
RAHIL ALIPOURIANZADEH

**CUSTOMER EQUITY DRIVERS AND EMOTIONS ON
ALGARVE 5-STAR HOTEL CLIENTS' SATISFACTION AND
LOYALTY**



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FACULTY OF ECONOMICS

2021

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Ph.D. in Tourism

Speciality in Tourism Management

Work elaborated under the supervision of:

Professor Efigénio da Luz Rebelo

Professor Nelson Tavares da Silva



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Statement of authorship of the work

I declare to be the author of this work, which is unique and unprecedented. Authors and works consulted are properly cited in the text and are included in the listing of references.

Rahil Alipourianzadeh

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ACKNOWLEDGEMENTS

Foremost, I would like to take this opportunity to express my sincere gratitude to my supervisor professor Efigénio Rebelo for his tremendous academic support, care, and professional guidance during my Ph.D. studies and research at the University of Algarve in beautiful Portugal. This work would not have been possible without his patient advice, motivation, and immense knowledge. It was a great honour and privilege to work with him and learn a lot from him as a doctoral student.

Also, I would like to offer my special thanks to Professor Nelson Silva for his unconditional supervision and his valuable advice he shared with me throughout this journey. I gratefully appreciate his encouragement and supportive words and being always available to help me.

I would like to express my appreciation to all faculty members at the School of Economics. Particularly, to Dr. Dalila Rebelo, and to CinTurs, the Research Centre on Tourism, Sustainability, and Well-being, for the kind support and dedication. Last but not the least, many thanks also to Professor João Albino Silva, both President of the Scientific Committee and Course Director of the Ph.D. Programme in Tourism.

My sincere heartfelt gratitude also goes to my lovely family for their every day encouraging words and support and all the sacrifices they made while I was far from home.

I am grateful to all of those with whom I have had the pleasure to work during this and other related projects. Each of the members of my Dissertation Committee has provided me extensive personal and professional guidance and taught me a great deal about both scientific research and life in general.

ABSTRACT

The tourism and hotel industry are critical drivers for Portugal, particularly for Algarve's economy. The hotel industry's demand depends not only on macroeconomic variables of countries of the tourists but also on other customer behavior issues, such as Satisfaction, Loyalty, Emotions, and Customer Equity drivers, which are significantly related. All these items are essential for customer decision making. Therefore, understanding their relations can be useful for academia and, by knowledge transfer, to the industry.

This research aimed to clarify the relationships between Customer Equity Drivers and Emotions with Satisfaction and Loyalty of five-star hotel clients from Algarve's predominant tourist nationalities, contributing to a more integrative conceptual model. For this purpose, the perspectives of two leading hotel brands in Algarve were compared with the perspective of their clients. Questionnaires were administered amongst five-star hotel clients from the two famous brands, who stayed overnight during July, August, and September of 2019 in the Algarve region. A sample of 133 respondents from the predominant tourist nationalities with valid answers was achieved. The five-star hotels' management answered the questionnaires based on their data and perception to compare their clients' perspectives. Complementary, the emotions of tourists about the Algarve region were also studied.

The analysis was done in an exploratory approach, using three-way data analysis supported by Multiple Factor Analysis (MFA) developed by Escofier and Pagès (1985). The MFA results confirmed stability between the dimensions constructed with the two hotel brands and clients' data. It was identified, as expected, an opposition between negative emotions and all other model items. Nonetheless, there was a more evident linkage between positive emotions, joy, and happiness, with overall satisfaction and perception of brand ethics. Another highlighted linkage was between positive emotion enthusiasm, service/product quality, and attitudinal loyalties. The results showed that hotel brand one is a variance with the other two perspectives. This difference was mostly related to Portuguese nationality clients. The presupposes of the proposed conceptual model were aligned with the research results.

Keywords: Customer equity drivers, Satisfaction, Loyalty, Emotions, Multiple Factor Analysis.

RESUMO

O turismo é uma das principais formas de desenvolvimento de cada região. O turismo e a hotelaria em particular são fatores críticos para Portugal e em particular para a economia do Algarve. Neste contexto, o alojamento é uma parte importante da indústria do turismo e é significativo para o desenvolvimento dos destinos turísticos.

Entre os diferentes tipos de alojamento, os hotéis são o setor mais tipificado e posicionam-se como o principal segmento na maioria dos destinos. Os hotéis têm que competir globalmente para atrair turistas e, numa realidade que é naturalmente dinâmica, as mudanças de preferências, requisitos e expectativas dos clientes tornam evidente a necessidade de investigação constante sobre a realidade ou realidades dos clientes.

A procura da indústria hoteleira depende não apenas de variáveis macroeconómicas dos países de origem dos turistas, mas também de outras questões e conceitos associados a aspetos comportamentais do cliente, como a satisfação, a lealdade, as emoções e o valor do cliente, que estão significativamente relacionados. Todos estes itens são essenciais para o processo de tomada de decisão do cliente e entendimento das suas relações é um contributo de interesse para a academia e, por transferência de conhecimento, para a indústria, pois pode fornecer informações relevantes para apoiar os hotéis nas suas atividades relacionadas aos clientes.

