

iscte

INSTITUTO
UNIVERSITÁRIO
DE LISBOA

Quality of the service provided by Stay Hotel Lisboa Aeroporto:
Analysis of online reviews and strategies for improvement

Catarina Andrade dos Santos Leiria

Master in Hospitality and Tourism Management

Supervisor:

Rita Vilar Alves Machado de Brito e Cunha

Assistant Professor

ISCTE Business School

November, 2021



BUSINESS
SCHOOL

Department of Marketing, Strategy and Operations

Quality of the service provided by Stay Hotel Lisboa Aeroporto:
Analysis of online reviews and strategies for improvement

Catarina Andrade dos Santos Leiria

Master in Hospitality and Tourism Management

Supervisor:

Rita Vilar Alves Machado de Brito e Cunha

Assistant Professor

ISCTE Business School

November, 2021

Acknowledgements

Above all, I would like to thank from the bottom of my heart my boyfriend, who was there for me in every moment of lack of motivation and struggle to continue this project. He was my main source of strength and courage. I would also like to thank all my friends and family who believed in me in every step of the way, I appreciate all your support. Last but not least, thank you Professor Rita for taking me in, despite your busy life.

This project was developed in an atypical moment of world's history. Covid-19 turned everything upside down, but it also taught me to persevere and push through. In this context, I would like to thank Stay Hotel Lisboa Aeroporto, that endured as well and inspired me, by showing that it is possible to open your business and succeed, against all odds, and all it takes is courage and hard work (and a little bit of "luck").

Abstract

Due to an increasing tourism offer, travelers look for memorable and unique experiences along the whole journey. Furthermore, the technology has been changing the game more than ever, and thus customer feedback, especially the online one, is shaping the whole industry. As such, to succeed and differentiate themselves in the current context, destinations and all organizations related to the tourism and hospitality industry must be able to deliver an outstanding service.

In this context, the objective of the current project is to assess the quality of the service provided by Stay Hotel Lisboa Aeroporto, through the analysis of their online reviews on Booking.com with the Leximancer software. The aim consists of identifying the main themes in guests' comments shared online and understand which aspects must be improved. This analysis will also be performed segmenting the comments by "rating given", "room type", and "traveler type".

Out of 1711 reviews analyzed, 12 general themes were identified: "staff", "room", "location", "(value for) money", "stay", "night", "service", "everything", "pleasant", "noise", "comfort" and "recommend". Overall, guests were satisfied with their experience at Stay Hotel Lisboa Aeroporto, as almost 60% gave the highest rating possible in their review, whereas only around 2% of the comments corresponded to the lowest ratings (2 and 1).

Shortly, guests were pleased with the hotel's staff, location, service, and value for money. However, several issues were identified in the online feedback provided by the reviewers, and it is recommended that the hotel addresses them in an appropriate way.

Keywords: Service quality, Online reviews, Leximancer, Hotels

JEL Classification System:

M310 – Marketing

Z310 - Tourism: Industry Studies

Resumo

Devido à crescente oferta no setor do turismo e hospitalidade, os turistas procuram cada vez mais experiências memoráveis e únicas. Por outro lado, a tecnologia tem mudado a indústria de forma notória e, portanto, o feedback dos consumidores, especialmente o digital, tem moldado a mesma. Assim, para terem sucesso e se diferenciarem no contexto atual, os destinos e todas as empresas cuja atividade está relacionada com a indústria têm que ser capazes de proporcionar um serviço excepcional.

Neste contexto, o objetivo deste projeto passa por avaliar a qualidade do serviço prestado pelo Stay Hotel Lisboa Aeroporto, através da análise dos comentários partilhados pelos seus clientes na plataforma Booking.com e recorrendo ao software Leximancer. Procura-se identificar os temas mais comuns existentes no feedback feito online e compreender quais os aspetos a melhorar pelo hotel. Esta análise também será feita por “classificação atribuída”, “tipologia do quarto” e “tipo de viajante”.

Dentro dos 1711 comentários recolhidos, foram identificados 12 temas gerais: “staff”, “quarto”, “localização”, “dinheiro (relação custo-benefício)”, “estadia”, “noite”, “tudo”, “agradável”, “barulho”, “conforto” e “recomendo”. No geral, os clientes ficaram satisfeitos com a experiência oferecida, visto que quase 60% atribuiu a classificação mais alta à sua estadia, enquanto que somente 2% dos comentários correspondiam às duas classificações mais baixas (2 e 1).

Em suma, os clientes ficaram agradados com o staff, a localização, o serviço e a relação custo-benefício do hotel. No entanto, foram identificados vários aspetos nos comentários recolhidos que prejudicavam a estadia, situação que deve ser resolvida da melhor forma possível.

Palavras-chave: Qualidade do serviço, Comentários online, Leximancer, Hotéis

Sistema de Classificação JEL:

M310 – *Marketing*

Z310 - Turismo: Estudos da Indústria

Index

Acknowledgements.....	i
Abstract.....	iii
Resumo	iv
Glossary	xi
1. Introduction	1
2. Motivation	5
3. Research problem	7
3.1. External analysis	7
3.1.1. Tourism and hospitality industry	7
3.1.2. Competition analysis.....	9
3.2. Brief internal analysis.....	10
3.2.1. General description of the brand.....	10
3.2.2. Stay Hotel Lisboa Aeroporto’s general description.....	12
3.3. Objective of the study	13
4. Literature review.....	15
4.1. Service quality.....	15
4.2. Customer satisfaction	16
4.3. Relevant attributes to hospitality service quality	19
4.4. Customer experience	21
4.5. Online consumer behavior and online reviews	24
5. Methodology.....	27
6. Results and discussion.....	29
6.1. Reviewers’ profile.....	29
6.2. Quantitative and narrative analysis - Leximancer.....	32

6.2.1.	General description of the hotel’s experience.....	32
6.2.2.	Description of the hotel’s experience by “rating given”.....	36
6.2.3.	Description of the hotel’s experience by “room type”.....	41
6.2.4.	Description of the hotel’s experience by “traveler type”.....	44
7.	Recommendations to the hotel	49
8.	Concluding remarks, limitations, and future research.....	53
	Bibliography	55
	Annexes.....	61

Index of figures

Figure 6.1. - Nationality distribution of the reviewers.....	29
Figure 6.2. - Distribution by traveler type of the reviewers.....	30
Figure 6.3. - Distribution of the reviews by rating given.....	30
Figure 6.4. - Distribution of the reviews by room type	31
Figure 6.5. - Distribution of the reviews by both rating given and traveler type.....	31
Figure 6.6. - Distribution of the reviews by both rating given and room type	32
Figure 6.7. - Concept map and the main themes identified	32
Figure 6.8. - Concept map by "rating given", 33% of the concepts.....	37
Figure 6.9. - Concept map by "rating given", 100% of the concepts	37
Figure 6.10. - Concept map by "room type"	42
Figure 6.11. - Concept map by "traveler type", 33% of the concepts.....	45
Figure 6.12. - Concept map by "traveler type", 69% of the concepts.....	45

Index of tables

Table 3.1 - Brief comparison between Stay Hotel Lisboa Aeroporto and its main competitors 9

Index of annexes

Annex A - Digital Presence of Stay Hotel Lisboa Aeroporto.....	62
Annex B - Stay Hotel Lisboa Aeroporto´s SWOT Analysis	63
Annex C - Complete nationality distribution of the reviewers	64
Annex D - Distribution of the reviews by "traveler type" and "rating given"	65
Annex E - Distribution of the reviews by "room type" and "rating given"	65
Annex F - Distribution of the reviews by "room type" and "traveler type"	66
Annex G - General 12 themes identified by Leximancer	66

Glossary

\$ – Dollar

% – Percent

€ – Euro

= – Equal to

AC – Air conditioner

Covid-19 – Coronavirus

e-WOM – Electronic word-of-mouth

GDP – Gross domestic product

OTA – Online Travel Agency

UK – United Kingdom

UNWTO – United Nations' World Tourism Organization

USA – United States of America

WOM – Word-of-mouth

1. Introduction

Tourism is a very important industry worldwide, offering consumers a possibility to escape from their daily routine and experience something memorable (Oh, Fiore, & Jeoung, 2007). Its importance also translates in numbers, as, for instance, according to Statista (2021), around 10% of the global GDP in 2019 was due to the contribution of travel and tourism (about 9.170 billion \$), even though and due to the Covid-19 pandemic, there was a significant decrease in this number, amounting the contribution to roughly 4.671 billion \$. In fact, and as predicted, last year (2020) severely affected the hospitality and tourism industry, shown, for example, by the major decrease in international arrivals in tourism destinations worldwide when compared to 2019, specifically 1 billion less arrivals were registered (UNWTO, 2020b).

When compared to other industries, hospitality faces the most globalized competition ever, which translates into higher efforts to transform consumers into loyal ones (Emir & Kozak, 2011), especially being the customer more demanding due to this higher competition (Nasution & Mavondo, 2008). In fact, gaining loyalty from the consumers is key for the survival and success of hospitality businesses, as a 5% increase in loyalty may relate to 25% to 125% increase in profitability (Emir & Kozak, 2011) and several authors agree that the cost of attracting new customers is higher than retaining them (Emir & Kozak, 2011).

When focusing on the Portuguese tourism and hospitality industry, the context is relatively similar to the general picture, as this industry is quite important as well. Indeed, in 2019, Portugal was nominated by the third consecutive year as World's Leading Destination by World Travel Awards (Turismo de Portugal, 2019). On another hand, tourist accommodation establishments generated a total revenue of 4.3 billion € in 2019, contributing hotels with 3 billion € to this amount (Instituto Nacional de Estatística, 2020), what once again shows how important the tourism and hospitality industry is in Portugal.

Some authors proved and agree that service quality of a product or a service directly leads to customer satisfaction with it (Lu, Berchoux, Marek, & Chen, 2015; Wong, Rasoolimanesh, & Pahlevan Sharif, 2020), and indirectly affects customer loyalty to the brand. Specifically, it was proven that service quality has a high effect on how customers perceive the value of a hospitality establishment and among several dimensions of value, service quality is the strongest predictor of

consumers' loyalty (Gallarza, Arteaga, Del Chiappa, & Gil-Saura, 2015; Su, Swanson, & Chen, 2016). On another hand, online reviews, a form of user-generated content, are helpful to analyze guests' satisfaction because these are published in a written form, making it easier to extract valuable information. In fact, these are a rich source of information about customers' opinions and feelings (Li, Ye, & Law, 2013) and, together with rating and opinions, compose the electronic word-of-mouth (e-WOM) (Pacheco, 2017). One should bear in mind that WOM can be both seen as a precedent and as a consequence of consumer evaluations (Moliner-Velázquez, Fuentes-Blasco, & Gil-Saura, 2021), since prior to the consumption of a product or a service, consumers consult the existing word-of-mouth regarding them, which will influence their expectations. Furthermore, after consuming or experiencing the product or the service, consumers will evaluate them, generating WOM, influencing future potential consumers as well.

Stay Hotel Lisboa Aeroporto, a Portuguese hotel belonging to the Stay Hotels brand located near Humberto Delgado Airport in Lisbon, is a relatively new hotel as it opened its doors on 1st of November, in 2020, right in the middle of the Covid-19 pandemic. The mission of the brand has the customer at its center, aiming to gain their confidence in every step of the way, through a great service quality, based on satisfying all the needs and wishes. The brand wants to position itself accordingly to its name: offering every guest "just what they need", attending to all their requests and desires and making their stay as comfortable and as pleasant as possible.

As such, in the light of the importance of tourism and hospitality industry for Portugal and the interesting positioning and short existence of Stay Hotel Lisboa Aeroporto, the present work aims to analyze the quality of the service provided by this accommodation to its guests through narrative analysis of the online reviews shared by the latter, identifying the frequent themes discussed and issues to address, recurring to the Leximancer software. The Leximancer program has been widely used in hospitality industry to quantitatively analyze data (Brochado, Brito, Bouchet, & Oliveira, 2021; Brochado, Rita, Oliveira, & Oliveira, 2019; Cheng & Edwards, 2019; Gon, 2021; Morgan, Wilk, Sibson, & Willson, 2021), because it generates a very objective view of textual data provided, translating in trustworthy concepts and themes, contrasting from the traditional methods of content analysis (Brochado et al., 2021; Cheng & Edwards, 2019).

To develop the necessary work, the project is structured as follows: first, a personal motivation is presented. The following section explains the research context, including an external

and internal analysis of the company. The next section is the literature review, including the relevant topics for this theme. Later, the methodology employed is included, describing the process of data collection and the consequent analysis. Then, the results section describes the reviewers' profiles, followed by the quantitative and narrative analysis of the textual data (both of reviews and their titles). Furthermore, several recommendations proposed to the hotel are described. The study ends with the main conclusions and limitations of the work developed, as well as recommendations for future research.

2. Motivation

Stay Hotel Lisboa Aeroporto is very dear to me, as I worked there as a receptionist when the accommodation opened for the first time. By hearing in person what our guests had to say and understanding what was perfect and what could be improved, I realized that an analysis as the one presented in this project would add a great value to the hotel, helping it reach its full potential.

Due to the increasing number of available lodging options and the increasing technological developments, consumers are more empowered than ever. As such, they often access prior information about the potential lodging option for their travel (Calheiros, Moro, & Rita, 2017; Tontini, Bento, Milbratz, Volles, & Ferrari, 2017), specially online reviews published by previous consumers, which will influence the whole decision-making process (Casado-Díaz, Pérez-Naranjo, & Sellers-Rubio, 2017). Unlike the content produced by the brands, customers rely on and believe that online reviews shared by other consumers are more trustworthy and impartial, representing a more reliable and objective information (Furner, Zinko, & Zhu, 2016; Le, Pratt, Wang, Scott, & Lohmann, 2020; Sann, Lai, & Liaw, 2020; Zhang, Bilgihan, Kandampully, & Lu, 2018). Moreover, online reviews are normally open-ended and text based, which makes it interesting to analyze their textual part and identify the issues mostly mentioned by the consumers (Racherla, Connolly, & Christodoulidou, 2013).

The majority of authors agree that since customer satisfaction is about creating value for customers, brands and companies must predict their expectations and needs and efficiently satisfy them (Radojevic, Stanasic, & Stanic, 2015), and since Stay Hotel Lisboa Aeroporto's main focus is satisfying its customer's needs, it is worthwhile proceeding with the current study and understand whether there is a gap between the hotel's strategy and their guests' perceptions.

The context of tourism and hospitality industry is relevant and pertinent for development of a project, as it not only often contributes significantly to the global GDP (Statista, 2021), but also, for example, represents a relevant export category worldwide, shown, for instance, by the fact that international tourism was the world's third largest export category in 2019, just passed by fuels and chemicals (UNWTO, 2020a). Thus, once again, the context is relevant and interesting to study.

3. Research problem

The context in which the study is going to be developed concerns the tourism and hospitality industry in Portugal, specifically the accommodation sector. This study will be developed in collaboration with Stay Hotel Lisboa Aeroporto, a 3-star rated hotel located in Portela, near Humberto Delgado Airport in Lisbon, being the purpose of this project to assess the online reviews about the property and identify areas of improvement.

3.1. External analysis

3.1.1. Tourism and hospitality industry

Before describing the industry scenario, it is worthwhile mentioning that one cannot only observe the latest data, but rather the evolution of tourism and hospitality, as well as pre-Covid numbers, as the pandemic affected severely this sector and thus statistics from 2020 onwards alone aren't a truthful representation of such promising and growing industry. Hence, the data mentioned below will mostly concern the pre-Covid state of the world.

Tourism is an important industry in all the economies. For instance, in 2019, more than 90% of Macau's GDP was generated by direct travel and tourism (the highest percentage) (Statista, 2021). On another hand, in 2019, the total contribution of travel and tourism to the global GDP was around 9.170 billion \$ (around 10.4% of the total GDP), though a significant decline was noticed in 2020, only amounting to 4.671 billion \$ (5.5% of the total GDP) (Statista, 2021), explained by the Covid-19 pandemic.

In 2019, all regions of the world faced an increase in arrivals, with a 4% growth in Europe, being 2019 the tenth consecutive year of sustained growth of international arrivals worldwide, reaching the high number of 1.5 billion overnight visitors (Deloitte, 2019; UNWTO, 2020a). Furthermore, in 2019 international tourism was the world's third largest export category, just passed by fuels and chemicals (UNWTO, 2020a).

Unfortunately, due to the pandemic that affected everything and everyone, 2020 was the worst year in tourism history, with 1 billion less international arrivals in all tourism destinations than in 2019 (UNWTO, 2020b). According to UNWTO Tourism Dashboard, in 2019, international tourism receipts reached 1.466 billion \$, whereas in 2020 the receipts only amounted to 533 billion \$, due to Covid-19.

Looking at the Portuguese context, the tourism and hospitality industry is as significant as it is worldwide. Portugal has been widely recognized as an important tourism destination, showed by the third consecutive award attributed by the World Travel Awards, electing Portugal as World's Leading Destination in 2019 (Turismo de Portugal, 2019).

In addition, Travel and Tourism accounted for 6% of the total Portuguese GDP in 2018 and 2019, and only to 2.5% in 2020 (PORDATA, 2021). Portugal was considered the European country with the highest growth in the tourism and travel industry by WTTC – World Travel and Tourism Council in 2018, and this trend was expected to be maintained in the next years (Turismo de Portugal, 2019).

In 2019, it was estimated that the number of non-resident tourists arriving to Portugal reached 24.6 million people, which corresponds to a 7.9% growth, when compared to 2018 (Instituto Nacional de Estatística, 2020).

