retail businesses than normal communities that were the same size. This shows that the community with a high rate of tourism has a high concentration on retail.
- Tourists in Nebraska, Iowa, and Minnesota mainly purchase 72% on postcards and booklets, 68% on apparel, 61% on crafts, 52% on food, 40% on books, 35% on collection items, 32% on mementos, and 26% on antiques.

Relationship to Our Typology

This has a direct relation to our typology. It discusses not only small/local retail business but also tourism, and how the two relate. It's very informative on solutions to common problems that retail businesses have as well.

<u>Quotations</u>

"By bringing in outside dollars, a community can benefit from a larger and more diverse mix of retail. Residents of small cities and villages can enjoy shopping conveniences and selection such as those offered in larger, more distant places." (Ryan, Bill, and Jim Bloms pg. 2)

" Without the influx of visitor dollars, many small communities would not be able to support the number and types of retailers that do exist." (Ryan, Bill, and Jim Bloms pg. 4)

" With this information, succusseful retailers are able to adjust their products and services to appeal to the tourist market." (Ryan, Bill, and Jim Bloms pg. 7)

Phillips, P. (2003). Customer-oriented hotel aesthetics: A shareholder value perspective. *Journal of Retail & Leisure Property*, 3(4), 365-373.

Critical Analysis of the Source

<u>Author's Credentials</u>

Paul A. Phillips:

Ph.D., Cardiff University

MBA, Cardiff University

Deputy Director of Strategic Planning, Canterbury Business School, University of Kent

Author of E-Business Strategy: Text and Cases

<u>Publisher</u>

Henry Stewart Publications

<u>Journal</u>

Journal of Retail and Leisure Property

<u>Intended Audience</u>

The intended audience for this article is for professionals who are skilled in the aspect of marketing and design for the Hotel industry.

<u>Objective Reasoning</u>

The author of this book uses clear objective reasoning. There is no bias, and he supports each topic with notations from other researchers and results gathered from different studies.

<u>Coverage</u>

This book mainly focuses on the hotel industry and how it goes hand in hand with design and economics. It addresses a variety of strategies that the hotel industry and designers should consider to have a successful hotel and design. This is a healthy source and will provide insight into how design affects the economics of a hotel along with the relevance of the amenities that the hotel provides.

<u>Writing Style</u>

The purpose of this article is to point out the factual reasons as to why a hotel will succeed or fail based on the design and customer satisfaction. The author avoids using his own personal opinions, and uses his sources to support the information he is providing. The tone of the article is rational.

Summary of Information

<u>Methodology</u>

The author uses studies conducted by other researchers and historical data to support his content. For each point that he makes he states how it can be supported due to a certain finding or how it can be rebutted. He mainly addresses the results of effective marketing, but ties it back into design and customer needs. These affect the customer the most, which in turn affects the profitability of the hotel.

<u>Findings</u>

One finding that was pretty interesting is how ineffective hotel branding has become. The author states that some hotel are using their 15% of their lease turnover to invest in branding. Even with this investment, they're still not in the top 100 brands for business weekly. This shows that the investment is there but the method of branding is incorrect. This affects the hotel and the amenities that it provides. It fails to inform the consumer on how they can completely enjoy the facility that they're staying in.

Another similar finding stems from the one above. He states that since the establishment of the term marketing myopia, which was 43 years ago, marketing has not improved. There is more focus on product and a lack of focus on customer need.

<u>Relationship to Our Typology</u>

This article has a direct relation to our typology. We are focusing on retail, hospitality, location, design, marketing, and how they all relate to one another. Each one plays a certain role in the success of the retail and hospitality environment. This article goes more in depth as to how marketing and design directly affects a hotel's success.