Investigações anteriores mostraram que a satisfação dos clientes é um fator-chave para o sucesso de todos os negócios, e essa satisfação leva ao suporte e à fidelidade por parte dos clientes, à passa-palavra ou marketing de boca-a-boca positivos, à retenção de clientes, à sua lealdade e traduz-se na diminuição do custo da captação de novos clientes. O reconhecimento da qualidade pelos clientes, intimamente relacionada com os níveis de satisfação, é possível não só em serviços de luxo, mas também em todos serviços que respondam ao que o cliente procura. No entanto, importa referir que, as próprias classificações dos alojamentos normalmente associadas à atribuição de mais estrelas em função da sua categoria, podem ser consideradas indicadores de qualidade. Neste sentido, e também de acordo com resultados de investigações anteriores, os clientes dos hotéis de categoria mais alta são mais exigentes. Particularmente os clientes ocidentais são mais exigentes, menos leais e mais recetivos a iniciativas de marketing. Assim, Portugal, como

destino turístico predominantemente de turistas ocidentais, deve envidar esforços para atrair e reter mais visitantes. Para esse efeito, a apresentação de produtos ou serviços adequados para a satisfação dos clientes, a monitorização e controlo do valor e lealdade dos clientes são as melhores formas de o concretizar.

A revisão da história e da literatura teórica mostram que o valor do cliente é um estímulo para a satisfação do cliente. A abordagem pelo valor do cliente é uma estratégia competitiva de marketing assente numa lógica de valores dos recursos investidos por clientes, em organizações específicas.

Por outro lado, as emoções desempenham um papel importante no processo de compra dos clientes e sentimentos positivos podem levar a melhores níveis de satisfação e consequentemente à fidelidade ao destino. Neste contexto, os investigadores defendem que os sentimentos positivos podem influenciar positivamente as perceções do consumidor sobre a qualidade do serviço e como toma as suas decisões. Estudos anteriores revelaram diferenças significativas nas características comportamentais com base na nacionalidade e nas especificidades de conceito de produtos de luxo em diferentes culturas.

O principal propósito da presente investigação foi esclarecer as relações entre os drivers de valor do cliente, as emoções, a satisfação e lealdade de clientes de hotéis de cinco estrelas, tendo em conta as nacionalidades turísticas predominantes na região do Algarve, contribuindo para um modelo conceptual mais integrador. Para o efeito, foram comparadas as perspetivas de duas marcas hoteleiras famosas na região do Algarve, na categoria de cinco estrelas, com a perspetiva dos seus próprios clientes, no que se refere a Valor do Cliente (10 itens), Emoções (9 itens), Satisfação (4 itens) e Lealdade (4 itens). A gestão dos hotéis de cinco estrelas respondeu aos questionários com base nos seus dados e perceção para comparação com a perspetiva dos seus clientes, também para diferentes nacionalidades turísticas. Complementarmente, foram estudadas as emoções dos turistas sobre a região do Algarve com recurso a 20 itens de Emoções Negativas e Positivas.

Os questionários foram aplicados aos clientes de hotéis de cinco estrelas das duas marcas famosas, nos meses de julho, agosto e setembro de 2019 na região do Algarve. Foram

obtidas respostas válidas de 133 inquiridos das nacionalidades turísticas predominantes. A gestão dos dois hotéis de cinco estrelas respondeu aos questionários com base nos seus dados e na sua perceção sobre os clientes das várias nacionalidades. A configuração dos dados recolhidos levou à construção de estruturas de dados tridimensionais que exigiram análises multivariadas de três vias. A investigação assentou numa abordagem predominantemente exploratória, utilizando a análise de dados de três vias suportada pela análise fatorial múltipla (AFM) desenvolvida por Escofier e Pagès (1985).

Os resultados da AFM confirmaram a estabilidade entre as dimensões construídas com as duas marcas de hotel e dados dos clientes. Identificou-se, como esperado, uma oposição entre as emoções negativas e todos os demais itens do modelo. No entanto, houve uma ligação mais evidente entre as emoções positivas, alegria e felicidade, com a satisfação geral e a perceção da ética da marca. Outra ligação destacada foi entre o entusiasmo nas emoções positivas, com a qualidade do serviço/produto e a lealdade atitudinal. Os resultados mostraram que uma das marcas de hotel encontra-se em divergência com as outras duas perspetivas. Esta diferença está principalmente relacionada com a avaliação de clientes de nacionalidade portuguesa. Os pressupostos do modelo concetual proposto encontram-se alinhados aos resultados da pesquisa.

Verificou-se complementarmente, que a região do Algarve se encontra numa situação ideal para os turistas no que se refere ao seu posicionamento no espectro de emoções negativas e positivas. Os itens positivos Simpatia / Interesse / Compaixão, e principalmente os itens relacionados às emoções Admiração / Maravilha / Espanto são menos relevantes para os outros itens positivos, e foram menos experienciados por comparação com as outras emoções positivas.

A abordagem metodológica utilizada mostrou-se adequada para compreender relações menos evidentes, ao avaliar as mesmas observações, entre diferentes conjuntos de variáveis por diferentes perspetivas. Por fim, a investigação facilitou sugestões para os processos de decisão da gestão dos hotéis para melhoria seu desempenho e perceção pelos clientes.