The number of guests staying in all means of tourist accommodation (tourist accommodation establishments, camping sites and holiday camps, and youth hostels) reached 29.5 million, translating into 77.8 million overnight stays, which corresponds to a growth of 7.4% and 4.3%, respectively, when compared with the data from 2018 (Instituto Nacional de Estatística, 2020). When looking closer, it is possible to observe that 92% of guests and 90.2% of the overnight stays mentioned above occurred in tourist accommodation establishments (hotels, local accommodation, and rural tourism), belonging 58.0 million overnight stays to hotels (Instituto Nacional de Estatística, 2020).

When analyzing the revenues generated, the total revenue reached 4.3 billion euros in tourist accommodation establishments in 2019, belonging 3 billion to hotels (Instituto Nacional de Estatística, 2020).

On a side note, in 2019, leisure and holidays were the main motivations to travel in Portugal, accounting for almost 50% of the total trips (12.1 million), whereas 2 million trips were made for professional reasons (Instituto Nacional de Estatística, 2020).

In 2018, the accommodation and dining sector in Portugal represented 8.9% of the totality of non-financial companies, and about one third was made of accommodation operating companies (Instituto Nacional de Estatística, 2020).

3.1.2. Competition analysis

When looking into the direct competition of Stay Hotel Lisboa Aeroporto, three hotels stand out, due to their equal star-rating (3 stars) and similar location (near Humberto Delgado Airport): B&B Hotel Lisboa Aeroporto, Holiday Inn Express Lisboa Aeroporto and Star Inn Lisboa Aeroporto. Indeed, B&B Hotel Lisboa Aeroporto is located besides Stay Hotel Lisboa Aeroporto, which increases the competition severely. A brief comparison can be found in *Table 3.1*.

Several aspects stand out. Firstly, Stay Hotel Lisboa Aeroporto needs to focus on delivering an outstanding experience and have a strong presence online, as the local competition is fierce. Secondly, despite having some unique aspects, the hotel still has room to improve. For instance, since one of the objectives is to position itself as a reference in the accommodation choice for corporate segment, it may be important to analyze the possibility of building a conference/meeting room.

Table 3.1 - Brief comparison between Stay Hotel Lisboa Aeroporto and its main competitors

Hotel Offer	Stay Hotel Lisboa Aeroporto	B&B Hotel Lisboa Aeroporto	Holiday Inn Express Lisboa Aeroporto	Star Inn Lisboa Aeroporto
Product	Bar open 24h with light meals	Bar open 24h with light meals (big variety)	Restaurant open from 19:00 to 22:30	Restaurant open from 12:00 to 00:00
	84 rooms	188 rooms	120 rooms	173 rooms
	Three room types: Double, Twin and One	Three room types: Double, Twin, and Family	Three room types: Double, Twin, and Double with sofa bed	Three room types: Double, Twin, and Single
	Free parking space	Free parking space	Free parking space	Covered parking space: 10 €/day
	Buffet breakfast served from 4:00 to 12:00	Buffet breakfast served from 07:00 to 10:00 during weekdays, and until 10:30 on Saturday, Sunday, and holidays	Buffet breakfast served from 06:00 to 10:30	Buffet breakfast served from 06:00 to 11:00
		1 meeting room at the lobby	2 meeting rooms	1 meeting room
	Kettle in every room		Kettle in every room	

				Has a shuttle to the airport (05:00-00:00, 4 €/person)	Has a shuttle to the airport (04:00-00:00, free)
				Accepts pets	Accepts pets
		1 safe box at the reception			1 safe box in every room
				Offers electrical adapters	
Price*	Room	50 € <i>(Regardless of the room typology)</i>	- 62 € Twin and Double - 72 € Family	- 80 € Twin and Double and Double with sofa bed for 2 guests - 110 € Double with sofa bed for 3 guests	- 118 € Twin for 2 guests and Double - 106 € Twin for 1 guest - 106 € Single
	Breakfast	9 €/person <i>Free for children under 12 years</i>	6 €/person	<i>Included in the rate</i>	<i>Included in the rate</i>

Source: own elaboration

*Retrieved on 12th October 2021

3.2. Brief internal analysis

3.2.1. General description of the brand

When looking closely to the hotel's particular context, it is important to firstly understand the overall context, before moving to the online reviews' analysis. Stay Hotel Lisboa Aeroporto belongs to a Portuguese chain of hotels named Just Stay Hotels S.A., created in 2013 by Inter Risco. Currently, the group has 11 hotels. Overall, Stay Hotels have accommodations in Guimarães (Stay Hotel Guimarães Centro), Oporto (Stay Hotel Porto Centro Trindade, Grande Hotel de Paris, and Stay Hotel Porto Aeroporto), Coimbra (Stay Hotel Coimbra Centro), Torres Vedras (Stay Hotel Torres Vedras Centro), Lisbon (Stay Hotel Lisboa Centro Saldanha, Stay Hotel Lisboa Centro Chiado, and Stay Hotel Lisboa Aeroporto), Évora (Stay Hotel Évora Centro), and Faro (Stay Hotel Faro Centro).

The mission of the brand is to gain confidence and trust of every customer, by serving them with great quality, interest and admiration, a motto of each unit of the chain. The guiding principles are simplicity, proximity, well-being, and innovation. In fact, each unit follows this line of thinking, and there is a DNA of the brand designed to guide their operation, also based on these.

The brand wants to position itself accordingly to its name: offering every guest just what they need, attending to all their needs and making the stay as comfortable and as pleasant as possible. Customers are the main focus of Stay Hotels, as all the employees are trained to handle any complaint in the most accurate way. Moreover, the company has several guidelines for every scenario that employees can consult at any time, enabling a smooth and standardized operation in every unit. For instance, if a formal complaint occurs, the hotel activates the HAPPY STAY contract, which consists of issuing a voucher in an equivalent service, which can be used at any hotel of the brand.

Regarding the services it offers, one of the key features is the modern and simple service, being the hotel open 24 hours, with a receptionist always present to welcome the guests. The brand also offers extended breakfast hours and even though varying from hotel to hotel, the usual hours are from 6:00 until 12:00. Every hotel has a bar open 24 hours, serving light snacks and drinks, and has several personalized bikes in all the hotels, which guests can rent and explore the city. Moreover, guests are complimented with a welcome tea in the room, including a bottle of water, tea and coffee, and a set of amenities, such as soap, shampoo, and a shower cap. Guests also have a free wi-fi at their disposal, a telephone, and a cable TV in the room, as well as a hair drier in every bathroom. Furthermore, in the reception, there is an Apple computer and a collection of board games available, which can be used for free. Besides the regular free amenities, guests can also purchase at the reception kits, such as a toothbrush and a toothpaste, vanity kit with makeup removers, sleepers, sewing kit, a hair comb, among others, customized with Stay Hotels logo and produced in Italy, to offer guests a high-quality, yet affordable, product.

According to the behavioral DNA of the Stay Hotels brand, they define themselves as:

- “We are hospitable, thoughtful, and genuinely caring.”
- “We are able to create a familiar environment, with great confidence and relaxation.”
- “We are enthusiastic and passionate about what we do. We transmit joy, emotion, and energy.”

- “We are able to inspire and awaken feelings, making our customers feel special.”
- “We are dynamic and insightful: we manage to add value to everything we do, in a proactive way.”
- “We transmit confidence and security because we have a deep knowledge of what we do.”
- “We use innovation and a versatility of communication tools to be highly effective and original.”

3.2.2. Stay Hotel Lisboa Aeroporto’s general description

Stay Hotel Lisboa Aeroporto was the second most recent unit of the brand to open its doors, precisely on 1st of November 2020. Built from scratch and with an approximate investment of 1.65 million, the strategy was to place a Stay Hotel near the Humberto Delgado Airport, just about 3.5 km of distance, and accommodate everyone travelling both in leisure and for business. The hotel has 84 rooms, 2 of which are designed for guests with reduced mobility, specifically Stay One (14 rooms, with a single bed), Stay Double (50 rooms, with a double bed) and Stay Twin (20 rooms, with two single beds). Stay Hotel Lisboa Aeroporto follows the DNA and the promise of the brand: “Just What You Need”, by serving the breakfast from 04:00 to 12:00 for 9 euros per person, and by having at the reception an Airport Point, which displaces in real time all the information about the flights arriving to and departing from Humberto Delgado Airport. Furthermore, to make the stays even more comfortable for their guests, the hotel also offers a free parking space with 26 spots, 3 of which are for clients with reduced mobility.

Regarding the check-in and check-out hours, clients can check-in for free after 16:00 and the first night will be charged at 19:00. The check-out is free until 12:00. Early check-in and late check-out are possible, with a cost of 15 euros each.

Stay Hotel Lisboa Aeroporto started receiving guests right in the middle of the Covid-19 pandemic and despite almost non-existent volume of tourism, the hotel managed to achieve almost immediately and maintain until now a relatively high occupation. This may be due to two factors: firstly, the hotel started by charging 35,00 € per night, regardless of the room typology. Secondly, the hotel’s strategy was to attract companies that still needed to travel for business and accommodate their workers. The strategy paid off, as quickly the hotel built a portfolio of loyal companies, that booked more than one room from Monday to Friday. The typical guests on the

weekends differed from the ones travelling in business, attracting more families and couples staying for leisure.

The online presence of the hotel/brand is quite strong, as it has its own website, and there are campaigns that encourage direct bookings, a Facebook, a LinkedIn, and an Instagram account. Specifically, the latter is regularly used to engage their customers, by sharing short stories about employees from different units, as well as from headquarters. Moreover, the hotel is also present in a variety of OTAs. However, it is important to notice that only the brand is present on social media, posting about each unit. There is no page for each hotel, but rather for the brand. As such, it is difficult to assess the online presence specifically for Stay Hotel Lisboa Aeroporto on social media, as only a part of posts is about this unit. A detailed table referring to digital presence can be found in *Annex A*.

In fact, Stay Hotel Lisboa Aeroporto received “Traveler Review Award 2021”, a Booking.com program that appreciates the hospitality of the platform’s partners, based on the comments and ratings attributed by the respective guests. This award was attributed to all the accommodation properties that registered an average rating between 8 and 10, considering all the reviews shared both on the website and the app and a time span from 1st of August 2018 and 30th November of 2020 (Ambitur, 2021).

Regarding the staff working at the hotel, there is a general manager present from 8:00 to 17:00, which helps with every issue, from technical aspects to customer care and so on. The remaining staff is composed by five receptionists and two waitresses. The receptionists work in shifts, being only one person present in each. The shifts are divided as follows: 8:00-16:30, 16:00-00:30, and 00:00-8:30, and the manager is also present during the “morning” shift. Regarding the waitresses, one is a part-time worker, helping with the breakfast serving period, whereas the other one works from 8:00 to 16:30, and is responsible for both serving breakfast and serving at the bar, among other job-related functions. The leadership style is very decentralized, as every worker is given responsibility and autonomy to make decisions when needed.

A detailed STOW analysis of this hotel can be found in *Annex B*.

3.3.Objective of the study

The present study sought to examine the narratives shared online (on Booking.com) by guests of the Stay Hotel Lisboa Aeroporto. The main objective of this study is to evaluate the overall quality of the service provided by the hotel and assess whether there is a gap between the hotel and guests' perceptions regarding the service, as well as identify the main themes and concepts discussed by the sample of reviewers, and by different segments of travelers (family, couple, friends, solo, and business), when sharing their experience on the Web. In addition, one of the aims is also to understand what makes guests rate their experience with a lower rating than the maximum, by analyzing comments by rating attributed in each comment, so that strategies and recommendations for improvement can be drawn. Besides, due to the particularities of each room type of this hotel, the reviews collected will be analyzed by the room type as well. Summing up, the main reason for this project is to help the hotel's manager understand the online feedback of their guests and draw the strategies to follow.

In this sense, the main research questions to be addressed are: What is the overall service quality of the hotel, perceived by the reviewers?; What are the main themes and concepts associated discussed by the reviewers of Stay Hotel Lisboa Aeroporto?; What are the main themes and concepts discussed by each segment of visitors of Stay Hotel Lisboa Aeroporto?; What are the areas that the hotel has to address and improve, to increase its service quality and potential rating online?.

4. Literature review

4.1. Service quality

Since customers spend time and money to book hotels, they also expect hotels to invest their time and money to provide a service of high quality (Lee & Shea, 2015), being the value of the overall experience key to gain a competitive advantage (Ladhari, 2009; Manhas & Tukamushaba, 2015; Mmutle & Shonhe, 2017).

Some authors proved and agreed that service quality leads to customer satisfaction (Lu et al., 2015; Wong et al., 2020). For instance, in the study conducted by Padlee, Thaw, & Atikah Zulkiffli (2019), service quality explained around 30% of the overall customer satisfaction with the hotels under study, whereas in the study conducted by Kocabulut & Albayrak (2019), perceived service quality explained around 60% of the variance in overall customer satisfaction. Nevertheless, other scholars agree that service quality goes beyond just satisfying consumers' needs (Sipe & Testa, 2018).

A part of the exiting literature agrees that service quality involves a comparison between pre-purchase expectations and post-purchase perception of performance, and delivery according to expectations on a consistent basis (Manhas & Tukamushaba, 2015; Torres, 2014), also known as the SERVQUAL model for service quality measurement (Oh, 1999). As such, according to this perspective, service quality is the ability to meet or exceed customers' expectations (Mmutle & Shonhe, 2017). However, one should bear in mind that customers' service quality perceptions vary with their personal characteristics, such as personality and demographics (Kocabulut & Albayrak, 2019), whereas the expectations are formed through WOM, personal needs, past experiences, and external communication (Yuan & Wu, 2008). Interestingly, some authors proved that the price perception wasn't related to perceived service quality (Oh, 1999), even though it is related to customer satisfaction (El-Adly, 2019).

It was proven that service quality has a high effect on the value the consumers perceive about a hospitality establishment and among several dimensions of value, service quality is the strongest predictor of consumers' loyalty (Gallarza et al., 2015; Su et al., 2016), manifested in repeating buying behavior, longer tenure and lower sensitivity to price (Manhas & Tukamushaba, 2015). Nevertheless, a pleasurable experience is important, but not enough to maintain a long term relationship with consumers, as it also highly depends on the service quality of the stay (Gallarza

et al., 2015). As such, service quality is positively related to brand loyalty (Luo, Wong, King, Liu, & Huang, 2019).

The interaction between service customers can lead to co-creation of value (Luo et al., 2019). The study conducted by Luo et al. (2019) proved that customer to customer interaction is significantly and directly related to service quality. Still, it is also important to notice that due to the customer involvement in the production of services, it is harder to produce and offer a consistent quality of service (Kandampully & Suhartanto, 2003).

Overall, service quality is key to success of hoteliers (Padlee et al., 2019) and some authors believe that it comprises employee attitudes and behavior, room amenities and overall quality, and the quality of the food (Padlee et al., 2019), while others agree that service quality includes tangibles of the hotel, as well as reliability, responsiveness, assurance and empathy (Manhas & Tukamushaba, 2015).

It is interesting to notice that some studies also highlight the spillover effect, in which the consumers' evaluation of the overall service provided by a hotel will be influenced by their satisfaction with the channel through which they booked the room (Ortiz, Friás-Jamilena, & García, 2017). As such, the online satisfaction has a spillover effect on the overall evaluation of the quality of the service provided by the hotel, indicating that managers need to pay attention to their online presence. Some authors proved that there should be a match between offline star rating of a hotel and the online quality of the service provided, in order to prevent cognitive dissonance in the consumers' minds (ex: Hung, 2017).

In the qualitative study conducted by Lu et al. (2015) with 5-star Taiwanese hotels, the authors found differences in male and female guests perspectives on service quality, specifically, women associated service quality with feelings and emotions, whereas men combined it with cleanliness and convenience. In addition, employees, and interactions with them were an important part of service quality, overall.

4.2. Customer satisfaction

Customer satisfaction is a very explored topic both by researches and managers, remaining a concern for the latter (Bodet, Anaba, & Bouchet, 2017).

The majority of authors agree that customer satisfaction is about creating value for customers, anticipating their expectations and efficiently satisfy their needs (Radojevic et al., 2015), and its formation is based on customers' cognitive perceptions (El-Adly, 2019; Lee & Shea, 2015), since they compare their prior expectations about a product or service with the perceived performance of these during the experience itself (expectancy-disconfirmation theory) (Lemon & Verhoef, 2016; Ortiz et al., 2017; Padlee et al., 2019; Sánchez-Rebull, Rudchenko, & Martín, 2018; Sipe & Testa, 2018; Torres, Fu, & Lehto, 2014; Wong et al., 2020), even though some authors defined customer satisfaction as having both cognitive and affective components (Ladhari, 2009; Sánchez-Rebull et al., 2018). Furthermore, some authors believe that customer satisfaction is an overall emotional response to the service at the post-purchasing point (Li et al., 2013). It should be noted that expectations vary according to person and in time (Manhas & Tukamushaba, 2015), as previously mentioned.

One should bear in mind that the difference between service quality and customer satisfaction is sometimes unclear. However, quality lies on the assessment of performance of a service delivered (how it actually is), whereas satisfaction derives from the evaluation of the overall service experience (how it is perceived by the customer) (Torres, 2014). In general, satisfaction is solely related to the perceptions of customers, whereas quality can be evaluated by several stakeholders, including customers, experts, and so on. As such, service quality can be viewed as an abstract concept, since it is difficult to measure it objectively (Nunkoo, Teeroovengadam, Thomas, & Leonard, 2017). The relationship between these two concepts has been studied by researchers, and some proved that higher levels of service quality were related to higher customer satisfaction, meaning that the higher the perception about the service quality, the more likely guests will be satisfied with the experience (Aakash, Tandon, & Gupta Aggarwal, 2021; Nunkoo et al., 2017; Sánchez-Rebull et al., 2018).