Quotations

- "There is growing evidence that good design produces economic and social benefit in the areas of healthcare, educational environments, housing, civic pride and cultural activity, business and crime prevention. A MORI commissioned poll found that investment in good design generates economic and social value."(369 Phillips)
- "Across all the various sectors 'the message is the same — when we invest in the built environment, we must consider the impact of design throughout the lifetime of the buildings, on the places in which they are located and on all stakeholders involved'." (369 Phillips)
- "From a customer loyalty perspective, topics such as reputation, quality, switching costs, trust and commitment should be blended into the design process." (371 Phillips)
- "Oliver13 advocates customer loyalty as 'a deeply held commitment to re-buy or re-patronise a preferred product or service constantly in the future, despite situational influences and marketing efforts having the potential to cause switching behaviour'. This suggests that customers must recognise a hotel as better than its competitors and have to like the hotel more than its competitors." (367 Phillips)

Thorsteinsdottir, K. (2005). The State of the European Hotel Spa Sector. *Journal of Retail & Leisure Property*, 4(3), 272-277.

Critical Analysis of the Source

Author's Credentials

Kristin Thorsteinsdottir:

MSC, International Hotel and Tourism Management, Oxford Brookes University

Research Analyst, HVS International, Hotel Valuation and Consultancy

Publisher

Henry Stewart Publications

Journal

Journal of Retail and Leisure Property

Intended Audience

The intended audience for this article is for professionals who are skilled in the aspect of marketing and design for the Hotel industry.

Objective Reasoning

The author uses objective reasoning by pulling from the research she has done and applying it to her argument.

Coverage

This article mainly focuses on Spa's that are located in a hotel or are their own destination. It speaks on what makes a spa successful and what are the modern-day demands for the services that they offer. It also speaks on how they relate to hotels and the revenue that they are able to bring in.

Writing Style

The author avoids using her own personal opinions, and uses her sources to support the information she is providing. The tone of the article is informative and logical.

Summary of Information

Methodology

The author uses research conducted by the hotel and spa industry to inform the reader on the development of spas in hotels and how spas have changed since their establishment. For each point that she makes she states how it can be supported due to a certain finding. She mainly addresses the results of meeting the demands of consumers, and creating spas that are convenient and modern with traditional aspects.

Findings

A hotel spa is the most common type of spa in Europe and offers a variety of services and facilities. An American hotel spa is very much developed and is a huge part of the hotel brand.

Spas were traditionally used for medicinal healing, but the modern day consumer is demanding for relaxation, beauty, and leisure services.

Relationship to Our Typology

This article has a direct relation to our typology. We are focusing on retail and how it relates to hospitality and location. Each one plays a certain role in the success of the retail and hospitality environment. This

article covers a specific type of retail and how it helps to build the revenue of the hotel that it is located in. It is a prime example of what designers and marketers should focus on.

<u>Quotations</u>

- "Spas in hotels have come a long way from being a rare luxury to being a near necessity, with hoteliers realising the various benefits that a spa facility can bring to a hotel. Not only does a well-planned spa contribute directly to revenue and profitability, but it can also justify a premium on the average room rate and help to overcome seasonality issues." (275 Thorsteinsdottir)
- "Similarly, the European Spa Association recently concluded that there is a need for coordinated structures and instruments that lead to more transparency in the market. In order to achieve that, the association proposed the adoption of certificates according to ISO 9000/2000 standards as well as a ranking system to make the classification of the various types of spa that exist achievable. (276 Thorsteinsdottir)
- "The European spa tradition faces ever harder competition from Asian-based companies, whose spa tradition is more in line with the needs of the modern spa consumer." (277 Thorsteinsdottir)

Nichols, J. (2002). A Review of the Current Status and Prospects for the US Mid-level Hotel Sector: A Survivor in Uncertain Times. *Journal of Retail & Leisure Property*, 2(4), 299-304.

Critical Analysis of the Source

<u>Author's Credentials</u>

John Paul Nichols:

President and CEO of RCI Latin America/Caribbean

President and CEO of RCI Resort Management and Chief Marketing Officer, Cendant Hotel Division

Chairman of the American Hotel & Lodging Association's Political Action Committee

<u>Publisher</u>

Henry Stewart Publications

<u>Journal</u>

Journal of Retail and Leisure Property

<u>Intended Audience</u>

The intended audience for this book is for professionals who are skilled in the aspect of marketing and design for the Hotel industry.

<u>Objective Reasoning</u>

The author of this article uses clear objective reasoning. There is no bias, and he supports each topic with notations from other researchers and results gathered from different studies.