Palavras-chave: fatores de valor do cliente, satisfação, lealdade, emoções, análise fatorial múltipla

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ABBREVIATIONS LIST

ICI	Interstructure-Compromise-Intrastructure
STATIS	Struturation des Tableaux à Trois Indices de la Statistique
MFA	Multiple Factorial Analysis
UNWTO	United Nations World Tourism Organization
CES	Consumption Emotion Set
PAD	Pleasure, Arousal, Dominance
ACSI	American Customer Satisfaction Index
EFQM	European Foundation of Quality Management
ECSI	European Customer Satisfaction Index
PCA	Principal Component Analysis



CHAPTER 1

INTRODUCTION

1.1 .Overview

Tourism is considered one of the main processes for the development of countries in the present era (Kamble & Bouchon, 2014). Tourism and the hotel industry both play a fundamental role in each region's general development (Attila, 2016).

The tourism and hotel industry are critical drivers for Portugal, particularly for the Algarve's economy, which has the most significant number of tourists in Portugal (Turismo de Portugal, 2018).

Accommodations are an essential part of the tourism industry and are significant for the development of tourist destinations (Attila, 2016). Among different kinds of accommodations, hotels are standardized, and they usually are predominant in most destinations, and in Portugal, about 49 percent of accommodations are classified as hotels (Turismo de Portugal, 2018).

As Fang, Kucukusta and Law (2016) point out, hotels' overall quality can be deduced from their stars, which are evaluated by an official organization under predefined hotel standards. The hotel ratings are used to classify hotels according to their quality or by criteria set by independent agencies (Guillet & Law, 2010). The star rating mechanism is the most common customer segmentation pattern in the hotel industry (Dioko & So, 2012).

Quality recognition is not only possible in luxury services but in all who respond to what the customer is looking for (Fernandez & Bedia, 2004). According to Fernandez and Bedia's (2004) research findings, the highest category hotels' clients are more demanding. Also, higher star ratings can be considered as higher quality indicators (Abrate, Capriello & Fraquelli, 2011). Luxury trips, which often have a high level of quality and symbolic value for customers at all touchpoints, often act as a template for customers' experiences in the service industry (Baker A., 2005; Page S., 2011). On this topic, Mason (1981) states that luxury travel offers tourists what they want or dream and allowing them to meet their needs and influence others.

Hotels have to compete globally to attract tourists (Tarim, Dener & Tarim, 2000). Also, the demand for the hotel industry is dependent not only on various macroeconomic variables of the countries origin of the tourists but also on other customer behavior issues, traveler's life cycles, and financial issues (Lawson, 1991). Moreover, studies showed significant differences

in nationality-based behavioral characteristics (Pizam & Jeong, 1996; Pizam & Sussmann, 1995).

One of the most consistent efforts in marketing is encouraging customers to future purchasing. Presenting products or services with excellent quality to have the satisfaction of customers and paying attention to customers' values and strengthening their loyalty are the best ways to keeping customers. The satisfaction of customers is also a consequence of marketing activities, and customers' loyalty is supported by satisfaction, which itself is the result of meeting customer's needs and expectations.

Offering a wide range of services like Outstanding Resorts, High Cuisine & Special Health Treatments of luxury hotels have strong potential to stimulate emotional reactions through the experiences which are comprehensive and memorable (Nasution & Mavondo, 2008; Wu & Liang 2009; Scott & Mowen, 2007).

Nonetheless, national culture has a considerable influence on the perception and value of luxury products. For instance, Yeoman and McMahon-Beattie (2006) mentioned that the concept of luxury is different in cultures. Wong and Law (2003) also point out that Western and Asian tourists see luxury differently.

According to previous studies, western consumers are more difficult to satisfy, have lower loyalty, and are more responsive to marketing efforts (Zhang H., Fu, Cai & Lu, 2014). Thus, Portugal, as a touristic destination predominantly for western tourists (Turismo de Portugal, 2018), should make more efforts to attract and keep visitors.

Previous researches have shown that having satisfied customers is a key factor of every company for success, and satisfaction leads to the support and loyalty of customers, positive word of mouth, retaining clients, and it decreases the cost of absorbing new customers (Lovelock & Wright, 2002).

In addition, loyalty has been extensively studied in the service and transport literature and is considered a critical organizational success factor (Carreira, Patrício, Jorge, & Magee, 2014) so, a tourist destination like Algarve should pay more attention to this concept.

Change in customers' demands, requirements, and expectations make evident the necessity of constant investigation about customers' loyalty and satisfaction. Satisfaction is strongly related to loyalty and is followed by mouth-to-mouth advertising, recommendation, commitment, repurchasing intention, Continuous purchasing, and decreases buying from rivals (Liu H., Chen, Zha, Ling & Wang, 2018).

Moreover, emotions play an essential role in purchasing by customers which may lead to satisfaction (Walsh, Shiu, Hassan, Michaelidou, & Beatty, 2011). For instance, different kinds of research show that positive feelings can positively influence consumer perceptions of service quality (Baker J., Grewal & Parasuraman, 1994; Bruner, 1990; Morrison, Gan, Dubelaar, & Oppewal, 2011). Understanding customers' feelings and emotions, is pertinent since positive activities and emotions have influences on the way that customer makes decisions (Io, 2016).