Specifically in the hospitality industry, customer satisfaction is key to succeed (Kocabulut & Albayrak, 2019; Radojevic, Stanistic, & Stanic, 2017; Yuan & Wu, 2008), as hoteliers cannot compete without satisfying guests' wished and needs (Mmutle & Shonhe, 2017; Radojevic et al., 2015) and meet their expectations (Lee & Shea, 2015). However, due to today's fierce competition, it may not be enough exceeding expectations to satisfy customers (Wong et al., 2020).

Authors agree that customers' perception about the presence of other customers during a service delivery encounter influences the satisfaction with the brand (Khan & Rahman, 2017; Sreejesh, Sarkar, Sarkar, Eshghi, & M.R, 2018).

Many authors believe that satisfaction and loyalty come hand-in-hand (Emir & Kozak, 2011), leading the latter to positive behavioral intentions, such as revisit intentions and spreading positive word-of-mouth (Ali, Ryu, & Hussain, 2016). It should be noted, however, that behavioral intentions can be favorable or unfavorable (Ladhari, 2009). Anyhow, customer satisfaction leads to customer loyalty and retention (Gallarza et al., 2015; Kasiri, Guan Cheng, Sambasivan, & Sidin, 2017; M. R. Kim, Vogt, & Knutson, 2015; Padlee et al., 2019; Sánchez-Rebull et al., 2018), increasing the overall corporate performance (Torres et al., 2014), even though alone it is not enough, as customers might switch their loyalty towards a competitor that offers something different (Lee & Shea, 2015; Torres et al., 2014). Oh (1999) proved that perceived service quality, customer value and customer satisfaction with luxury hotels from the USA are all important for the customer's decision process, specifically, they were related to repurchase and positive WOM communication intentions. Delighted customers are likely to return to the same property and spread positive WOM (Lee & Shea, 2015; Padlee et al., 2019). Customer loyalty is shown through several outcomes, such as re-patronage intentions, positive WOM and willingness to pay more (El-Adly, 2019; Gallarza et al., 2015; Kandampully & Suhartanto, 2003). Overall, loyalty is not only about repeating buying behavior, but also about maintaining a positive attitude toward the company, including thus both behavioral and attitudinal components (Kandampully & Suhartanto, 2003).

In the study conducted by Ladhari (2009), emotional satisfaction with the hospitality service offered had a higher direct impact on behavioral intention (defined as loyalty, recommendation, and paying a premium price) than the service quality, showing that there is an emotional and affective component in the customer satisfaction construct. Similar results were found in the study conducted by Kandampully & Suhartanto (2003), showing that customer satisfaction with reception, housekeeping, food and beverage was an important factor in explaining the variance in customer loyalty.

There are some differences regarding managers versus customers' perceptions and definitions of satisfaction. For instance, in the study conducted by Lu et al. (2015), already

mentioned above, managers defined satisfied customers as those who return to the hotel and that are offered what they need and want, matching their expectations. On another hand, guests felt satisfied when the value of the service offered to them was equal or higher than the price they paid for it. Moreover, there are also differences in levels of satisfaction among business and leisure travelers. Overall, business travelers show lower levels of satisfaction, which can be explained by the fact that they value different attributes (Radojevic et al., 2017).

Employees are an important constituent of customer satisfaction and thus their long-term retention is a plus (Lu et al., 2015). These should be trained to understand their guests' responses in all service encounters (Ladhari, 2009).

4.3.Relevant attributes to hospitality service quality

In order to succeed in the increasingly competitive environment, hoteliers must know the basic constituents of a guest experience, which sometimes differ from what the guests consider important (Cetin & Walls, 2016). Before, the emphasis was on the primary necessity, bed and a roof over the head (Pizam, 2010). However, nowadays it is all about staging an unforgettable experience for guests.

In the study developed by N. Hu, Zhang, Gao, & Bose (2019), authors affirm that the literature regarding consumer dissatisfaction aspects is inconsistent and presents mixed results, pointing to distinct sources of consumer dissatisfaction with the hospitality offering. Furthermore, by extracting 27,864 online hotel reviews from TripAdvisor.com, the authors identified 5 broad categories that influence consumers' experience with a hotel: facilities, service, location, value and general experience, accounting facilities and service-related topics for about 60% of the overall content. More specifically, the most negative topics were severe service failure, dirtiness, booking and cancellation, room type, overcharging, room facilities, noise, bugs, experience comparison and public facilities, meaning that consumers frequently complain about service and value. On another hand, the most positive aspects were a good location and friendly and helpful staff, all of which contribute to customers' satisfaction.

Some authors agree that attributes considered crucial are cleanliness, price, reputation, physical attractiveness and location (Khan & Rahman, 2017; Radojevic et al., 2015). Overall, hotel managers need to pay special attention to cleanliness of their rooms, as well as provide training to

the staff, ensuring a professional and friendly service (Aakash et al., 2021; Cetin & Walls, 2016; Padlee et al., 2019; Torres et al., 2014; Walls, 2013), to keep their customers satisfied (Bodet et al., 2017; Lee & Shea, 2015). In fact, several studies point out the importance of employees in staging memorable experiences for guests. Staff must be trained to offer characteristics such as personal care, knowledge, willingness to serve and, overall, being friendly yet professional (Ali et al., 2016). Indeed, the best way to create a memorable experience for guests is to offer physical cues/tangibles together with positive social interactions (Cetin & Walls, 2016; Khan & Rahman, 2017). The hospitality offering is thus composed by tangible and intangible products and services (Nasution & Mavondo, 2008; Pizam, 2010).

Lee & Shea (2015) made a distinction between customer satisfaction and delight, defining the latter as an emotional response to a service. In their study, the authors identified two broad groups being the basis for delightful experiences: tangibles (unexpected gifts, value attainment, property related, F&B, and facility) and intangibles (prompt service recovery, responsive service delivery, friendly service, and unexpected service). Overall, tangibles are related to property or value elements, such as competitive prices, clean room, atmospherics, among others, whereas intangibles refer to employees' or managers' behaviors, mainly professional, yet friendly, service. While satisfaction involves both affective and cognitive evaluations, delight is solely emotion (M. R. Kim et al., 2015)

In the study conducted by Radojevic et al. (2017), the attributes with the highest positive effect on satisfaction were free internet, wheelchair access, air-conditioning, free high-speed Wi-Fi internet and free parking, among others.

When comparing male and female consumers, men value more the upgrades in a satisfactory experience, whereas women value more intangibles, such as friendliness and professionalism of the staff, even though overall front office and housekeeping play an equally important part for both genders (Torres et al., 2014).

When taking the perspective of attributes being satisfiers (only affect strongly the satisfaction when perceived as positive) or dissatisfiers (only affect strongly the satisfaction when perceived as negative), cleanliness can be seen as a dissatisfier, since when a hotel is not clean, customers feel very unsatisfied, but aren't more satisfied when finding it clean (Bodet et al., 2017).

According to the study developed by Bodet et al., (2017), among 14 hospitality attributes studied, “hotel room” was considered key, contributing strongly to both satisfaction and dissatisfaction, whereas neutral attributes included “car park”, “luggage service”, “concierge service”, and “swimming pool”, meaning that these aspects have a weak contribution to customers’ satisfaction or dissatisfaction. Curiously, a presence of a bar was considered a satisfier, while dissatisfiers included basic services expected from a hotel, such as “reception”, “breakfast”, “dinner”, “leisure activities”, “boutique”, “information”, “staff”, and “cleanliness”.

When comparing hotels of different grades, facility-related issues for low-end hotels are the major source of dissatisfaction, while for high-end hotels, these are service-related aspects and overcharging (N. Hu et al., 2019).

The study conducted by Radojevic et al. (2015) with online reviews taken from Booking.com showed that hotel rating in the online reviews platforms is a good measure to understand the experience customers had with the service provided. For instance, lack of free Wi-Fi or air-conditioning decreased the overall rating by 0.18 and 0.25, respectively, whereas a presence of a hotel bar increased the rating by 0.08, showing the importance of these attributes for the overall satisfaction/dissatisfaction. For example, authors affirm that the 0.18 increase in the online rating due to the presence of free Wi-Fi translates into a 1.24% increase in the occupancy rate.

In another study conducted by Tontini et al. (2017), analyzing online reviews, the critical aspects are location, employee attitudes, price versus value of the hotel, food and beverage quality, room comfort and cleanliness of the property.

Front-office service, employees, housekeeping and food and beverage services are believed to be the most important contributors to intention to revisit a hotel (Emir & Kozak, 2011), being the hospitality of employees of utmost importance (Padlee et al., 2019). Overall, what distinguishes a good hotel from a great one is the service it provides to its visitors (Pizam, 2010; Torres et al., 2014).

4.4.Customer experience

The focus on customer experience is now much higher than it used to be. This is due to the increasing complexity of the overall customer journey, as these interact with the brand by a variety of touch points (Lemon & Verhoef, 2016).

One of the definitions for the experiences was proposed by Lemon and Verhoef (2016), affirming that it is a multidimensional and holistic construct, involving customer's cognitive, behavioral, affective, emotional, social and sensory responses to a firm's offering (Bolton et al., 2018), and customers need to be offered a superior experience at every touch point with the brand (Khan & Rahman, 2017), requiring the modern hospitality a very dynamic in-person encounters between guests and providers (Mody, Suess, & Lehto, 2019). It is important to notice that the consumers themselves represent a crucial part in the whole experience, as without their participation, it would not be possible to stage a memorable experience (Bolton et al., 2018; Sipe & Testa, 2018). Indeed, while service is external to the buyer, experiences are personal, and involve emotional, physical, intellectual and spiritual engagement of the consumer (Pine & Gilmore, 1998). In addition, it is believed that the trend is an increasing need for customized experiences (Bolton et al., 2018). In fact, in the study conducted by Ariffin and Maghzi (2012), hospitality itself of hotel services was best described by personalization.

Even though there are several meanings and interpretations related to the definition of an experience (Walls, 2013), authors seem to agree that the ability to stage a superior customer experience in today's fierce competition is vital for a hospitality business to survive (Lemon & Verhoef, 2016; Miao & Mattila, 2013) and to differentiate itself from other competitors (Kasiri et al., 2017; Walls, 2013). The products and services themselves are now less of a focus in the service marketplace (Cetin & Walls, 2016; Khan & Rahman, 2017). Experiences offer a greater value to the consumers than services, because of their memorability and abundance in sensations (Ariffin & Maghzi, 2012; Sipe & Testa, 2018; Yuan & Wu, 2008). Creating memorable experiences is an important way to increase profits in the more and more commoditized hospitality industry (Gilmore & Pine, 2004), being experiences composed by both physical environment (attractive design and interior decorations) and human interactions aspects (problem-solving, individual attention to each guest and genuine care about guests) of the whole service provided by the hotel (Bolton et al., 2018; Walls, 2013).

According to Gilmore and Pine (2004) and Pine and Gilmore (1998), memorable experiences are created when companies use services as a stage and products as props, trying to persuade guests to spend more time in the hotel and have more stays during a year. However, some authors argue that scholars are still not aligned as to whether experiences and services pose distinct economic offerings (Sipe & Testa, 2018). Sipe and Testa (2018) offered three distinctions between the two concepts: standardizations versus uniqueness, merely satisfying guests' needs versus creating memories for them, and the required level of guest participation. Nevertheless, it should be noted that experiences go beyond than just concepts like architecture, décor or presentable employees, even though physical environment plays an important role (Walls, 2013). As such, it is important to refer to the article by Pine and Gilmore (1998), which was a pioneer to propose that experiences are a distinct economic offering, likewise services are different from goods.

Memorable experiences in tourism and hospitality industry are believed to be linked with a state of immersion and escapism by the consumer, and constructs such as surprises and novelty (Sipe & Testa, 2018). Furthermore, it was proven that memorable experiences are composed by both experience and service dimensions (Sipe & Testa, 2018). On another hand, creative tourism experience, composed by dimensions such as escape and recognition, peace of mind, interactivity, unique involvement and learning, is proved to be a strong antecedent of pleasant memories, satisfaction and behavioural intentions (for example, intention to revisit and recommend) (Ali et al., 2016).

Customers are more likely to return to the same hotel if their experience with it leads to positive emotions afterwards, rather just to merely satisfaction with the service provided (Lee & Shea, 2015). Experiences provided by a brand should be memorable for every guest, being this one of the primary goals of a service provider (Khan & Rahman, 2017; Pizam, 2010; Torres et al., 2014), going beyond addressing the rational needs (Cetin & Walls, 2016).

In the study conducted by Mody et al. (2019) to compare the consumers' experience at a hotel with the one offered by an Airbnb, the authors found that hotels provide a more hospitable experience than the latter, as guests are welcomed by genuine and helping staff, an important characteristic for facilitating a memorable consumption experience. In fact, during the service delivery, interaction between employees and customers is one of the primary purposes of a hospitality and/or tourism business (Zhu, Freeman, & Cavusgil, 2018).

However, some authors found out that there are difference in terms of how customers and managers perceive customer experience, being the social part more important to guests and the tangibles to managers, and generally customer value is seen by managers as being higher than what customers actually report (Cetin & Walls, 2016; Nasution & Mavondo, 2008).

4.5. Online consumer behavior and online reviews

There is no doubt that, nowadays, internet is the center of commercial environment (Jeon & Jeong, 2017). Moreover, due to the somewhat recent emergence of new technology tools and platforms, online reviews or “online opinions”, also known as the electronic WOM, have been gaining great importance in the hospitality and tourism industry (Leung & Yang, 2020; Serra-Cantallops, Ramon-Cardona, & Salvi, 2018).

Due to the increasing number of available lodging options, consumers usually access prior information about the potential accommodation for their travel (Calheiros et al., 2017; Tontini et al., 2017), specially online reviews published by other consumers, which will influence the whole decision-making process (Casado-Díaz et al., 2017). This is due to the fact that customers consider online reviews as an unbiased, reliable and objective travel information, as opposed to the content produced by the brands (Furner et al., 2016; Le et al., 2020; Sann et al., 2020; Zhang et al., 2018). In addition, since hotels offer an intangible good, an experience or a service, consumers cannot assess its quality prior to the consumption, and thus consumers’ reviews offer a reliable source of information for making a decision to visit and reduce the associated risk (Casado-Díaz et al., 2017; Liu & Park, 2015; Racherla et al., 2013; Ruiz-Equihua, Romero, & Casaló, 2019; Serra-Cantallops et al., 2018; Yen & Tang, 2015). It is important to notice that the reviews will directly influence consumer expectation about the hotel being reviewed (Zhao, Wang, Guo, & Law, 2015), and indirectly service quality customer satisfaction.

Word-of-mouth is believed to be one of the most relevant expressions of loyalty towards a brand (Moliner-Velázquez et al., 2021). Electronic word-of-mouth can be defined through its scope (communication one-to-one, one-to-many or many-to-many) and chronology (synchronous or asynchronous information) (Sann et al., 2020), taking several forms, such as e-mails, online review web pages, social media posts and so on (Ruiz-Equihua et al., 2019). In sum, it is a form of user-generated content (Casado-Díaz et al., 2017). When guests are offered a remarkable service and a memorable experience, they feel satisfied and have a higher intention to recommend, that is

to generate e-WOM, being the contrary also valuable (Serra-Cantalops et al., 2018). It is important to notice that the satisfaction alone does not lead to e-WOM generation, but offering a tailor-made and unforgettable experience to consumers does, involving both core and facilitating offerings of the service encounter (tangibles and intangibles) (Yen & Tang, 2015).

According to the study developed by Yen and Tang (2015), there are seven motives to generate e-WOM, that is, to post a review: it is a way to connect with others, self-enhancement, extraversion and dissonance reduction (when offered a strong positive or negative experience, consumers seek to restore the emotional equilibrium), altruism, economic incentives (discounts, free-upgrades and so on), and platform assistance.

In the last decade, online consumer reviews grew substantially (N. Hu et al., 2019). In fact, it is one of the most evident methods used by customers to deliver feedback regarding their satisfaction with the service provided, which will influence future customers (Han & Anderson, 2020; Radojevic et al., 2015). Overall, customer reviews provide specific information about their service encounters (Radojevic et al., 2017), being their opinion shaped by the performance of the various attributes of the hotel (F. Hu, Teichert, Liu, Li, & Gundyreva, 2019). In sum, this behavior can be defined as the creation of electronic word-of-mouth, being it a communication between consumers about a product, a service encounter or a brand itself, regardless of the commercial influence (Litvin, Goldsmith, & Pan, 2008; Racherla et al., 2013). However, despite the potential advantages of e-WOM, due to the increasing popularity of reviews, there is also a problem of information overload, both for potential customers and for hoteliers (Zhao et al., 2015). As such, some authors agree that the relationship between information load and booking intention is U-shaped, meaning that consumers perceive more risk when there is too little information and feel overwhelmed and confused when the information load is high (Furner et al., 2016).

It is believed that customers are more prone to post extreme ratings than the average ones and have higher propensity to post online reviews about bad experiences, rather than about satisfactory ones, even though this bias diminishes with the familiarity with the online posting platform (Han & Anderson, 2020). Negative online reviews are believed to be more credible and having a higher influence in the consumer behavior than the positive ones (N. Hu et al., 2019). Nevertheless, some authors argue the opposite, that positive reviews are considered more useful than negative or moderate ones (Liu & Park, 2015). Anyhow, according to the study developed by

Ye, Law, and Gu (2009), positive online reviews can increase the number of bookings (in a hotel) and authors showed that an increase of 10% in reviewer's rating can make sales increase by an average of 4%. As such, managers should carefully manage negative online comments about their properties (W. G. Kim, Lim, & Brymer, 2015). In fact, in the study conducted by Kim et al. (2015), the authors showed that when hotels respond to the negative comments, customers are more willing to pay a price premium and the RevPAR increases as well.