<u>Coverage</u>

This book mainly focuses on the hotel industry and how it has been affected by 9/11 and the recession that followed it. It addresses how travelers for business and for personal reasons have made their decision on where to stay and how to travel based on this event. This is a healthy source and will provide insight on what consumers are looking for in a hotel based on their choice of travel and their concerns for safety.

<u>Writing Style</u>

The purpose of this article is to point out the factual reasons as to why a hotel will succeed or fail based on its reputation and its ability to provide for its target audience. The author avoids using his own personal opinions, and uses his sources to support the information he is providing. The tone of the article is informative.

Summary of Information

<u>Methodology</u>

The author uses studies conducted by other researchers and historical data to support his content. For each point that he makes he states how it can be supported due to a certain finding or how it can be rebutted. He mainly addresses the results of 9/11 on the economic system and how it directly affects traveller's decision on which hotel to stay.

<u>Findings</u>

Most travelers have changed their choice of travel for safety reasons and to have more control on how they travel. Hotels have had to respond to this by decreasing their prices, so as to keep loyal customers. Mid-priced hotels are benefiting the most from this because budget customers are aiming to receive more for their money and luxury customers are aiming to save their money.

Travelers in the upscale/luxury segment were predicted to take 24% fewer trips, the travelers in the mid-scale segment are predicted to take 16% fewer trips, and the travelers in the budget segment will take 19% fewer trips.

This article has a direct relation to our typology. We are focusing on retail, hospitality, location, design, marketing, and how they all relate to one another. Each one plays a certain role in the success of the retail and hospitality environment. This article goes over who is travelling, why they are travelling, and what they're needs are. It informs the occupation of the retail space and the design.

Quotations

- "The mid-scale's strength in its leisure customer base can be summed up in one word — brands. Since autumn 2001, an increasing number of leisure customers have preferred to stay in brand-name hotels that have been around for many years." (301 Nichols)
- "Moreover, a recent survey compiled by members of the National Consumer Opinion Panel shows that 'comfort' and 'security' — the two highest sought-out emotions among hotel guests since 11th September 2001 — are commonly reported by guests when asked why they stay at brand-name hotels." (301 Nichols)
- "Driving is the current choice of travel among business and leisure travelers and this has greatly fuelled the brand-name, mid-scale hotels that rule the highways." (302 Nichols)
- "When this happens, the task for the mid-scale hotel segment must be to continue to maintain its market share by proving it is the market of choice in both good economic times and bad. By continuing to provide its customers with extra value for the dollar, many guests who have traded into the mid-scale segment during this recession will remain there when it is finally over. (303 Nichols)

Trucco, T. (2011, August 8). Hospitality Boutiques. *The New York Times*. Retrieved April 10, 2015, from http://www.nytimes.com/2011/08/09/business/hotels-are-giving-their-boutiques-an-upscale-reimagining.html?_r=1.

Critical Analysis of the Source

Author's Credentials

Terry Trucco:

MSJ, Journalism, Columbia University

BA, English Literature, Santa Clara University

Publisher

The New York Times

The New York Times

<u>Intended Audience</u>

The intended audience for this article is for professionals who are skilled in the aspect of marketing and design for the Hotel industry.

<u>Objective Reasoning</u>

The author uses objective reasoning by pulling from the professionals who specialize in the subject that she's addressing.

<u>Coverage</u>

This article mainly focuses on retail stores in hotels and in boutique hotels. It speaks on how these retail stores are successful and the factors they have to consider for the business's best interest and also the customer's. It also speaks on what some of the trends are and the direction that retailers/hotels are heading in.

<u>Writing Style</u>

The author avoids using her own personal opinions, and uses her sources to support the information she is providing. The tone of the article is informative.

Summary of Information

<u>Methodology</u>

The author uses a few statistics and advice/information from professionals working in the field. She selects a couple of hotel brands that are success in implementing retail into their space and breaks down how this is so. For each point that she makes she states how it can be supported due to a certain finding.

<u>Findings</u>

Rather than providing stores that offer basic necessities, like a Walgreens, upscale hotels are providing stores that match the luxury and experience of what the hotel offers. The idea is to allow the consumer to enjoy the boutique store and by making exquisite and convenient purchases.