History and theoretical literature also showed that customer equity is one stimulus of customer satisfaction (Dorsch & Carlson, 1996), and it has been suggested that customer equity and its drivers are a key-value defining and important factor in the long-term relationship between a customer and a company and also satisfaction (Hyun, 2009a).

In a more integrated conceptual framework, Customer Satisfaction and Loyalty, Customer Equity drivers (value equity, brand equity, and relationship equity), as well as customer Emotions, should be considered and are essential for customer decision making. Understanding these variables and their relations can be useful for academia and, by knowledge transfer, to the industry. It can provide relevant information to the hotels and support them in their client-related activities, updating the knowledge necessary in the Algarve region to keep and improve the number of visitors.

1.2. Problem statement

The customer equity framework (Rust, Lemon & Zeithaml, 2004) argues that three factors are essential to building a loyal customer which are value equity, brand equity, and relationship equity. According to researchers' viewpoints, customer equity is a key-value defining and important factor in the long-term relationship between customers and companies (Bennett *et*

al. 2005). Also, previous studies report a positive link between these customer equity drivers and loyalty (Rust, Zeithaml & Lemon, 2000; Vogel, Evanschitzky & Ramaseshan, 2008).

Customers' satisfaction is the ultimate target of every business to make more profit. Also, it has been said that satisfaction is a crucial factor in customer loyalty (Cronin, Brady & Hult, 2000). It has been argued that tourist satisfaction is the result of the comparison between tourists' experience at the destination and the expectations about the destination before and after traveling (Sukiman, Omar, Muhibudin, Yussof & Mohamed, 2013). Customer satisfaction is the overall evaluation of services, so, if it exceeds their expectations, their loyalty increases (Sukiman *et al.*, 2013).

Customer loyalty is an uppermost aim in the marketing community as it is a fundamental factor for companies' long-term viability (Ramseook-Munhurrun, Naidoo, Seebaluck & Pillai, 2016). Prior study has also shown that loyal customers like to repurchase a product or service in the future (Petrick, 2004; Sönmez & Graefe, 1998). It has also been suggested that loyal visitors are more willing to recommend the product or service which they use to the others (Sönmez & Graefe 1998). Customers' satisfaction is achieved by programming and continuously marketing to have loyal customers and more purchasing by them toward more profit, which is the goal of all companies (Lee & Back, 2010). On the other hand, there is a significant effect on customer equity on the loyalty of hotel guests (Kamala & Roostika, 2018).

Emotions can affect behavioral functions, which in turn influence overall satisfaction or can be a factor in a service failure (Edwards, Tod, Molnar & Markland, 2016). The customers' evaluation of services after purchase, as opposed to their expectations, has effects on customers' feelings and satisfaction (Oliver, Rust & Varki, 1997). Emotions play a central role in retailing because they influence consumers' outcomes, like satisfaction (Walsh *et al.* 2011). Many studies support the positive effect of economic, emotional, and social values on customer satisfaction (Lee & Back, 2010). For example, to identify casino-hotel visitors' positive emotion and satisfaction Io, in 2016, analyzed 14 factors namely: fun, relax, pleasant, interesting, free, comfortable, energetic, challenging, exciting, inspired, surprised, romantic, entertained, love.

Satisfaction is also defined as an emotional state, and as a result of cognitive processes (Vajčnerová, Žiaran, Ryglová & Andráško, 2014). Also, it has been mentioned that

experienced emotion, positively influences the perceived value and customers' intentions to repurchase and feel satisfaction (Nkaabu, Saina & Bonuke, 2017).

Particularly no study, to our knowledge, has encompassed customer equity drivers, clients' emotion, satisfaction, and loyalty as research variables altogether. By addressing this gap, the aim of this research was to understand what it might learn from the research studies undertaken until now to improve future research and discuss the managerial implication for future activities in the Algarve region, and also the alternative benchmarks for increasing tourists' satisfaction and as a result their loyalty.

The research can contribute to a conceptual model with a more encompassing and integrated approach, from the client's perspective, and to identify possible differences of evaluations specific for certain nationalities and even more to identify possible gaps between the clients and the hotel brand under analysis.

Consequently, hotel managers and other stakeholders can improve hotel performance by setting the correct strategies and marketing activities based on the tourists' needs and perspectives.

1.3. Research relevance

Even though several authors have done studies in this field and improved understanding of the research topics (Fornell, 1992; Oliver & Westbrook, 1993; Hyun, 2009; Sukiman *et al.* 2013; Vajčnerová *et al.*, 2014; Io, 2016), they have still been unable to capture the holistic components of customer loyalty, as its level results not only of satisfaction and its antecedent customer equity but also of the clients' state of mind during the experience, the emotions. No previous research, to our knowledge, has considered and related all the above-mentioned concepts. An understanding of these concepts and their relationships, especially in hospitality, is needed, and we try with this research to contribute to reducing the existing gap in the literature.