Many authors affirm that the electronic word-of-mouth creation is an expression of loyalty towards the brand, specifically an attitudinal one (Serra-Cantalops et al., 2018). Each loyal customer might provide a positive recommendation (positive WOM) to around 12 people (Emir & Kozak, 2011).

It is believed that maintaining quality websites is key to retain customers (Jeon & Jeong, 2017). Online service quality includes ease of use, availability, efficacy, privacy and presence of relevant information (Jeon & Jeong, 2017; Ortiz et al., 2017). Moreover, the more quality a website has, the more customers will trust it and be willing to shop online for a travel product. As a consequence, higher website quality leads to superior purchase experience, which in turn will translate into higher levels of satisfaction with the company itself (Wen, 2012). Furthermore, websites that include media generated by their real consumers, rather than produced by the brand, have been gaining more popularity among consumers (Litvin & Dowling, 2018).

Not surprisingly, usually the price of the property is related to the valence of the reviews, since the higher the price, the higher the chance of expectation-disconfirmation due to the unmatched high prior expectations, because of a high price (Racherla et al., 2013). On another hand, the brand familiarity and popularity are important as well. For instance, according to the study conducted by Casado-Díaz et al. (2017), stronger brands are less affected by the e-WOM, specially the negative one. Moreover, some studies found evidence that business travelers are more likely to give lower ratings, when offered the same level of service as other traveler types (Leung & Yang, 2020).

5. Methodology

The data collected consisted of 1711 written text reviews, published in Booking.com about the Stay Hotel Lisboa Aeroporto, as the hotel has most of the reviews on this platform. Regarding the sampling, there was no necessity in recurring to it since the hotel is relatively new and thus doesn't have that many reviews. Consequently, to gather as much data as possible, all the reviews posted until 15th of august 2021 were considered, in all languages. To provide a consistent analysis, the reviews written in a different language than English were automatically translated by the platform. It is worthwhile mentioning that the reviews were only collected in august and until 15th of august to achieve the highest number possible of comments, without compromising the timing of the present project. Nevertheless, since this accommodation has more than 200 reviews on Booking.com, it is a reliable object of study (Sann et al., 2020).

All the e-reviews were collected from Booking.com, one of the most important digital travel companies worldwide (Booking.com), and extracted to a Microsoft Excel file, one review per row, separated by the following labels: "date", "title of the review", "content of the review", "rating given", "traveler type" (solo, business, friends, couple, and family), "type of room" (double, twin, and single), and the "nationality" of the reviewer. The text was then checked for spelling issues, and some mistakes were corrected, without compromising the idea of the narrative. Regarding the rating given, in Booking.com, the users can give a rating from 1 to 9 or above, labeling them as follows: 1-3: very poor; 3-5: poor; 7-9: fair; 9+: wonderful. However, to facilitate the analysis and the comparison with the existent literature, the rating was adapted to a 5-point Likert scale (ratings from 1-2 were converted to 1, from 3-4 to 2, from 5-6 to 3, from 7-8 to 4, and 9 or above to 5).

The content analysis of the 1711 Web reviews gathered was performed recurring to the Leximancer software, similarly to other works of this nature (Brochado et al., 2021, 2019). On a side note, since Leximancer doesn't support a normal Excel spreadsheet, the document created was converted to a .csv file before the analysis. Content analysis can be nowadays considered a helpful tool to interpret the communication found on Web (Brochado et al., 2019).

Both qualitative and quantitative methods can be used to analyze textual data. Regarding qualitative analysis presented in this thesis, specifically the narrative one, the Excel program was used, to extract review quotes from the overall reviews extracted. This step helps interpret and go

deeper in the quantitative analysis, which mainly relies on counts of words (Brochado et al., 2019). To undertake the quantitative analysis, i.e., the textual data of the reviews, Leximancer software was used, which is a data mining tool that identifies patterns in textual data sets (Indulska, Hovorka, & Recker, 2012).

The Leximancer program has been widely used in hospitality industry to quantitatively analyze data (Brochado et al., 2021, 2019; Cheng & Edwards, 2019; Gon, 2021; Morgan et al., 2021) since, unlike the traditional methods of content analysis, it is able to generate a more objective review of textual language, providing reliable concepts and thematic clusters (Brochado et al., 2021; Cheng & Edwards, 2019). Based on Bayesian theory, it identifies the “concept seeds” (Brochado et al., 2021), i.e., words that appear more frequently, and analyzes their correlation throughout the text. The definition of a concept occurs by gathering together words that occur together often, hence a concept in Leximancer is a collection of words that travel together (Indulska et al., 2012). Furthermore, Leximancer identifies the general themes (clusters of concepts) and places them together in a “concept map”, which is a visual final representation of the analysis (Brochado et al., 2019; Guzman-Parra, Trespalacios Gutierrez, & Vila-Oblitas, 2021). Concepts placed together in the map suggest that these appear more frequently near each other and the brightness of colors of clusters reveals the importance (or not) of the themes (Cheng & Edwards, 2019; Gon, 2021).

6. Results and discussion

6.1.Reviewers' profile

Before proceeding to the narrative analysis of the reviews collected, it is important to understand the profile of the reviewers and the characteristics of the sample considered, to learn what kind of backgrounds may have influenced the results.

Regarding the nationality of the 1711 reviewers, the total number of countries represented summed up to 56. However, since the proportion of most countries in the whole data set was very small, only the top 5 countries were selected for discussion (See Figure 6.1).

Most of the reviews came from Portuguese guests (62.42%). The second most represented country is Spain (5.55%), followed by France (5.49%), Brazil (3.57%), and lastly, by Italy (3.45%). The remaining

nationalities summed up to 19.52%, including countries like Canada, Germany, Greece, Japan, Qatar, Russia, and so on. The complete set of the reviewers' nationalities and the respective proportion in the data set can be found in the *Annex C*. It is important to notice that the distribution of the nationalities may be due to the Covid-19 pandemic, as Portugal didn't receive a considerable number of tourists during the period under study. It is expected that the hotel would be mostly visited by Portuguese in this context. Nevertheless, it is also important to highlight the presence of other countries, showing that despite all the traveling restrictions, Stay Hotel Lisboa Aeroporto still managed to attract international guests.

When looking into the distribution of the reviewers by traveler type (business, couples, families, with friends, and solo, see Figure 6.2), it may be seen that roughly 37% of the reviewers were couples. On another hand, 29% of guests were solo travelers, whereas business travelers accounted for 23% of the reviews. It is a curious result since the main objective of the hotel at the beginning was to position itself as one of the top lodging options in the area for those traveling

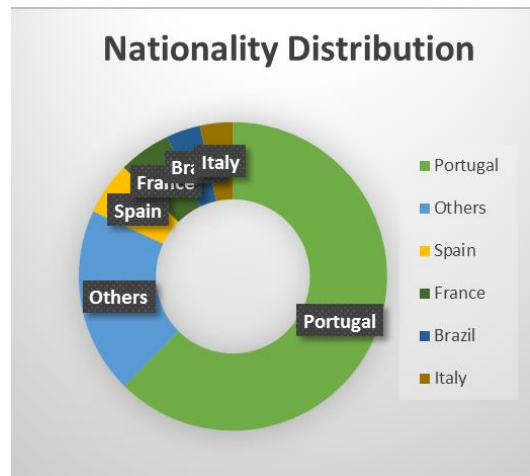


Figure 6.1. - Nationality distribution of the reviewers

elsewhere. However, as the Covid-19 pandemic led to several restrictions on traveling to and from Portugal, a shift happened. Due to the privileged location of the hotel, with accesses to the main roads in Lisbon, many companies selected the accommodation as the option for their employees. As such, during the week and

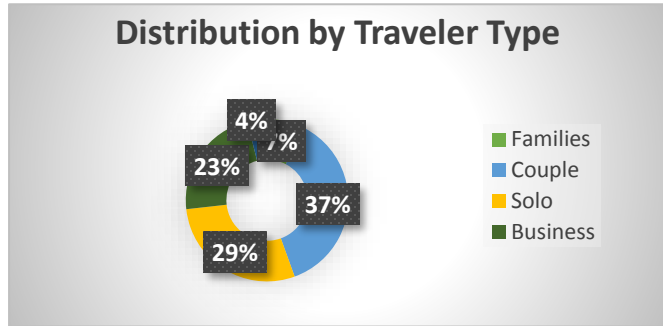


Figure 6.2. - Distribution by traveler type of the reviewers

every week, especially many construction companies accommodated their workers at the hotel, explaining the relatively high number of business and solo reviewers. On another hand, the type of guest changed at the weekends. Many couples chose Stay Hotel Lisboa Aeroporto to spend their weekend, due to its low prices and the proximity to the Vasco da Gama area, which offers several leisure opportunities. Hence, couples are the most representative traveler type in the data set. Families and friends only accounted for 8% and 4% of the reviews, respectively. Perhaps, this can be explained by the fact that the hotel doesn't offer family suites nor triple bedrooms, due to its positioning strategy.

When analyzing the rating given by the reviewers (see Figure 6.3), it is clear that the majority of guests were satisfied with their experience at the Stay Hotel Lisboa Aeroporto. Almost 60% gave the highest rating in their comment (5, which corresponds to ratings 9 and above in Booking.com), while around 33% of the reviewers evaluated their experience with the rating 4 (corresponding to ratings 7 and 8 in Booking.com). Together, only around 2% of the comments corresponded to the lowest ratings possible: 2 (1.34%, corresponding to ratings 3 and 4 in Booking.com) and 1 (0.41%, corresponding to ratings 1 and 2 in Booking.com). Since the two highest ratings possible accounted for almost 93% of the whole data set of comments collected, it is safe to say that guests consider their stay pleasing and of good quality, even though there is still a small room for improvements.

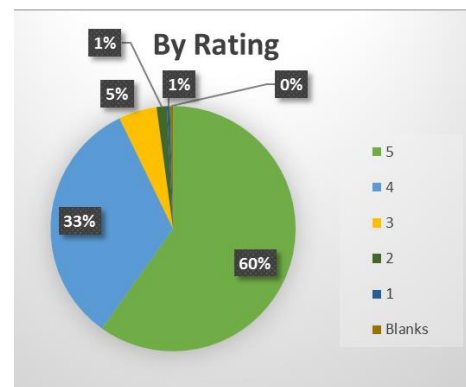


Figure 6.3. - Distribution of the reviews by rating given

Regarding the distribution of the profile of the reviewers according to the room type at which they stayed at the hotel (see Figure 6.4), the vast majority stayed in a double room (Stay Double) (70%). The second most popular room among guests that evaluated the Stay Hotel Lisboa Aeroporto online was the twin one (Stay Twin) (17%). Only 6% stayed at a single room (Stay Twin). Nevertheless, around 7% of the comments collected didn't include the room typology. The results are in line with the profile of the reviewers regarding the "traveler type" and the strategies of the hotel. Since all the twin and most of the single rooms face the A2 highway, these are quite loud at night and thus the hotel frequently opted to accommodate all the guests at the double rooms, to upgrade their experience.

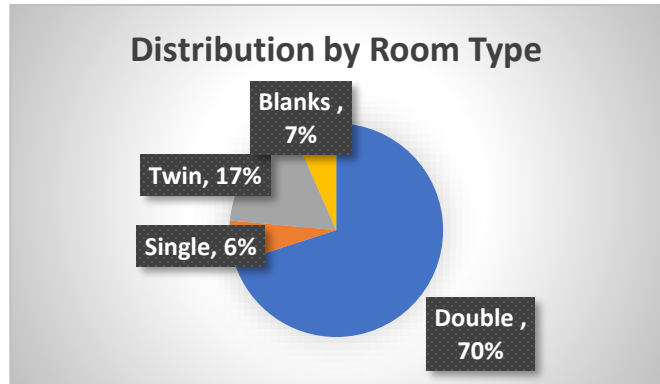


Figure 6.4. - Distribution of the reviews by room type

When considering both the traveler type and the rating attributed to the overall experience (see Figure 6.5 and Annex D for more detail), one may notice that in all the traveler types, rating 5 was the most chosen to describe the experience (1024 reviews out of 1711). It is also interesting to notice that business travelers and guests staying with friends didn't choose the lowest possible rating (1) at all. In general, the distribution of the reviews, when considering the rating, is negatively skewed, since regardless of the traveler type, guests chose much more frequently the highest ratings (4 and 5, 1595 reviews out of 1711) than the lower ones. As such, once again, it can be concluded that the overall quality of the service provided at Stay Hotel Lisboa Aeroporto is high.

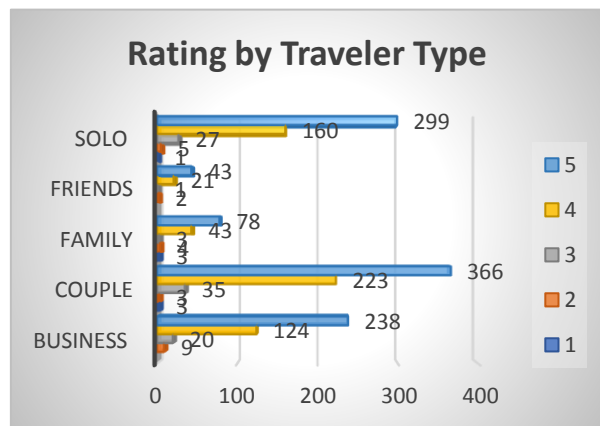


Figure 6.5. - Distribution of the reviews by both rating given and traveler type

On another hand, when analyzing the rating given by room type (see Figure 6.6 and Annex E for more detail), once again the highest possible rating is the most represented in all sub-groups,

specifically around 60% of the reviewers. Furthermore, as expected, the proportion of the two lowest possible ratings (2 and 1) in the total number of comments in the “Twin Room” (3.4%) and “Single Room” (2.7%) types is higher than in “Double Room” (0.8%) type. This is a recurrent issue for the hotel, as guests are more frequently dissatisfied specially with the twin room than the double one. Unfortunately, 113 reviews didn’t include the room type, which is more than the reviews of guests staying in a single room (110). Thus, it should be borne in mind that the conclusions drawn above may not be accurately representative.

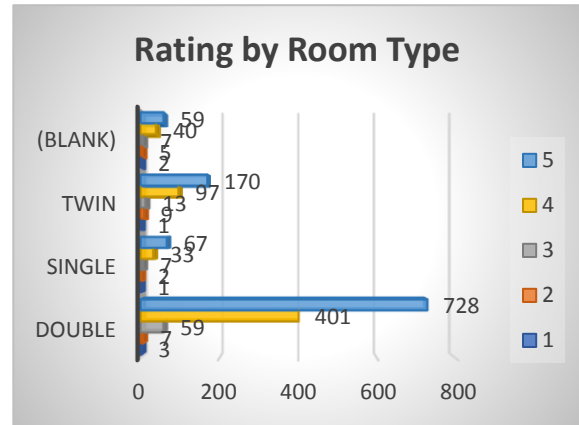


Figure 6.6. - Distribution of the reviews by both rating given and room type

Although not adding anything new to the conclusions discussed above, a detailed table with data concerning analysis of reviews by both “room type” and “traveler type” can be found in *Annex F*.

6.2. Quantitative and narrative analysis - Leximancer

6.2.1. General description of the hotel’s experience

Leaving on the Leximancer default theme size (33%), the content analysis of the reviews collected reached to the existence of 12 general themes in guests’ online descriptions of their experience at Stay Hotel Lisboa Aeroporto (*see Figure 6.7 and Annex G for more detail*): “staff”, “room”, “location”, “(value for) money”, “stay”, “night”, “service”, “everything”, “pleasant”, “noise”, “comfort” and “recommend”, placed by order of importance in the data set. By paying closer attention to the concepts present in

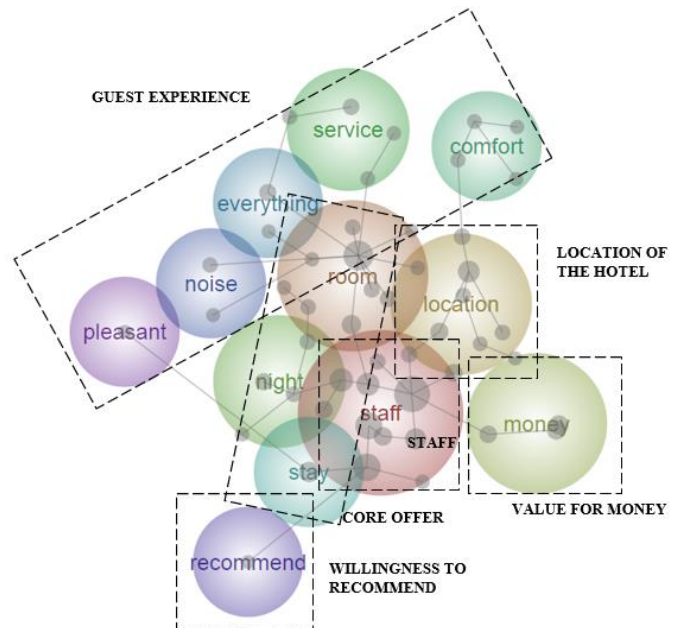


Figure 6.7. - Concept map and the main themes identified

each theme, it can be concluded that, in general, reviewers talk about the core offers of any hotel (including themes “room”, “night” and “stay”), their overall experience at the hotel (including themes “pleasant”, “noise”, “everything”, “service” and “comfort”), its location (including the “location” theme), its staff (including the “staff” theme), as well as value for money (including the “money” theme), and their willingness to recommend the hotel to others (including the “recommend” theme).