Spas were traditionally used for medicinal healing, but the modern day consumer is demanding for relaxation, beauty, and leisure services.

<u>Relationship to Our Typology</u>

This article has a direct relation to our typology. We are focusing on retail and how it relates to hospitality and location. Each one plays a certain role in the success of the retail and hospitality environment. This

article covers a specific type of retail and how it helps to build the revenue of the hotel that it is located in. It is a prime example of what designers and marketers should focus on.

The W Hotel chain has hotels in Barcelona, London, and Mexico City that offers boutique stores that sell jewelry and cocktail dresses. This helps to develop their brand and enhance the customer experience.

Quotations

- "The Standard Hotel in New York invites artists to create installations in the shop, which are offered for sale along with limited-edition prints, posters and even playing cards based on their work. Staples like magazines, jewelry and fragrances also are for sale." (B6 Trucco)
- "If it's done right, retailing is another layer that makes the overall experience more engaging," said Alex Calderwood, whose Ace Hotel in New York houses scaled-down outposts of Opening Ceremony and Project No.8... you want guests to find things they may not see everywhere else." (B6 Trucco)
- "Hotels need to determine whether they can make more money leasing space to a shop than leasing to some other business, like a restaurant or bar, experts say. Depending on the property and shop location, hotels charge vendors as much as $1,000 a square foot and as little as $50, Mr. Hanson said. Some hotels also receive a portion of the sales revenue." (B6 Trucco)
- "The savviest vendors tailor merchandise to each hotel's locale and audience. That means bathing suits in Miami and sequined miniskirts in New York, but it also means variety. "We try to mix it up, so if you're a guest who travels to a lot of our properties, you see different things at each of them," said Kim Walker, senior vice president and creative director for the Morgans Hotel Group." (B6 Trucco)

Mandelbaum, R. (2014, February 12). Shift in Hotel Retail Impacts Revenues and Profits. *Lodging.*

Critical Analysis of the Source

Author's Credentials

Robert Mandelbaum:

Director of Research Information Services

Publisher

Lodging Magazine

Intended Audience

The intended audience for this article is for professionals who are skilled in the aspect of marketing for the Hotel industry.

Objective Reasoning

The author of this book uses clear objective reasoning. There is no bias, and he supports each topic with notations from other researchers and results gathered from different studies.

Coverage

This article mainly focuses on retail stores in hotels. It speaks on how the changes made on the type of retail stores being implemented into hotels have benefited the revenue of hotels.

Writing Style

The author avoids using his own personal opinions, and uses his sources to support the information he is providing. The tone of the article is informative and rational.

Summary of Information

Methodology

The author uses a few statistics and research studies to support his topic. He mainly focuses on the rates of profitability for different hotels with retail stores. For each point that he makes he states how it can be supported due to a certain finding.

Findings

Based on the information that the author provided, hotels that changed their gift shops into independent kiosks or retail shops had an increase in revenue and customer satisfaction.

Relationship to Our Typology

This article has a direct relation to our typology. We are focusing on retail, hospitality, location, design, marketing, and how they all relate to one another. Each one plays a certain role in the success of the retail and hospitality environment. This article goes over the types of retail shops that benefit hotels the most.

Quotations

- "The profit margins for limited-service, extended-stay, and full-service hotels were higher than the margins at resort and convention hotel retail outlets. Limited-service, extended-stay, and full-service hotels averaged a 39.3 percent profit margin in 2012, while profits for the more extensive operations at resort hotels were 25.1 percent of department sales. The greater profit margins at limited-service, extended-stay, and full-service properties are attributable to the nature of retail operations associated with these property types." (Mandelbaum)
- "Stimulated by the growing desire for quicker and simplified retail outlets, properties have abandoned the traditional "newsstand/gift shop" in favor of kiosks and mini-marts. This transformation has occurred in both large and small hotels. These new retail operations have proven to be well received by guests and highly efficient." (Mandelbaum)
- "The primary reason for the increase in retail department profit margins is the 14.6 percent decline in labor costs that occurred from 2007 to 2012. We attribute this decline to the growing number of hotels that have replaced their gift shops with kiosks staffed by front desk personnel." (Mandelbaum)