For academia, it is relevant to investigate these concepts (Customer Equity Drivers, Satisfaction, Loyalty, and Emotions) and their relations in a more integrated approach for it conduces to a more complete and holistic knowledge to the research field.

For the industry, a better understanding of the relations between Customer Equity Drivers, Satisfaction, Loyalty, and Emotions can contribute to the improvement of the touristic offer and its management and attain more satisfied and loyal clients. For successful implementation of improvement initiatives, for example, with marketing programs, in the tourism industry, hotel managers must take action using the elements of customer equity, customer satisfaction, and loyalty to result in profitability

Due to the importance of the subject, this study to investigate the relationships between customer equity, customer satisfaction, loyalty, and customer emotions had been conducted.

1.4. Aims of the research

The purpose of this thesis, supported by existing literature and by data analysis, is to investigate and clarify the following questions:

1. What are the relationships between the variables (Customer Equity Drivers, Satisfaction, Loyalty, and Emotions)?
2. Are the perspective of hotel clients of different nationalities similar to the perspectives of famous hotel brands?

These questions are explored through an approach that is supported by previous researched conceptual models but with its methodological specificities of exploratory nature that conduces to:

- Contributing to a more integrated conceptual model that conduces to a further comprehensive understanding of the relations between Customer Equity Drivers, Emotions, and Tourists' Satisfaction and Loyalty, as an academic contribution;
- Encompassing in the analysis inputs not only from the top nationalities of tourists in the Algarve but also from the main hotel brands, allowing the study of the similarities and dissimilarities between their perspectives;
- Analysing tourists' Emotions about the Algarve region by representing them in the space constructed by the conceptual model items to identify proximities of positioning and enrich the interpretation.

-
- Using a three-way data analysis not used previously on this thematic.

1.5. Research goals

With the previously described research problem in mind, this research aims to clarify the relationships between Customer Equity Drivers and Emotions with Clients' Satisfaction and Loyalty and also with the perspectives of two famous brand five-star hotel clients from the predominant tourist nationalities in Algarve. For these purposes, three general goals are defined:

I- Contribute to a more integrated conceptual model encompassing Customer Equity Drivers and Emotions with Clients' Satisfaction and Loyalty;

II - Compare the perspectives of two leading hotel brands in Algarve, from the five-star category, with the perspective of their clients, regarding Customer Equity Drivers, Emotions, Satisfaction, and Loyalty;

III – Complement the analysis by representing the Emotions about the Algarve region in the space constructed by the conceptual model items to identify the proximities of positioning and enrich the interpretation.

Furthermore, the research aims to be useful in decision making by tourism operators and hotel managers in the Algarve region.

Thus, the main objectives of the research are:

- 1) Analysing the relations between Customer Equity drivers, Emotions, Satisfaction, and Loyalty of customers to contribute to a more integrated conceptual model;
- 2) Identifying possible differences of evaluation of model items by tourists from different nationalities;
- 3) Finding gaps between the perspective of tourists about the variables in comparison with the hotel managers perspectives;

4) Identify and characterize Emotions about the Algarve region in the space constructed by the model item as supplementary information to identify the proximities of positioning and enrich the interpretation.

The research allows the evaluation of the relations and stability of the constructed reality and explains the coherence or divergence between studied perspectives.

Furthermore, the research results can be useful in decision making by tourism operators and hotel managers in the Algarve region.

The theme outline leads to the construction of three-dimensional data structures that require multivariate three-way analysis. This was done in an exploratory approach, where patterns among grouped variables were measured from the observed variables and analyzed.

1.6. A three-way multivariate approach

The application of three-way methods can respond to the requirements of this research in the sense that the addressed theme conduces to multiple data structures, involving a set of matrices that result from:

1. observations (model items to evaluated);
2. the evaluations by different nationalities, and;
3. the three different perspectives (hotel clients and two hotel brands).

Traditional non-three-way methods operate by flattening the data cube or stringing out its contents. The idea subjacent to this data flattening is to transform three-way data into two-way data by eliminating one of the ways. In this situation, instead of studying and representing the relations between three types of ways, only two are analyzed (Kroonenberg, 2008).

In the three-way methods, there are two main families, the French school (Escofier & Pagès, 1984; Escofier and Pagès, 1998) and the Anglo-Saxon school (Tucker, 1963 & 1966; Kroonenberg & De Leeuw, 1980).

The French school methods are focused on comparing configurations of the same individuals or the same variables at different temporal or spatial horizons and to find a common structure that is stable and representative of all data tables and of asymmetric nature because the 3rd way (conditions or occasions) has a different treatment from the other ways (individuals and variables). These methods lie within Interstructure-Compromise-Intrastructure (ICI) perspective, a designation which corresponds to the three steps that are undertaken in *Struturation des Tableaux à Trois Indices de la Statistique* (STATIS) (L'Hermier des Plantes, 1976; Lavit, 1988; Lavit, Escoufier, Sabatier & Traissac, 1994) and in Multiple Factorial Analysis (MFA) (Escoufier & Pagès, 1985).