Staff: The first theme is the most important dimension, built around the concepts as “staff” (count=236, relevance=100 per cent), “airport” (179, 76 per cent), “hotel” (171, 72 per cent), “clean” (108, 46% per cent), “comfortable” (88, 37 per cent), “friendly” (81, 34 per cent), “helpful” (47, 20 per cent), “nice” (54, 23 per cent), “free” (28, 12 per cent), and “time” (37, 16 per cent). This dimension addresses the staff of the hotel and their professional, yet welcoming and helpful service, as well as reviewers’ overall experience, including comments about the room, the proximity to the airport, and the hotel itself. In general, the hotel’s staff is the center of many comments online, and guests describe them in a very good way, which shows that the team of Stay Hotel Lisboa Aeroporto is very important for the experience creation and the service offered at the hotel. In addition, reviews mentioning the staff also include remarks about other pleasing attributes of the accommodation.

A visitor wrote: “Very **friendly** and **helpful staff**, check-in and check-out at any **time**, **free parking** and proximity to the **airport** (not reachable on foot though). Rather ‘cold’ environment (on the other hand it is a chain of **hotels**).” (Nationality=Italy, traveler type=couple, room type=double, rating given=5). Another guest shared online: “The **hotel** is well located it was very **clean** and super modern. The beds were very **comfortable** and the **staff friendly**” (Portugal, family, twin, 5).

Room: the second theme identified in the comments is room, composed by the concepts of “room” (188, 80 per cent), “bed” (60, 25 per cent), “bathroom” (34, 14 per cent) and “breakfast” (40, 17 per cent). This theme refers to one of the hotel’s core offers, especially the room itself, the bed and the bathroom, and the breakfast. Due to the Covid-19 pandemic, the hotel decided to serve all the breakfasts in room-service regime, rather than in a buffet format (this was true for the period under study, but currently the hotel serves a buffet breakfast). Hence, it is normal that one of the concepts comprising the “room” theme is the breakfast dimension. Overall, guests commented the

fact that the breakfast was not included in the room rate but appreciated the comfortable bed and room. Nevertheless, some comments also referred to the noise in the bathroom, which is a frequent problem in the hotel. Every night at the evening, the air extraction system is activated, to make the air circulate and prevent bad smells, as none of the bathrooms has windows. However, many guests complained about this situation, as the noise is quite loud, and usually occurs when many of the guests are sleeping.

One of the reviewers wrote: “Good **bed**, fast communication, friendly staff, quick handling of reservation etc. Disliked the air supply in the **room** and the humming of the **bathroom**.” (Netherlands, couple, double, 5). Another guest shared: “Liked the **breakfast** and **room**. Disliked the evening meal, not well cooked!” (France, solo, double, 4).

Location: this theme is composed of “location” (111, 47 per cent), “parking” (62, 26 per cent), “rooms” (65, 28 per cent) and “cleanliness” (44, 19 per cent) concepts. It is largely related to the location itself, as many guests mentioned in their comments the convenient location of Stay Hotel Lisboa Aeroporto. In addition, usually the comments related to the location also evaluated the cleanliness and the rooms of the hotel, as well as the existence of the free parking space. As such, the location theme was built around these concepts.

One of the relevant reviews reads “**Location** excellent if you want to go to the airport or come to the airport late in Lisbon. Nice design/Furnishings. Nice and very **clean rooms**. Free **parking** available” (Germany, solo, twin, 5).

Money: this theme was built around the concepts of “money” (75, 32 per cent), “value” (75, 32 per cent) and “excellent” (60, 25 per cent), and refers specifically to the great value for money of the hotel. Many reviewers mentioned the value for money concept in their comments, showing that the quality of the service provided positively compensates the costs of the accommodation and other services offered.

One of the typical reviews is “**Value for money excellent**... much more balanced than some nearby hotels that charge double...” (Portugal, business, double, 5). Another guest commented “Perfect basic hotel, **excellent value for money**. Clean and comfortable. Efficient and polite staff. Free parking on site. Supermarket nearby. Ideal for short stays. (...)” (Portugal, solo, double, 5).

Stay: this theme is only composed by the “stay” concept (99, 42 per cent) and relates to one of the core offers of any hotel, which is the stay itself, and the overall experience at the Stay Hotel Lisboa Aeroporto. Usually, reviewers mentioned that they enjoyed their stay at the hotel, and that their experience was positive, showing that this accommodation creates a pleasant customer experience.

A reviewer wrote “It was our second **stay** at this hotel and if we were to fly from Lisbon's airport again, we would choose this hotel again. Staff is so very prepared, professional, and friendly. They made our **stay** much better than how it would have looked like without them. Great job, guys!” (Romania, couple, double, 5). Another guest shared: “It was a very good **stay** in thank you.” (UK, family, double, 4).

Night: the “night” theme is one of the three themes identified in the comments that refer to the core offer of the hotel: room, stay, and night. The latter is composed of concepts such as “night” (53, 22 per cent) and “perfect” (32, 14 per cent). In general, guests evaluated their stay as perfect, and pointed out that this accommodation, due to its location, is a very good place to spend a night. This is in line with the Stay Hotel Lisboa Aeroporto’ strategy, that is to be perceived by the travelers as the best option to stay before a flight.

A representative review is: “The hotel is located not far from the airport. That's exactly what it's for. I do not recommend visiting the city, but it is **perfect** for 1 **night** next to the airport. (...)” (Hungary, couple, double, 5).

The following themes are all related to the overall guest experience created at the Stay Hotel Lisboa Aeroporto: *service*, composed by the concept “service” (66, 28 per cent), *everything*, created around the concept “everything” (64, 27 per cent), *pleasant*, built around the concept “pleasant” (61, 26 per cent), *noise*, related to the concept “noise” (46, 19 per cent), and finally *comfort*, also created around the concept “comfort” (33, 14 per cent). By analyzing all these themes and reading the related comments, it can be understood that guests usually feel satisfied while staying at this hotel, mentioning specially the comfort and the service. However, and as mentioned previously in this work, some guests include the negative aspect regarding the noise experienced in their reviews. Thus, it can be concluded that Stay Hotel Lisboa Aeroporto is on the right track in staging memorable experiences and stays for their guests, but there are still some issues affecting negatively guest satisfaction and thus must be accounted and planned for.

Regarding the general guest experience at the hotel, common reviews are: “Personalized **service**” (Poland, couple, double, 5), “great **service**” (UK, family, double, 5), “Overall **everything** is 5 stars” (Portugal, couple, double, 5), “Thank you very much. I liked **everything**” (Portugal, couple, double, 5), “Simple, with the necessary **comfort!** Ideal for a quick getaway from the daily routine.” (Portugal, couple, double, 4), and “Hotel for those who need to stay close to the airport. It lives up to the 3 stars. Clean, simple, and affordable. The **noise** from the expressway can bother light sleepers. We were unfortunate to have 2 very **noisy** neighbors, which made things worse.” (Luxembourg, family, twin, 4), as well as “Too much **noise** because of the highway” (Belgium, couple, twin, 4).

Recommend: the final theme is built around the concept “recommend” (31, 13 per cent), and relates to the clients’ willingness to recommend, due to the pleasant service experienced at the Stay Hotel Lisboa Aeroporto. As already mentioned in this work, willingness to recommend is a form of WOM and loyalty, and not only it shows that guests leave satisfied, but that they are also willing to spread the word and potentially increase the number of future guests. As such, it is interesting to see that the experience offered by this accommodation leads to word-of-mouth.

Typical reviews are: “Was just for one night, but very good location, fast check-in and clean room. The bathroom was very spacious. Had an early check-out was able to have a cup of coffee at the bar. Would definitely **recommend** for people who have a long layover or need a place close to the airport and Oriente station.” (Portugal, family, twin, 5), “All excellent.... Quality and comfort of the bed, fresh and white sheets, and good service. I've been to a 4- and 5-star hotel with a very high price and a much lower quality than the Stay Hotel. I give it a 10 and **recommend** it” (France, couple, double, 5), “We liked everything near the airport, very friendly and helpful staff. They booked us a taxi and even called the room in the morning so we wouldn't fall asleep to catch our flight. We **recommend** it to 100%!” (Luxembourg, couple, double), and “I entered with a five-star reception and left feeling like coming back soon. I found everything so impeccable that I immediately **recommended** it to an Event Company.” (UK, couple, double, 5).

6.2.2. Description of the hotel’s experience by “rating given”

When considering the concept map that depicts the themes and concepts by rating given by the reviewers, at the default theme size and percentage of concepts showing (both at 33%), only the three highest ratings appear in the map (5, 4 and 3). All the five rating only appear in the concept map when the 100% of concepts are showed. Both figures can be seen in *Figure 6.8* and *Figure 6.9*.

Maintaining the default size of themes (33%), the analysis of the reviews by rating generated 7 general themes (*staff, room, money, excellent, pleasant, noise, and work*), which are not that different from the themes generated when analyzing the data set in general. However, since the purpose of this part of work is to understand the differences or similarities in the comments made by reviewers that evaluated their experience differently (giving distinct ratings), what matters here is thus the identification and understanding of the concepts that most frequently appear in the comments of each rating. To be more conclusive and comparative, only 25% of the concepts will be considered for the analysis, the ones with the highest likelihood percentage. On a side note, the likelihood of a concept in Leximancer represents the percentage of text segments that simultaneously contain that particular concept and the concept chosen at the concept map. As such this is used in the segmentation analysis and shows that if this specific segment is present in the review, then there is x per cent of probability (likelihood percentage) that the concept of segmentation will occur as well (for instance, rating 5) (Leximancer.com).

Rating 5: considering 100% of concepts and the theme size of 33% (which will also be considered for the following analyses), Leximancer identified 51 concepts mostly connected to this segment, but as already mentioned, only 25 per cent of these will be considered in the

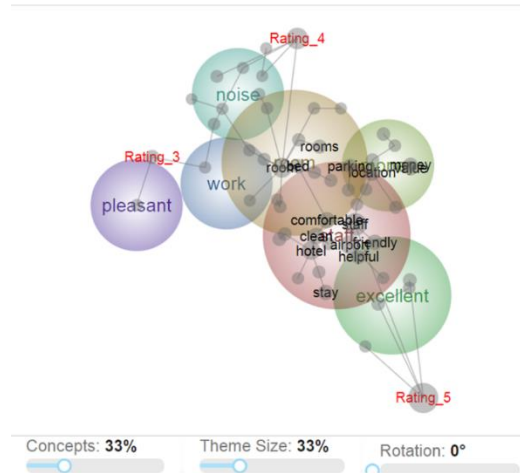


Figure 6.8. - Concept map by "rating given", 33% of the concepts

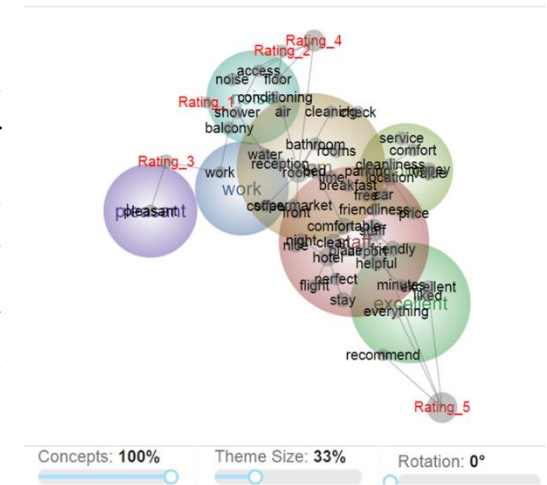


Figure 6.9. - Concept map by "rating given", 100% of the concepts

following analysis, starting by the ones with the highest likelihood percentage. As such, the thirteen concepts ($51 \times 0.25 = 12.75$) that most frequently appear in the reviews with the highest rating (5) are “excellent” (likelihood=92 per cent), “minutes” (90 per cent), “everything” (81 per cent), “liked” (81 per cent), “perfect” (78 per cent), “recommend” (77 per cent), “stay” (71 per cent), “helpful” (70 per cent), “clean” (69 per cent), “friendly” (68 per cent), “friendliness” (68 per cent), “comfortable” (64 per cent), and “staff” (63 per cent). In general, reviewers that evaluated their stay as “5” mentioned that they liked everything about their stay, that the hotel has great location, being just a few minutes from the airport, and staff, and that they would recommend it to others. Hence, it can be understood that Stay Hotel Lisboa Aeroporto is managing to provide a high-quality service to their guests.

Regarding the reviews that depict the previous remarks, one can read “This is an **excellent** hotel. I was lucky to **stay** here shortly after the hotel opened and managed to stay for a great price. I slept well. This hotel is incredibly **comfortable** and is very well soundproofed. **Everything** is new and created for a traveller needing to sleep well before or after a flight. The airport is just a few kms away - I walked from the hotel to the airport because I had a lot of spare time, but a taxi or Uber could do the journey in a few **minutes**. There was nothing I didn't **like** and I'm very happy to have found this hotel when it was offering very good value rooms.” (UK, solo, single, 5). Another one “We spent about 12 hours at this hotel for a layover between two flights and could not be more pleased with our stay. The hotel is within 7-**minute** driving distance from the Lisbon International Airport. Welcoming hotel with great **staff** who made us feel welcome; very fast check-in/check-out. The room and bathroom were immaculate, and all the precautions were taken regarding COVID-19 prevention. The Double room that we booked was quiet, had a pleasant decor, comfy beds, AC, free bottled water as well as a coffee machine, coffee, and tea. **Excellent**, free wi-fi. Healthy, nutritious breakfast (for \$8 per person); again, I was impressed with the precautions taken in the dining area and with the food. There is a grocery store next to the hotel, too. Overall, an **excellent stay**; I definitely **recommend** this hotel.” (USA, couple, double, 5).

Rating 4: Leximancer identified overall 51 concepts that most frequently appear in the comments with the rating 4. The thirteen concepts ($51 \times 0.25 = 12.75$) with the highest likelihood percentage linked to the rating 4 are “noise” (52 per cent), “free” (50 per cent), “access” (50 per cent), “air” (48 per cent), “bed” (47 per cent), “cleaning” (46 per cent), “check” (44 per cent),

“place” (44 per cent), “car” (42 per cent), “parking” (42 per cent), “bathroom” (41 per cent), “breakfast” (40 per cent), and “comfort” (39 per cent). Regarding these comments, it can be understood that what makes the reviewers decrease the rating given from 5 to 4 is the noise experienced, due to the proximity to the highway and the relatively poor isolation of the rooms, as was already mentioned previously, and some issues with the bathroom cleaning, as well as the access to the parking space, as the ramp is very steep. However, guests still highlight the positive aspects, such as the free parking, comfort, and so on.

A typical review is: “The room was **comfortable** and the **bed** super **comfortable**. The **air** conditioning gives a nice atmosphere in the room. Perfect for relaxing and getting out a little of the routine, very well-situated hotel and with a bonus of having **free parking**. There was a small problem with the electricity, we ran out of light for a while in the morning which was easy to solve because there was enough light through the window, if it was at night, it would not be that simple anymore. In the morning you hear the **noises** from the outside, both from the hotel corridor and from the street.” (Portugal, couple, double, 4). Another reviewer wrote “The good geographical location as well as the very good road **access** and the highlight in the **parking** lot is very nice and cosy. **Access** to the entrance to the car park since my car (van) is low and at the same time long still grazed slightly underneath. Likewise, it would have happened if I had taken a motorbike. I think it is something to improve.” (Portugal, couple, double, 5).

Rating 3: 40 concepts were identified by Leximancer that most frequently appear in the comments with the rating 3. The ten concepts ($40 \times 0.25 = 10$) with the highest likelihood are “pleasant” (70 per cent), “work” (44 per cent), “water” (30 per cent), “balcony” (27 per cent), “noise” (per cent), “conditioning” (19 per cent), “reception” (19 per cent), “nice” (19 per cent), “access” (18 per cent), and “night” (17 per cent). Regarding the first concept mostly correlated with the comments including rating 3, “pleasant” has a likelihood of 70 per cent, because many reviews’ titles were “pleasant”. However, many comments included issues that jeopardized guests’ experience at Stay Hotel Lisboa Aeroporto, specifically the noise, the damage in the AC that didn’t work a lot of times, the water coming from the showers, due to poor isolation, and the fact that the “balcony” door didn’t open.

Considering the issues mentioned, some are not a real problem. While the noise problem has already been discussed, the AC situation needs further explanation. This hotel has a general

AC system, that doesn't allow for some rooms to have it hot, and others cool. Depending on the season, the manager centrally sets it to the medium temperatures, hot or cool. As such, many guests tried to change the definitions in their rooms, which dysregulated the AC and caused issues in all the rooms. On another hand, many customers complained because they wanted to switch the AC to the opposite setting (from cool to heat and from heat to cool). Since the way the installation was made didn't allow for every room to choose different settings, several guests were unsatisfied. Considering that this accommodation has 84 rooms, it may be important to analyse this problem, and try to find a different solution for the air conditioning, as its problems have been decreasing guest satisfaction and consequently leading to the increase in reviews with lower ratings.

The fact that the water comes out of the showers is also a real problem that must be addressed. Most of the showers were not properly isolated when installed, which causes a leakage and wets the bathroom floor, whenever used by guests. This is an uncomfortable situation, which harms the overall customer experience and lowers the online rating of the hotel. The manager should consider a budget to solve this situation and better isolate all the showers. Otherwise, complaints mentioning this issue will keep appearing. On another hand, the balcony topic is not an actual problem. When looking at the hotel photos, it may seem that all the rooms have a balcony. However, there is nothing in the description mentioning an existence of a balcony and many guests complain, affirming that the pictures are not truthful, especially the ones that smoke. However, the doors only open 45°, because there is a military installation near the hotel, and they didn't allow balconies, due to security and privacy reasons. Nevertheless, many guests complain about this situation, as they think that the door is just broken.

Typical reviews with the rating 3 are “Room is clean. Bed is comfy. But **AC** doesn't **work**, and the **balcony** door doesn't open so it was very hot inside the room. They kept fixing the AC forever, but it didn't **work**.” (Canada, solo, double, 3), and “Liked the sympathy of the employees. Disliked the cleanliness in general. (...) Water coming out under the shower” (Portugal, business, 3).

Rating 2: Leximancer identified 28 concepts that most likely co-occur with the comments of the rating 2. The seven concepts ($28 \times 0.25 = 7$) with the highest likelihood are “floor” (31 per cent), “shower” (13 per cent), “conditioning” (12 per cent), “check” (11 per cent), “reception” (11 per cent), “water” (10 per cent), and “rooms” (9 per cent). Since only 23 out of the 1711 reviews

collected had the rating 2 attributed, the analysis possible is not very exhaustive and may not be representative, hence the low likelihood percentages. Nevertheless, from the content analysis of these comments, it can be understood that people mentioned isolated problems and errors that happened during their stay, which are not of regular occurrence. For instance, considering the comment “The toilet was dirty with hair on the **floor** and in the **shower**” (Portugal, solo, double, 2), it is clear that there was a lack of cleaning in that room, which led to this comment. However, when considering all the comments collected, many guests mentioned the cleanliness of the hotel as a very positive aspect. On another hand, when reading the review “(...) Had to call the **reception** every single time we wanted to change the temperature of the **air-conditioning** that didn't went under 22°. Mattress was flat and thin. **Shower** and the room were really dark.” (Israel, friends, 2), once again it is not entirely representative of the usual experience staged for the guests. Despite the AC issue being a recurrent problem, the fact that the shower was dark was only mentioned by this client, which may have different standards from the normal customer target. Anyhow, these comments are also important, and the hotel must make an effort to improve any issue that can jeopardize guest experience.

Rating 1: Leximancer identified 24 concepts that are usually connected to the comments with the lowest rating. The six concepts ($24 \times 0.25 = 6$) with the highest likelihood are “floor” (6 per cent), “water” (5 per cent), “air” (4 per cent), “flight” (4 per cent), “shower” (4 per cent), and “cleaning” (4 per cent). Considering the comment “I did not like anything. Quite the opposite. Poor location, tiny and very noisy rooms, on top of the parking lot, carpets in the corridors filthy, full of stains, marks of **water** and mould. I did not want to stay, and they did not return my money. Booking should have a better knowledge of accommodation facilities if it intends to remain a reliable platform. Very upset indeed. At 1 am tired and after 600 kms I had to go find accommodation. I left a complaint in the book. (...)”, it can be understood that some clients mention some cleaning issues, but this comment is not representative, as it mentioned the poor location, which is usually a positive highlight in the reviews collected. Even so, some improvements may be made, for instance a better cleaning of the carpets in the corridors.

6.2.3. Description of the hotel’s experience by “room type”

When looking into the concept map that shows the concepts and the room types at the default settings (33 per cent of the concepts appearing, and 33 per cent theme size) (see Figure 6.10), all the three possible room types appear in the map (double, single, and twin). As such, these settings were preserved for the analysis of the reviews by room type.

Leximancer generated eleven general themes: “staff”, “room”, “location”, “stay”, “service”, “everything”, “pleasant”, “noise”, “liked”, “comfort”, and “recommend”.

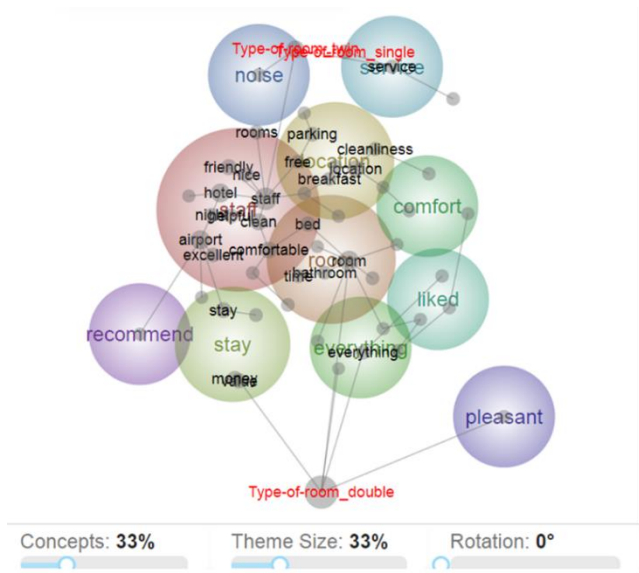


Figure 6.10. - Concept map by "room type"

However, and as in the previous topic, what is relevant for this purpose are the concepts identified by Leximancer specifically linked to the reviews belonging to each room type. Furthermore, only 25% of the concepts will be considered for this analysis as well, the ones with the highest likelihood percentage.

Single room type: Leximancer revealed 41 word-like concepts that usually co-occur with the single room type segment. This means that these concepts are usually present in this set of reviews. The ten concepts ($41 \times 0.25 = 10.25$) with the highest likelihood are “car” (23 per cent), “breakfast” (23 per cent), “friendliness” (21 per cent), “rooms” (17 per cent), “flight” (17 per cent), “water” (15 per cent), “pleasant” (15 per cent), “service” (14 per cent), “location” (14 per cent), and “time” (14 per cent). Regarding the comments belonging to this segment, the ones mentioning the concept “car” diverge in opinion. Some reviewers highlight the ease of parking the car, but others complained about the steep ramp. The same happens for the “breakfast” concept, existing several reviewers unsatisfied with the fact that the breakfast is not included in the room rate, and others complementing its variety. Overall, for this segment, no specific conclusions can be drawn, as feelings towards the same thing diverged. However, in general, most guests that stayed in a single room and posted an online review considered their stay pleasant and satisfying.

A general review is “Very **friendly** staff, always ready to serve and at least one employee always at the reception, beautiful and clean **room**, TV with all Portuguese channels, very easy to

park the **car** without cost and even close to the airport and 10 / 15 minutes main mall Colombo. (...)” (Portugal, solo, single, 5). And another one is “Liked the **breakfast** with lots of variety, quantity and quality. (...)” (Portugal, business, single, 4).

Twin room type: 51 concepts were identified when analyzing the ones that most commonly appear in the comments from guests that stayed at a twin room. The thirteen concepts ($51 \times 0.25 = 12.75$) with the highest likelihood are “noise” (46 per cent), “coffee” (32 per cent), “nice” (30 per cent), “service” (29 per cent), “free” (29 per cent), “car” (27 per cent), “place” (25 per cent), “hotel” (25 per cent), “night” (25 per cent), “clean” (24 per cent), “friendly” (23 per cent), “rooms” (23 per cent), and “cleanliness” (23 per cent). It must be noticed that the concept with the highest likelihood percentage of co-occurrence with the twin room type segment is “noise”. This is not a surprising result, as like was previously mentioned, all the twin rooms face the highway and are thus very noisy. In general, despite many reviewers complaining about the noise, the guest service offered by Stay Hotel Lisboa Aeroporto was positively mentioned often, and many guests complimented the existence of the free parking space, the offer of free coffee, the cleanliness of the hotel and the friendliness of the staff. Nevertheless, the noise is a recurring issue, and the hotel must make adjustments and change this problem and make their guests’ stay more comfortable and relaxing.

Usually, guests wrote “**Clean, big room, new furniture, very comfortable bed, had balcony, coffee and tea facilities. Also has shady and covered parking behind the hotel (free).** (...) The **room** was a bit **noisy** because it was facing the highway.” (Bulgaria, couple, twin, 5), as well as “Everything was very **clean**, and it was **nice** to be in the **room** except for the **noise** from the street. If you get a **room** facing the highway it is uncomfortable to sleep, since in my case I heard the cars go by the highway all the time.” (Spain, couple, twin, 5). Another guest shared “Well located at the airport and sensationally **nice** staff, as well as a brilliant **service**” (Germany, solo, twin, 5).

Double room type: 51 concepts in total appeared as the ones mostly related to this segment. The thirteen concepts ($51 \times 0.25 = 12.75$) with the highest likelihood are “air” (91 per cent), “floor” (88 per cent), “cleaning” (85 per cent), “everything” (83 per cent), “money” (81 per cent), “value” (81 per cent), “minutes” (81 per cent), “recommend” (81 per cent), “balcony” (79 per cent), “conditioning” (77 per cent), “bathroom” (76 per cent), “comfortable” (76 per cent), and “work”

(76 per cent). In general, the guests that stayed at a double room complimented some aspects but complained about others.

The main issues identified by the reviewers are the problem of the air conditioning, that doesn't allow for each room to choose its own settings, as was already mentioned, and the fact that the balcony door doesn't open. Out of 1198 comments belonging to guests that stayed at a double room, vast majority were couples (536). As such, it is normal that these types of guests search for an accommodation with a balcony, and since Stay Hotel Lisboa Aeroporto doesn't offer one, the reviewers shared negative feedbacks regarding this topic.

On another hand, many reviewers had a pleasant experience, mentioning especially the great value for money of this hotel, saying that they would definitely recommend it to others. In sum, it is possible to conclude that this accommodation is managing to stage a satisfying experience to its guest, but there are still some issues that need to be solved, as they are damaging hotel's online reputation.

Regarding the most common reviews, an example is: "Perfect basic hotel, excellent **value for money. Clean and comfortable.** Efficient and polite staff. Free parking on site. Supermarket nearby. Ideal for short stays. (...)" (Portugal, business, double, 5). Another reviewer shared: "Room is **clean.** Bed is **comfy.** But **AC** doesn't **work,** and the **balcony** door doesn't open so it was very hot inside the room. They kept fixing the AC forever, but it didn't work." (Canada, solo, double, 3).

In this specific analysis, it is important to notice that 113 comments didn't include the room type, a higher number than comments belonging to "single" room type (110 comments). As such, the conclusions drawn above are not entirely representative of the whole population, as 113 comments weren't considered for this part.

6.2.4. Description of the hotel's experience by "traveler type"

the comfort, the core offer, and the amenities as the key features. Nevertheless, since most couples stayed in a double room, and one of the biggest issues identified in the analysis of the comments by room type was the air conditioning issues, it is obvious that in this segment the AC malfunctions were also frequently mentioned by guests. On another hand, this type of guest values balconies and since this accommodation doesn't have one, many couples reviewing the hotel negatively mentioned the fact that they didn't have access to the balcony.

Some of the guests shared online: “**Everything** is very clean, organized, **comfortable**. Large and **free** parking. In front there is a **supermarket**, and the hotel service is very good. Recommend and come back when I have the opportunity.” (Spain, couple, double, 5). Another reviewer wrote “**Comfortable bed**, good room space and **bathroom!** The hotel needs to check a problem with the **air conditioning** units. The room assigned to me (108) was not possible to turn off, change temperature or intensity of the air, connected directly to 24, which generated a lot of discomfort, and I was assigned another room. (...) The staff are all very attentive, I was super well guided, they tried at all costs to solve the problem with the air, anyway, very attentive! (...)” (Portugal, couple, double, 4), as well as “Friendliness, availability, and professionalism of staff. Minimalism of the space, it hit **everything** right, the small details count a lot. Spacious room, with **everything** needed for a well-spent weekend. (...) Too bad the bedroom window did not give **access** to the balcony.” (Portugal, couple, double, 5).

Traveler type “family”: 47 concepts were identified by Leximancer as mostly linked to this segment. The twelve concepts ($47 \times 0.25 = 11.75$) with the highest likelihood percentage are “floor” (25 per cent), “friendly” (16 per cent), “helpful” (15 per cent), “cleanliness” (14 per cent), “reception” (14 per cent), “airport” (13 per cent), “flight” (13 per cent), “shower” (13 per cent), “comfort” (12 per cent), “clean” (12 per cent), “cleaning” (12 per cent), and “conditioning” (13 per cent). By both considering the concepts identified and the fact that families stayed at Stay Hotel Lisboa Aeroporto because they were going to travel, it is interesting, yet not surprising, to notice that cleanliness of the hotel, and a friendly and helpful staff at the reception were of utmost importance. As such, guests mentioned these topics in their comments, in some cases the negatively and in others positively regarding the cleanliness of the rooms and the hotel in general, and positively the welcoming reception of the staff.

A common review reads: “The Hotel was around 3 km from the Lisbon **airport** and was chosen as our layover destination prior to connecting **flight** next day. The hotel met all our requirements. Rooms were **clean**, **helpful** staff was waiting for us at the **reception** at night” (Portugal, family, twin, 5).

Traveler type “friends”: out of 35 concepts identified, the nine ($35 \times 0.25 = 8.75$) with the highest likelihood percentage are “nice” (11 per cent), “price” (10 per cent), “minutes” (10 per cent), “helpful” (9 per cent), “excellent” (8 per cent), “clean” (6 per cent), “everything” (6 per cent), “rooms” (6 per cent), and “stay” (6 per cent). When traveling with friends, people tend to value mostly the price and, in this scenario, the closeness to the airport. The concepts identified are in line with this idea, as reviewers that stayed with friends mentioned in their comments the price, the location, as well as the helpfulness of the staff.

A typical review is: “Perfect for a night close to the airport - remarkable quality-**price** rate - caring staff - no complaints!!” (Belgium, friends, twin, 5).

Traveler type “business”: 50 concepts were identified as being more closely linked to the comments made by this segment. The thirteen concepts ($50 \times 0.25 = 12.5$) with the highest likelihood percentage are “rooms” (32 per cent), “work” (32 per cent), “place” (28 per cent), “location” (28 per cent), “check” (28 per cent), “service” (27 per cent), “cleaning” (27 per cent), “excellent” (27 per cent), “friendly” (26 per cent), “friendliness” (25 per cent), “staff” (25 per cent), “time” (24 per cent), and “liked” (24 per cent). As expected, guests that stayed for business purposes mentioned the rooms, the location, and the closeness to their work, as well as friendliness of the staff. Guests that travel in business pay attention to different aspects than the ones traveling for leisure. As such, it is important to cater to the different needs of each segment, especially in the case of Stay Hotel Lisboa Aeroporto, as they want to position themselves as a reference accommodation for companies nearby. Among 391 comments posted by business travellers, the vast majority rated the stay as “5” and “4” ($n=362$), which shows that the hotel is managing to satisfy this segment.

One of the guests shared: “The proximity to my **workplace**, the easy **check-in**, the **room**, the perfect value for money. Parking without problems” (Germany, business, double, 5). Another common review is: “Exceptional and very **friendly staff**, the **room** was very nice, **clean** and comfortable. There is nothing I didn't **like**.” (Spain, business, double, 5).

Traveler type "solo": out of the 51 concepts closely linked to the comments shared by this segment, the thirteen ($51 \times 0.25 = 12.75$) with the highest likelihood percentage are "front" (47 per cent), "check" (44 per cent), "work" (44 per cent), "place" (41 per cent), "water" (40 per cent), "recommend" (39 per cent), "car" (38 per cent), "nice" (37 per cent), "noise" (37 per cent), "reception" (35 per cent), "money" (35 per cent), "value" (35 per cent), and "perfect" (34 per cent). Guests that stay alone at a hotel usually pay more attention to details. In this context, many reviewers mentioned the supermarket in front of the hotel, as well as some issues regarding the water and the air-conditioning, as well as the noise due to rooms' location. However, most solo guests were satisfied, considering the hotel's great value for money, and stating that they would recommend it to others.

Some common reviews belonging to this segment are: "The bedding is **perfect**, the bathroom is clean... a supermarket in **front** of the hotel does a lot of service. Disliked the blocked air conditioning controlled by the reception and access to the small balcony too." (Tunisia, solo, double, 3) and "The hotel is a 5 minute or less drive from the airport. Great facilities, brand new, modern with an excellent location. The staff is very professional and polite. It is an excellent option overall for a stay in Lisbon, but also if you have a long layover. I highly **recommend** this property" (USA, solo, double, 5).

7. Recommendations to the hotel

As previously mentioned, Stay Hotel Lisboa Aeroporto is managing to provide a pleasant experience and high-quality service to their guests. Nevertheless, some issues were identified, which are lowering the rating of the hotel and their guests' satisfaction.

The issues identified are:

Noise experienced specially in the Twin, and One rooms

This is definitely one of the main current problems of the hotel. Many comments referred to this situation, and it jeopardized their experience. When the hotel opened, the solution was to relocate as many guests as possible to the Double rooms. However, nowadays the occupancy rate is always at 100%, which not only doesn't allow to separate the guests, but also adds to the issue. Because in general the hotel is poorly sound isolated, when it is full, the noise experienced is even higher, not only from the highway, but also because of the presence of other guests. Furthermore, as many guests travel early in the morning, they also disturb the other ones when checking out. Thus, it is recommended that Stay Hotel Lisboa Aeroporto addresses this problem and solves the situation. Otherwise, the negative comments will keep appearing, decreasing hotel's online rating and reputation. As it is obviously not viable to relocate the hotel away from the highway or separate the guest, the only effective solution is to make the rooms sound-proof.

Water leakages in the bathrooms

Another issue identified when analyzing the online reviews is the water leakage in the showers. This is also a solvable problem and should be addressed by the hotel. It is a relatively simple repair and thus should be done to prevent guests from mentioning it in their comments.