The Anglo-Saxon school (Tucker, 1963 & 1966; Kroonenberg & De Leeuw, 1980) is based on Tucker's primordial works (1966), which developed a symmetric method of treating the three modes of a data structure equally. The objects, variables, and occasions are considered linear combinations of the idealized objects, latent variables, and prototype situations. Relations between the three types of factors are considered in a matrix estimated by the model and called the core matrix. Nonetheless, this approach does not differentiate the 3rd way (conditions or situations) and the interpretation of results is less straightforward than the one of the STATIS and MFA.

The MFA is usually applied to the simultaneous treatment of a series of tables with the same individuals characterized by the same or different sets of quantitative or qualitative variables. This three-way method has a strong exploratory character, which means that it is possible to find patterns among the elements of the three ways, without postulating specific configurations a priori and without applying tests to these patterns. This is particularly useful because in the context of a dynamic environment or was no previous researches are encompassing the same variables, it is difficult to specify such patterns beforehand, partly because hypothesis testing supposes that something is known about the distributions of the scores which, for multiway data, is very often not the case.

1.7. Research structure

This thesis is structured in 10 chapters as follows.

Chapter 1: The introduction clarifies the context, pertinence of the research, and the aims of the thesis, and also presents the objectives to be achieved and the organization of the research and the thesis document.

Chapter 2: The research setting describes the location where the research was carried out, the elements, and the context of the empirical study.

Chapter 3: Presents a literature review concerning Customer Equity, its background, and the previous researches.

Chapter 4: Addresses the literature review of Customer Emotions, its background, and the previous researches.

Chapter 5: Customer Satisfaction presents previous researches and related literature about this concept and its relations.

Chapter 6: Customer Loyalty, its importance and definitions, and how it is related to the other variables of the current research were reviewed.

Chapter 7: Presents the conceptual model proposed in the present investigation in detail, the theoretical background that originates him, and the assumptions that can support his empirical analysis.

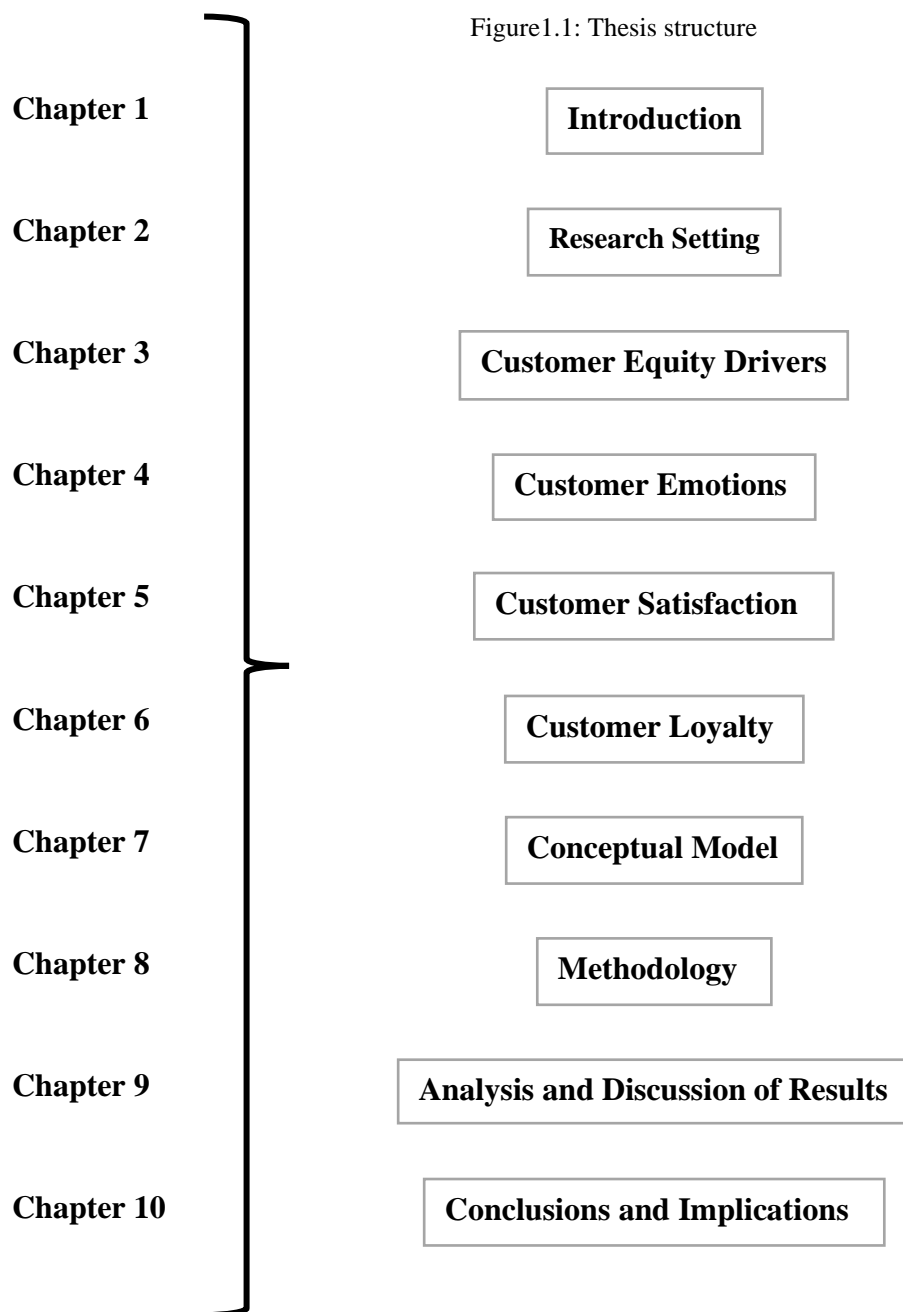
Chapter 8: The Methodology addresses the research design, the profile of the respondents, and the methodological approach applied to gather, organize, and analyze the data.

Chapter 9: The analysis of results and discussion presents the empirical application, and the main results are discussed and compared with the previous research.

Lastly, Chapter 10, Conclusions and Implications, summarizes the research's main findings, clarifying how they contribute to a more detailed understanding of the research topic and identifying the thesis's most significant academic and managerial contributions. Also, the limitations of the research are identified, and the opportunities for future research are presented.

Supplementary documents used in the research are presented on Appendices 1 to 7.

The organization of the thesis is presented in Figure 1.2.



Source: Own Elaboration

CHAPTER 2

RESEARCH SETTING

2.1. Introduction

This chapter will provide basic information about the Algarve, more specifically, a description of the regional reality, the tourism sector with an emphasis on tourists, and the hotels where the empirical study was applied.

2.2. The Algarve region

Portugal is a country with one of the most ancient territorial boundaries in Europe, which is located on the west side of the Iberian Peninsula. (Ribeiro, 1986) with one of the oldest continually ancient nations (Seton-Watson, 1977).

Algarve is a tourist area in Portugal that traditionally attracts a large number of Portuguese domestic tourists as well as tourists from other European countries and the world, which was ranked 10th in Europe and 20th in the world by the UNWTO in 2007 (Oliveira, Pedro & Marques, 2013).

Algarve is considered the most significant tourist area in Portugal, with more than 34% overnight stay annually, where tourist attractions in this area include beaches, Mediterranean climate, security, food, relatively low cost, and a network of golf courses (Farinha, Oliveira, Silva, Lança, Pinheiro & Miguel, 2019).

Algarve tourism focuses specifically on golf, as the International Association of Golf Tour Operators (IAGTO) has repeatedly recognized Algarve as "the world's best golf destination" over the past decade (Oliveira et al., 2013).

In figure 2.1, is presented a simplified map of regions of Portugal.

Figure 2.1: Portugal Regions



Source: Portugalvisitor, 2020

Algarve capital is Faro, where the international airport and state university is located. Algarve is mostly famous because of its pure landscapes and peaceful atmosphere, Atlantic beaches of Algarve are full of villas, hotels, bars, and restaurants, and its combination with its historical sites made the summer of the area full of tourists, mostly from Europe, which in order are from UK, Portugal, Germany, Netherland, France, Spain, Scandinavia, and Belgium (Turismo de Portugal, 2018)

In figure 2.2, Algarve's most famous cities among the tourists and its three segmentations are presented.

Figure 2.2: Algarve region divided by western, central, and eastern areas



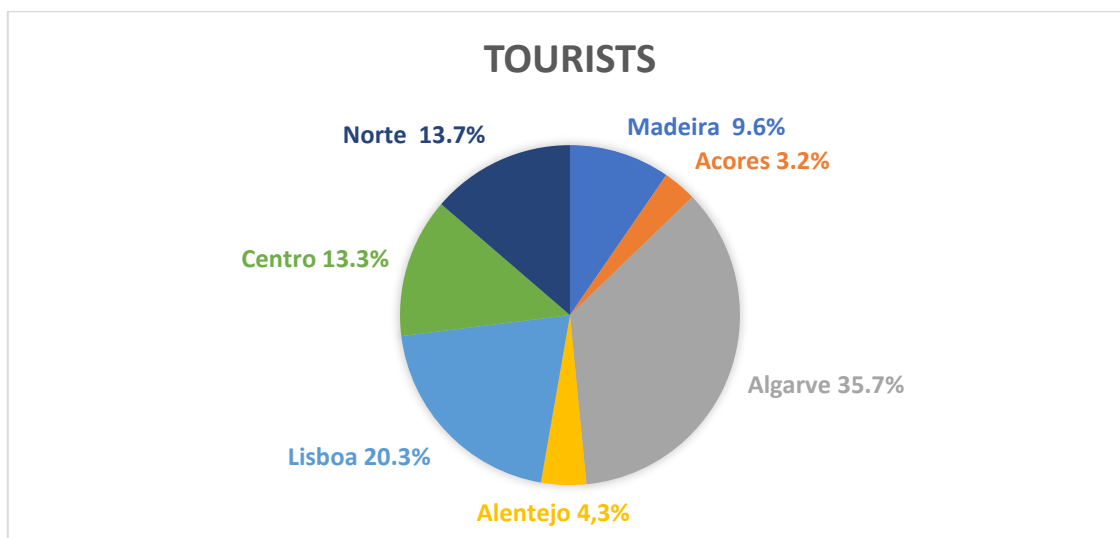
Source: Algarve uncovered, 2020

2.3. Tourists in Algarve

With more than eleven million tourists in 2018, Algarve, as a remarkable and famed touristic destination, has a vital role in the economics of Portugal, attracting more than 35 percent of tourists of the country (Turismo de Portugal, 2018).