Some cleaning issues

Despite many comments complimenting the cleanliness of the hotel, some guests mentioned a different scenario. Since the hotel has a high direct competition, these kinds of issues should be eliminated, or at least decreased to its minimum. Cleanliness of the rooms and bathrooms is a direct responsibility of the accommodation, and thus it must be as perfect as possible. In addition, due to the pandemic, people are paying even more attention to hygiene, and to be

competitive, it cannot present flaws. Stay Hotel Lisboa Aeroporto must exert a tighter control on its housekeeping staff and make the cleanliness a priority.

Lack of a balcony

Even though identified in the comments collected, there is not much that can be done regarding this aspect. Due to the military headquarters, the hotel cannot unlock the doors to the balcony. Perhaps, one potential solution could be to reinforce the lack of a balcony in the hotel's descriptions in all channels, so that guests don't build unrealistic expectations.

Small variety offered in the bar and breakfast

The fact that both the breakfast and meal options at the bar aren't diverse is an issue often mentioned in the reviews. Even though the positioning strategy of the hotel is to be "Just What You Need", translating into a simple and clean service, satisfying the basic needs and wishes, Stay Hotel Lisboa Aeroporto may still want to rethink this aspect. The snacks and meals offered at the bar are not healthy and quite expensive, leading guests to opt for buying other things at Lidl or ordering food through apps such as Uber Eats. In addition, the breakfast only offers sweet or caloric products, which also diminishes its sales. Thus, it is recommended that the hotel includes healthier products both in the breakfast and in the bar. Moreover, they should redesign the bar menu, offering more products and with a larger price range (including more affordable options).

Noise in the bathroom

The noise in the bathroom refers to the ventilation system, installed to prevent bad smells. However, since it is automatically activated at inconvenient hours, when many guests are already resting, one solution could be to assess whether the noise can be diminished. On another hand, the hotel can adapt the working hours, moving to a time when visitors will be less disturbed.

Steep ramp to access the parking space

This is in fact a recurring issue in the comments. Many cars are too short to access the parking space, which has been originating several complaints. An option may be to make some construction work to make the ramp less steep, to give access to every type of car. A situation where the hotel offers a free service, but that cannot be used and accessed by every guest, presents a problem and a source of dissatisfaction.

Lack of control over the AC in the room

Many guests complained about the air conditioner. Firstly, all the rooms are either set to hot or cool, depending on the time of the year. Secondly, the central control breaks many times, which causes further inconveniences for the guests. Since people try to change the settings in the rooms and deregulate the central system, it may be better to let every room control the respective AC. However, it is recommended that the hotel evaluates the cost implications of this change and assesses whether there is a more viable solution.

Besides the recommendations above, triggered by the issues identified in the comments shared online by the hotel's guests, some other flaws were identified while working with the hotel and talking to guests. For instance, a differentiating aspect can be to install a digital scale to weight the suitcases of the guests who are going to travel. Many people asked whether the hotel had it and I believe this could be a valuable offer. On another hand, as access to the hotel/transportation is a satisfier, it can be a factor of differentiation in the market if the hotel provides this service to its guests (Tontini et al., 2017). As such and considering the competition, Stay Hotel Lisboa Aeroporto could include a shuttle connected to the airport, for an extra fee, which would benefit customers and upgrade their experience at and satisfaction with the hotel.

On a different note, one of the on-sight issues identified is the lack of staff. The team is very reduced, there is only one person present during each shift, that must perform several tasks at the same time, decreasing the quality of the service provided. As already mentioned in this project, employees are an important part of an experience at the hotel and its service quality. In this sense, a recommendation is to create separate roles for bar tender and reception during the evening shift, as from 16:30 onwards, the receptionist must also serve at the bar, lowering the hotel's service. Furthermore, during the evening shift, corresponding to the period when the majority of check-ins occur, Stay Hotel Lisboa Aeroporto should add a second receptionist to this shift. Considering the fierce competition in the industry, guests expect the best service possible, and it can only be delivered if the staff has time to give attention to each customer.

8. Concluding remarks, limitations, and future research

Taking in consideration the reviews collected and their further analysis, one can strongly affirm that Stay Hotel Lisboa Aeroporto is managing to stage memorable and satisfying experiences for their guests. This hotel only received its first guest on November 1st, in 2020, right in the middle of the Covid-19 pandemic, which severely affected the tourism and hospitality industry. Despite its bold move, the hotel managed to quickly attract customers and gain their loyalty, translating into a regular high occupancy and return rates. Overall, the online guest satisfaction and hotel's reputation is high, even though several opportunities to improve were identified in the reviews.

It is important that the hotel attributes the role of frequently monitoring comments shared online to a team member, as these pose a valuable source of knowledge and learning opportunities on what can be improved, to provide a better experience to their guests. According to the study conducted by Ruiz-Equihua et al. (2019), hotel familiarity moderates the effect of review valence on booking intentions of potential consumers, meaning that since Stay Hotels brand is not the most familiar one, managers of each unit should actively encourage positive online reviews.

The present work had the objective of aiding the hotel's manager understand the online feedback of their guests and draw the strategies to follow. As such, this project adds value to the hotel, as it presents a detailed analysis of the themes commonly discussed in the e-WOM about Stay Hotel Lisboa Aeroporto, as well as identifies the areas that need to be improved, to increase guests' satisfaction and consequently hotel's online rating.

Even though this work reached its main goals, it also has several limitations. The biggest obstacle is the relatively small number of reviews collected. Since the hotel is recent, there aren't many online comments about it, which diminishes the richness of the analysis undertaken. The bigger the sample, the more detailed and accurate conclusions can be drawn, and thus the number of reviews that was possible to extract is one of the limitations. On another hand, the sample of the guests that shared their experience online is not very diversified, nationality wise, due to the pandemic, coming most of reviews from Portuguese guests. However, I believe that as time passes, the scenario will change and guests staying at Stay Hotel Lisboa Aeroporto will come from different parts of the world. Consequently, the conclusions presented in this work may not apply in the future as the backgrounds of guests will change. Different visitors pay attention to distinct

details and give importance to separate aspects of the hotels. In this sense, the results of a similar analysis in the future may be quite different.

Since the objective of the study was to assess the quality of the service provided by Stay Hotel Lisboa Aeroporto and this was done solely relying on the comments shared online, this poses another limitation to the study. Not all the guests staying at Stay Hotel Lisboa Aeroporto shared their opinion online or in Booking.com, meaning that the analysis undertaken in the present project may not reflect entirely the reality, as some traveler types may be underrepresented and so on. As already mentioned, customers are more prone to post extreme ratings than the average ones and have higher propensity to post online reviews about bad experiences, rather than about satisfactory ones (Han & Anderson, 2020), reinforcing the limitation explained above.

Based on the abovementioned conclusions, an exciting future study could include a bigger sample of online reviews extracted, to understand whether there are more improvements to be made, as well as to monitor guest satisfaction evolution. In addition, a similar future study with a bigger data set is important to understand whether there will be a change in the profile of the reviewers and a consequent shift in focus. Furthermore, future studies could recur to primary data collection methods, such as surveys for example, to include all the guests and not just the ones sharing their experience online.

Bibliography

- Aakash, A., Tandon, A., & Gupta Aggarwal, A. (2021). How features embedded in eWOM predict hotel guest satisfaction: an application of artificial neural networks. *Journal of Hospitality Marketing and Management*, 1–22. <https://doi.org/10.1080/19368623.2021.1835597>
- Ali, F., Ryu, K., & Hussain, K. (2016). Influence of Experiences on Memories, Satisfaction and Behavioral Intentions: A Study of Creative Tourism. *Journal of Travel and Tourism Marketing*, 33(1), 85–100. <https://doi.org/10.1080/10548408.2015.1038418>
- Ambitur. (2021). *Booking Atribui Traveller Reviews Awards 2021 aos Stay Hotels*. Retrieved October 1, 2021, from <https://www.ambitur.pt/booking-atribui-traveller-reviews-awards-2021-aos-stay-hotels/>
- Ariffin, A. A. M., & Maghzi, A. (2012). A preliminary study on customer expectations of hotel hospitality: Influences of personal and hotel factors. *International Journal of Hospitality Management*, 31(1), 191–198. <https://doi.org/10.1016/j.ijhm.2011.04.012>
- Bodet, G., Anaba, V., & Bouchet, P. (2017). Hotel Attributes and Consumer Satisfaction: A Cross-Country and Cross-Hotel Study. *Journal of Travel and Tourism Marketing*, 34(1), 52–69. <https://doi.org/10.1080/10548408.2015.1130109>
- Bolton, R. N., McColl-Kennedy, J. R., Cheung, L., Gallan, A., Orsingher, C., Witell, L., & Zaki, M. (2018). Customer experience challenges: bringing together digital, physical and social realms. In *Journal of Service Management*, 29(5), 776-808. <https://doi.org/10.1108/JOSM-04-2018-0113>
- About Booking.com™. (n.d). Booking.com. Retrieved October 1, 2021, from <https://www.booking.com/content/about.en-gb.html?label=gen173nr-1DCAEoggI46AdIM1gEaLsBiAEBmAEJuAEIyAEM2AED6AEBiAIBqAIDuAKw4fGNBsACAdICJDEyYWQyYzQwLWQzMmUtNGM5ZC04ODdmLWZlMwJkMjNjMTFiMdgCBOACAQ;sid=6f16b88c42b5b54ad8490a78c3a967f2>
- Brochado, A., Brito, C., Bouchet, A., & Oliveira, F. (2021). Dimensions of football stadium and museum tour experiences: The case of Europe's most valuable brands. *Sustainability (Switzerland)*, 13: 1-18. <https://doi.org/10.3390/su13126602>
- Brochado, A., Rita, P., Oliveira, C., & Oliveira, F. (2019). Airline passengers' perceptions of service quality: themes in online reviews. *International Journal of Contemporary Hospitality Management*, 31(2), 855–873. <https://doi.org/10.1108/IJCHM-09-2017-0572>
- Calheiros, A. C., Moro, S., & Rita, P. (2017). Sentiment Classification of Consumer-Generated Online Reviews Using Topic Modeling. *Journal of Hospitality Marketing and Management*, 26(7), 675–693. <https://doi.org/10.1080/19368623.2017.1310075>
- Casado-Díaz, A. B., Pérez-Naranjo, L. M., & Sellers-Rubio, R. (2017). Aggregate consumer ratings and booking intention: the role of brand image. *Service Business*, 11(3), 543–562. <https://doi.org/10.1007/s11628-016-0319-0>
- Cetin, G., & Walls, A. (2016). Understanding the Customer Experiences from the Perspective of Guests and Hotel Managers: Empirical Findings from Luxury Hotels in Istanbul, Turkey. *Journal of Hospitality Marketing and Management*, 25(4), 395–424. <https://doi.org/10.1080/19368623.2015.1034395>

- Cheng, M., & Edwards, D. (2019). A comparative automated content analysis approach on the review of the sharing economy discourse in tourism and hospitality. *Current Issues in Tourism*, 22(1), 35–49. <https://doi.org/10.1080/13683500.2017.1361908>
- Deloitte. (2019). *2019 US Travel and Hospitality Outlook*. Retrieved from <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/consumer-business/us-consumer-2019-us-travel-and-hospitality-outlook.pdf>
- El-Adly, M. I. (2019). Modelling the relationship between hotel perceived value, customer satisfaction, and customer loyalty. *Journal of Retailing and Consumer Services*, 50, 322–332. <https://doi.org/10.1016/j.jretconser.2018.07.007>
- Emir, O., & Kozak, M. (2011). Perceived importance of attributes on hotel guests' repeat visit intentions. *Tourism*, 59(2), 131–143.
- Furner, C. P., Zinko, R., & Zhu, Z. (2016). Electronic word-of-mouth and information overload in an experiential service industry. *Journal of Service Theory and Practice*, 26(6), 788–810. <https://doi.org/10.1108/JSTP-01-2015-0022>
- Gallarza, M. G., Arteaga, F., Del Chiappa, G., & Gil-Saura, I. (2015). Value dimensions in consumers' experience: Combining the intra- and inter-variable approaches in the hospitality sector. *International Journal of Hospitality Management*, 47, 140–150. <https://doi.org/10.1016/j.ijhm.2015.03.007>
- Gilmore, J. H., & Pine, B. J. (2004). Differentiating Hospitality Operations via Experiences: Why Selling Services Is Not Enough. In *The Cornell Hotel and Restaurant Administration Quarterly*, 43(8), 87-96. <https://doi.org/10.1177/0010880402433009>
- Gon, M. (2021). Local experiences on Instagram: Social media data as source of evidence for experience design. *Journal of Destination Marketing and Management*, 19, 1-11. <https://doi.org/10.1016/j.jdmm.2020.100435>
- Guzman-Parra, V. F., Trespacios Gutierrez, J., & Vila-Oblitas, J. R. (2021). Mapping the concepts evoked by a destination: an approach to the study of a holistic destination image. *Journal of Hospitality and Tourism Technology*, 12(2), 324–340. <https://doi.org/10.1108/JHTT-07-2018-0058>
- Han, S., & Anderson, C. K. (2020). Customer Motivation and Response Bias in Online Reviews. *Cornell Hospitality Quarterly*, 61(2), 142–153. <https://doi.org/10.1177/1938965520902012>
- Hu, F., Teichert, T., Liu, Y., Li, H., & Gundyrevva, E. (2019). Evolving customer expectations of hospitality services: Differences in attribute effects on satisfaction and Re-Patronage. *Tourism Management*, 74, 345–357. <https://doi.org/10.1016/j.tourman.2019.04.010>
- Hu, N., Zhang, T., Gao, B., & Bose, I. (2019). What do hotel customers complain about? Text analysis using structural topic model. *Tourism Management*, 72, 417–426. <https://doi.org/10.1016/j.tourman.2019.01.002>
- Hung, C. L. (2017). Online positioning through website service quality: A case of star-rated hotels in Taiwan. *Journal of Hospitality and Tourism Management*, 31, 181–188. <https://doi.org/10.1016/j.jhtm.2016.12.004>
- Indulska, M., Hovorka, D. S., & Recker, J. (2012). Quantitative approaches to content analysis: Identifying conceptual drift across publication outlets. *European Journal of Information Systems*, 21(1), 49–69. <https://doi.org/10.1057/ejis.2011.37>

- Instituto Nacional de Estadística. (2020). *Estatísticas do Turismo - 2019*.
- Jeon, M. M., & Jeong, M. (2017). Customers' perceived website service quality and its effects on e-loyalty. *International Journal of Contemporary Hospitality Management*, 29(1), 438–457. <https://doi.org/10.1108/IJCHM-02-2015-0054>
- Kandampully, J., & Suhartanto, D. (2003). The role of customer satisfaction and image in gaining customer loyalty in the hotel industry. *Journal of Hospitality & Leisure Marketing*, 10(1/2), 3–25. <https://doi.org/10.1108/09596110010342559>
- Kasiri, L. A., Guan Cheng, K. T., Sambasivan, M., & Sidin, S. M. (2017). Integration of standardization and customization: Impact on service quality, customer satisfaction, and loyalty. *Journal of Retailing and Consumer Services*, 35, 91–97. <https://doi.org/10.1016/j.jretconser.2016.11.007>
- Khan, I., & Rahman, Z. (2017). Brand Experience Anatomy in Hotels: An Interpretive Structural Modeling Approach. *Cornell Hospitality Quarterly*, 58(2), 165–178. <https://doi.org/10.1177/1938965516649055>
- Kim, M. R., Vogt, C. A., & Knutson, B. J. (2015). Relationships Among Customer Satisfaction, Delight, and Loyalty in the Hospitality Industry. *Journal of Hospitality and Tourism Research*, 39(2), 170–197. <https://doi.org/10.1177/1096348012471376>
- Kim, W. G., Lim, H., & Brymer, R. A. (2015). The effectiveness of managing social media on hotel performance. *International Journal of Hospitality Management*, 44, 165–171. <https://doi.org/10.1016/j.ijhm.2014.10.014>
- Kocabulut, Ö., & Albayrak, T. (2019). The effects of mood and personality type on service quality perception and customer satisfaction. *International Journal of Culture, Tourism, and Hospitality Research*, 13(1), 98–112. <https://doi.org/10.1108/IJCTHR-08-2018-0102>
- Ladhari, R. (2009). Service quality, emotional satisfaction, and behavioural intentions: A study in the hotel industry. *Managing Service Quality*, 19(3), 308–331. <https://doi.org/10.1108/09604520910955320>
- Le, D., Pratt, M., Wang, Y., Scott, N., & Lohmann, G. (2020). How to win the consumer's heart? Exploring appraisal determinants of consumer pre-consumption emotions. *International Journal of Hospitality Management*, 88, 1-10. <https://doi.org/10.1016/j.ijhm.2020.102542>
- Lee, S. A., & Shea, L. (2015). Investigating the Key Routes to Customers' Delightful Moments in the Hotel Context. *Journal of Hospitality Marketing and Management*, 24(5), 532–553. <https://doi.org/10.1080/19368623.2014.925840>
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. *Journal of Marketing*, 80(6), 69–96. <https://doi.org/10.1509/jm.15.0420>
- Leung, X. Y., & Yang, Y. (2020). Are all five points equal? Scaling heterogeneity in hotel online ratings. *International Journal of Hospitality Management*, 88, 1-9. <https://doi.org/10.1016/j.ijhm.2020.102539>
- Leximancer.com (n.d.). Retrieved October 1, 2021, from https://www.leximancer.com/?gclid=EAIaIQobChMI74uOotvq9AIV0IxoCR2AUg6xEAA_YASAAEgIYnfD_BwE
- Li, H., Ye, Q., & Law, R. (2013). Determinants of Customer Satisfaction in the Hotel Industry:

- An Application of Online Review Analysis. *Asia Pacific Journal of Tourism Research*, 18(7), 784–802. <https://doi.org/10.1080/10941665.2012.708351>
- Litvin, S. W., & Dowling, K. M. (2018). TripAdvisor and hotel consumer brand loyalty. *Current Issues in Tourism*, 21(8), 842–846. <https://doi.org/10.1080/13683500.2016.1265488>
- Litvin, S. W., Goldsmith, R. E., & Pan, B. (2008). Electronic word-of-mouth in hospitality and tourism management. *Tourism Management*, 29(3), 458–468. <https://doi.org/10.1016/j.tourman.2007.05.011>
- Liu, Z., & Park, S. (2015). What makes a useful online review? Implication for travel product websites. *Tourism Management*, 47, 140–151. <https://doi.org/10.1016/j.tourman.2014.09.020>
- Lock, S. (2021). Global tourism industry - statistics and facts. *Statista*. Retrieved October 1, 2021, from <https://www.statista.com/topics/962/global-tourism/#dossierKeyfigures>
- Lu, C., Berchoux, C., Marek, M. W., & Chen, B. (2015). Service quality and customer satisfaction: Qualitative research implications for luxury hotels. *International Journal of Culture, Tourism, and Hospitality Research*, 9(2), 168–182. <https://doi.org/10.1108/IJCTHR-10-2014-0087>
- Luo, J. (Gemma), Wong, I. K. A., King, B., Liu, M. T., & Huang, G. Q. (2019). Co-creation and co-destruction of service quality through customer-to-customer interactions: Why prior experience matters. *International Journal of Contemporary Hospitality Management*, 31(3), 1309–1329. <https://doi.org/10.1108/IJCHM-12-2017-0792>
- Manhas, P. S., & Tukamushaba, E. K. (2015). Understanding service experience and its impact on brand image in hospitality sector. *International Journal of Hospitality Management*, 45, 77–87. <https://doi.org/10.1016/j.ijhm.2014.11.010>
- Miao, L., & Mattila, A. S. (2013). The Impact of Other Customers on Customer Experiences: A Psychological Distance Perspective. *Journal of Hospitality and Tourism Research*, 37(1), 77–99. <https://doi.org/10.1177/1096348011425498>
- Mmutle, T., & Shonhe, L. (2017). Customers' perception of service quality and its impact on reputation in the hospitality industry. *African Journal of Hospitality, Tourism and Leisure*, 6(3), 1-25.
- Mody, M., Suess, C., & Lehto, X. (2019). Going back to its roots: Can hospitableness provide hotels competitive advantage over the sharing economy? *International Journal of Hospitality Management*, 76, 286–298. <https://doi.org/10.1016/j.ijhm.2018.05.017>
- Moliner-Velázquez, B., Fuentes-Blasco, M., & Gil-Saura, I. (2021). Segmenting customers according to online word-of-mouth about hotels. *Service Business*, 15(1), 103–130. <https://doi.org/10.1007/s11628-020-00435-4>
- Morgan, A., Wilk, V., Sibson, R., & Willson, G. (2021). Sport event and destination co-branding: Analysis of social media sentiment in an international, professional sport event crisis. *Tourism Management Perspectives*, 39, 1-12. <https://doi.org/10.1016/j.tmp.2021.100848>
- Nasution, H. N., & Mavondo, F. T. (2008). Customer value in the hotel industry: What managers believe they deliver and what customer experience. *International Journal of Hospitality Management*, 27(2), 204–213. <https://doi.org/10.1016/j.ijhm.2007.02.003>
- Nunkoo, R., Teeroovengadum, V., Thomas, P., & Leonard, L. (2017). Integrating service quality

- as a second-order factor in a customer satisfaction and loyalty model. *International Journal of Contemporary Hospitality Management*, 29(12), 2978–3005. <https://doi.org/10.1108/IJCHM-11-2016-0610>
- Oh, H. (1999). Service quality, customer satisfaction, and customer value: A holistic perspective. *International Journal of Hospitality Management*, 18(1), 67–82. [https://doi.org/10.1016/s0278-4319\(98\)00047-4](https://doi.org/10.1016/s0278-4319(98)00047-4)
- Oh, H., Fiore, A. M., & Jeoung, M. (2007). Measuring experience economy concepts: Tourism applications. *Journal of Travel Research*, 46(2), 119–132. <https://doi.org/10.1177/0047287507304039>
- Ortiz, C. M. S., Friás-Jamilena, D. M., & García, J. A. C. (2017). Overall perceived value of a tourism service: Analysing the spillover effect between electronic channel and consumption of the hotel service. *Tourism and Hospitality Research*, 17(2), 217–227. <https://doi.org/10.1177/1467358415613410>
- Pacheco, L. (2017). Customer satisfaction in Portuguese hotels: Evidence for different regions and hotel segments. *Tourism Analysis*, 22(3), 337–347. <https://doi.org/10.3727/108354217X14955605216087>
- Padlee, S. F., Thaw, C. Y., & Atikah Zulkiffli, S. N. (2019). The relationship between service quality, customer satisfaction and behavioural intentions in the hospitality industry. *Tourism and Hospitality Management*, 25(1), 121–139. <https://doi.org/10.20867/thm.25.1.9>
- Pine, B. J., & Gilmore, J. H. (1998). Welcome to the experience economy. *Harvard Business Review*, 76(4), 97–105.
- Pizam, A. (2010). Creating memorable experiences. *International Journal of Hospitality Management*, 29(3), 343. <https://doi.org/10.1016/j.ijhm.2010.04.003>
- PORDATA – Turismo. (n.d.). Retrieved October 1, 2021, from <https://www.pordata.pt/Tema/Portugal/Turismo-82>
- Racherla, P., Connolly, D. J., & Christodoulidou, N. (2013). What Determines Consumers' Ratings of Service Providers? An Exploratory Study of Online Traveler Reviews. *Journal of Hospitality Marketing and Management*, 22(2), 135–161. <https://doi.org/10.1080/19368623.2011.645187>
- Radojevic, T., Stanisic, N., & Stanic, N. (2015). Ensuring positive feedback: Factors that influence customer satisfaction in the contemporary hospitality industry. *Tourism Management*, 51, 13–21. <https://doi.org/10.1016/j.tourman.2015.04.002>
- Radojevic, T., Stanisic, N., & Stanic, N. (2017). Inside the Rating Scores: A Multilevel Analysis of the Factors Influencing Customer Satisfaction in the Hotel Industry. *Cornell Hospitality Quarterly*, 58(2), 134–164. <https://doi.org/10.1177/1938965516686114>
- Ruiz-Equihua, D., Romero, J., & Casaló, L. V. (2019). Better the devil you know? The moderating role of brand familiarity and indulgence vs. restraint cultural dimension on eWOM influence in the hospitality industry. *Journal of Hospitality Marketing and Management*, 29(3), 310–328. <https://doi.org/10.1080/19368623.2019.1630698>
- Sánchez-Rebull, M. V., Rudchenko, V., & Martín, J. C. (2018). The antecedents and consequences of customer satisfaction in tourism: A systematic literature review. *Tourism and Hospitality Management*, 24(1), 151–183. <https://doi.org/10.20867/thm.24.1.3>

- Sann, R., Lai, P. C., & Liaw, S. Y. (2020). Online complaining behavior: Does cultural background and hotel class matter? *Journal of Hospitality and Tourism Management*, 43, 80–90. <https://doi.org/10.1016/j.jhtm.2020.02.004>
- Serra-Cantalops, A., Ramon-Cardona, J., & Salvi, F. (2018). The impact of positive emotional experiences on eWOM generation and loyalty. *Spanish Journal of Marketing - ESIC*, 22(2), 142–162. <https://doi.org/10.1108/SJME-03-2018-0009>
- Sipe, L. J., & Testa, M. R. (2018). From Satisfied to Memorable: An Empirical Study of Service and Experience Dimensions on Guest Outcomes in the Hospitality Industry. *Journal of Hospitality Marketing and Management*, 27(2), 178–195. <https://doi.org/10.1080/19368623.2017.1306820>
- Sreejesh, S., Sarkar, J. G., Sarkar, A., Eshghi, A., & M.R, A. (2018). The impact of other customer perception on consumer-brand relationships. *Journal of Service Theory and Practice*, 28(2), 130–146. <https://doi.org/10.1108/JSTP-11-2016-0207>
- Su, L., Swanson, S. R., & Chen, X. (2016). The effects of perceived service quality on repurchase intentions and subjective well-being of Chinese tourists: The mediating role of relationship quality. *Tourism Management*, 52, 82–95. <https://doi.org/10.1016/j.tourman.2015.06.012>
- Tontini, G., Bento, G. dos S., Milbratz, T. C., Volles, B. K., & Ferrari, D. (2017). Exploring the nonlinear impact of critical incidents on customers' general evaluation of hospitality services. *International Journal of Hospitality Management*, 66, 106–116. <https://doi.org/10.1016/j.ijhm.2017.07.011>
- Torres, E. N. (2014). Deconstructing Service Quality and Customer Satisfaction: Challenges and Directions for Future Research. *Journal of Hospitality Marketing and Management*, 23(6), 652–677. <https://doi.org/10.1080/19368623.2014.846839>
- Torres, E. N., Fu, X., & Lehto, X. (2014). Are there gender differences in what drives customer delight? *Tourism Review*, 69(4), 297–309. <https://doi.org/10.1108/TR-04-2014-0012>
- Turismo de Portugal. *World Travel Awards 2019: Portugal é o Melhor Destino Turístico do Mundo e o Turismo de Portugal é o Melhor Organismo Oficial de Turismo*. Retrieved October 1, 2021, from <http://www.turismodeportugal.pt/pt/Noticias/Paginas/world-travel-awards-2019.aspx>
- Turismo de Portugal. *WTTC destaca Portugal como o país europeu com maior crescimento no setor do turismo*. Retrieved October 1, 2021, from <http://www.turismodeportugal.pt/pt/Noticias/Paginas/wttc-destaca-portugal-como-pais-europeu-com-maior-crescimento-turismo.aspx>
- UNWTO. (2020a). International Tourism Highlights International tourism trends , 2019. *UNWTO*, 1–24.
- UNWTO. UNWTO Tourism Data Dashboard. Retrieved October 1, 2021, from <https://www.unwto.org/global-and-regional-tourism-performance>
- UNWTO. (2020b). TOURISM NEWS 2020 : Worst Year in Tourism History with 1 Billion. *World Tourism Organization*, (October 2020), 2020–2021.
- Walls, A. R. (2013). A cross-sectional examination of hotel consumer experience and relative effects on consumer values. *International Journal of Hospitality Management*, 32(1), 179–192. <https://doi.org/10.1016/j.ijhm.2012.04.009>

- Wen, I. (2012). An empirical study of an online travel purchase intention model. *Journal of Travel and Tourism Marketing*, 29(1), 18–39. <https://doi.org/10.1080/10548408.2012.638558>
- Wong, E., Rasoolimanesh, S. M., & Pahlevan Sharif, S. (2020). Using online travel agent platforms to determine factors influencing hotel guest satisfaction. *Journal of Hospitality and Tourism Technology*, 11(3), 425–445. <https://doi.org/10.1108/JHTT-07-2019-0099>
- Ye, Q., Law, R., & Gu, B. (2009). The impact of online user reviews on hotel room sales. *International Journal of Hospitality Management*, 28(1), 180–182. <https://doi.org/10.1016/j.ijhm.2008.06.011>
- Yen, C. L. A., & Tang, C. H. H. (2015). Hotel attribute performance, eWOM motivations, and media choice. *International Journal of Hospitality Management*, 46, 79–88. <https://doi.org/10.1016/j.ijhm.2015.01.003>
- Yuan, Y. H. E., & Wu, C. K. (2008). Relationships Among Experiential Marketing, Experiential Value, and Customer Satisfaction. *Journal of Hospitality and Tourism Research*, 32(3), 387–410. <https://doi.org/10.1177/1096348008317392>
- Zhang, T., Bilgihan, A., Kandampully, J., & Lu, C. (2018). Building stronger hospitality brands through online communities. *Journal of Hospitality and Tourism Technology*, 9(2), 158–171. <https://doi.org/10.1108/JHTT-04-2017-0032>
- Zhao, X. (Roy), Wang, L., Guo, X., & Law, R. (2015). The influence of online reviews to online hotel booking intentions. *International Journal of Contemporary Hospitality Management*, 27(6), 1343–1364. <https://doi.org/10.1108/IJCHM-12-2013-0542>
- Zhu, Y., Freeman, S., & Cavusgil, S. T. (2018). Service quality delivery in a cross-national context. *International Business Review*, 27(5), 1022–1032. <https://doi.org/10.1016/j.ibusrev.2018.03.002>

Annexes

Annex A - Digital Presence of Stay Hotel Lisboa Aeroporto

Channel		Presence	Number of followers (when applied)	Number of reviews (when applied)	Average rating (when applied)
Social media*	Instagram	✓	3,064	NA	NA
	Facebook	✓	8,332	NA	NA
	LinkedIn	✓	2,777	NA	NA
OTAs	Booking.com	✓	NA	1,999	8.5/10
	Expedia	✓	NA	76	4.4/5
	Hotels.com	✓	NA	76	8.8/10
	Destinia	✓	NA	3	4/5
Website		✓	NA	NA	NA
Metasearch engines	Google	NA	NA	203	4.4/5
	TripAdvisor	✓	NA	6	3.5/5
	Trivago	✗			
	Skyscanner	✗			
	Kayak	✓	NA	1980**	8.5/10**

Source: own elaboration, data retrieved on 11th October 2021

*Only the Stay Hotels brand is present

**Cannot be considered per se, as it aggregates reviews from other platforms, such as Booking.com

NA: not applied

Annex B - Stay Hotel Lisboa Aeroporto's SWOT Analysis

STRENGTHS

- Appealing design
- Location (close to the Airport and with great access to other places in Lisbon)
- Price
- Open 24h with a receptionist present
- Extended breakfast serving hours
- Surrounded by many companies
- Possibility to check-in 24h
- Extended check-out hours
- Free parking space
- Existence of a sharepoint with live information regarding flights from and to Humberto Delgado Airport

WEAKNESSES

- Poor room isolation
- Poor shower isolation
- Steep ramp to access the parking space
- Few parking spots
- Reduced staff
- Narrow bar menu with high prices
- Lack of a meeting room
- Lack of a shuttle service to the airport

SWOT ANALYSIS

OPPORTUNITIES

- Partnerships with the surrounding companies to accommodate their employees at the hotel
- Increase in tourism due to lighter covid-19 measures
- Placement of vending machines with cigarettes, etc
- Partnership with local taxi company to transport guests to the airport
- New technologies appearing in the industry
- Changing eating habits, with more search for healthier and sustainable options

THREATS

- Similar hotels nearby with differentiated offers
- Lack of skilled workers in the industry
- Changing eating habits, with more search for healthier and sustainable options

Annex C - Complete nationality distribution of the reviewers

Nationality	Number of comments	Expression
Abkhazia	1	0.06%
Angola	3	0.18%
Australia	2	0.12%
Austria	4	0.23%
Azerbaijan	1	0.06%
Belarus	3	0.18%
Belgium	18	1.05%
Brazil	61	3.57%
Bulgaria	2	0.12%
Canada	3	0.18%
Cape Verde	2	0.12%
Colombia	3	0.18%
Croatia	2	0.12%
Czech Republic	16	0.94%
Denmark	1	0.06%
Ecuador	2	0.12%
Estonia	3	0.18%
France	94	5.49%
Germany	36	2.10%
Greece	3	0.18%
Hungary	7	0.41%
India	3	0.18%
Ireland	7	0.41%
Israel	4	0.23%
Italy	59	3.45%
Japan	2	0.12%
Latvia	1	0.06%
Lithuania	2	0.12%
Luxembourg	17	0.99%
Malta	2	0.12%
Mexico	1	0.06%
Moldova	1	0.06%
Morocco	1	0.06%
Mozambique	7	0.41%
Netherlands	14	0.82%
Norway	5	0.29%
Poland	18	1.05%

Portugal	1068	62.42%
Qatar	2	0.12%
Romania	13	0.76%
Russia	1	0.06%
Sao Tome and Principe	2	0.12%
Singapore	1	0.06%
Slovenia	3	0.18%
South Africa	2	0.12%
Spain	95	5.55%
Sweden	6	0.35%
Switzerland	21	1.23%
Taiwan	1	0.06%
Tunisia	1	0.06%
UK	50	2.92%
Ukraine	1	0.06%
United Arab Emirates	3	0.18%
Uruguay	1	0.06%
USA	23	1.34%
Venezuela	2	0.12%
(Blank)	4	0.23%
TOTAL	1711	100.00%

Annex D - Distribution of the reviews by "traveler type" and "rating given"

Traveler type	Rating given					Grand Total
	1	2	3	4	5	
Business		9	20	124	238	391
Couple	3	3	35	223	366	630
Family	3	4	3	43	78	131
Friends		2	1	21	43	67
Solo	1	5	27	160	299	492
Grand Total	7	23	86	571	1024	1711

Annex E - Distribution of the reviews by "room type" and "rating given"

Room type	Rating given					Grand Total
	1	2	3	4	5	
Double	3	7	59	401	728	1198
Single	1	2	7	33	67	110
Twin	1	9	13	97	170	290
(blank)	2	5	7	40	59	113
Grand Total	7	23	86	571	1024	1711

Annex F - Distribution of the reviews by "room type" and "traveler type"

Room type	Traveler type					Grand Total
	Business	Couple	Family	Friends	Solo	
Double	256	536	65	25	316	1198
Single	29	2	4	2	73	110
Twin	82	43	56	34	75	290
(blank)	24	49	6	6	28	113
Grand Total	391	630	131	67	492	1711

Annex G - General 12 themes identified by Leximancer