Figure 2.3 is comparing the percentage of tourists in all regions of Portugal.

Figure 2.3: Percentage of tourists in Portugal regions



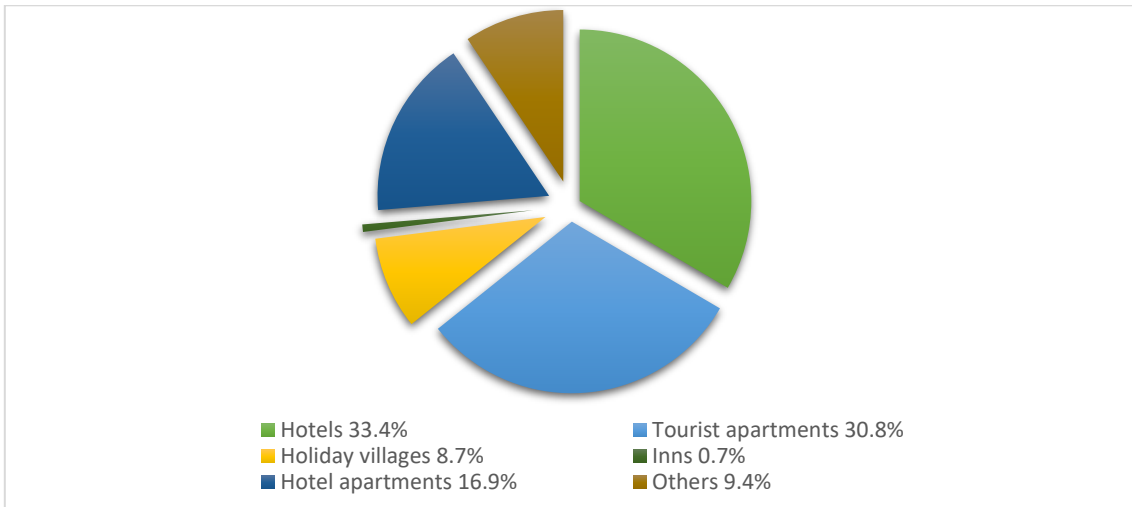
Source: Turismo de Portugal, 2018

2.4. Hotels in Algarve

About 3548 different kinds of accommodations are in Portugal, which the biggest number belonged to the hotel's category with 1543 quantity (more than 33 percent); among 495 accommodations inside the Algarve region, 232 are considered in the hotel category which 32 of them are 5-star hotels (Turismo de Portugal, 2018).

Figure 2.4 is presenting the percentage of accommodation establishments in the Algarve region.

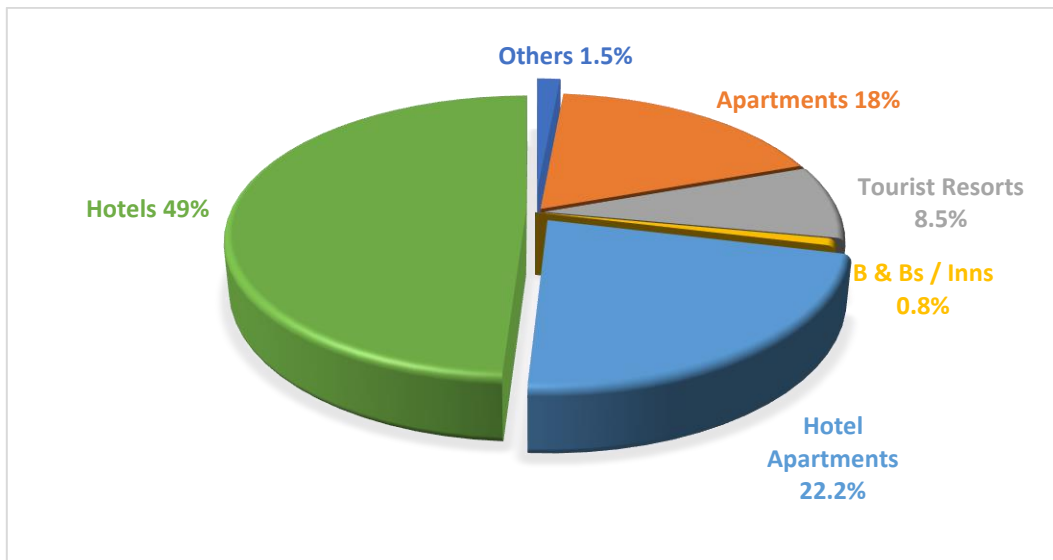
Figure 2.4: Accommodations in Algarve



Source: Turismo de Portugal, 2018

Figure 2.5 presents the percentages of guests hosted in different kinds of accommodation in the Algarve region based on the data provided in 2018.

Figure 2.5: Distribution of guests by type of accommodation



Source: Turismo de Portugal, 2018

In the Algarve region, 32 five-star hotel exists (Turismo de Portugal, 2018) which could be a template for other kinds of accommodation, since luxury travel often serves as a model for the customer experience in the service industry (Baker A, 2005; Page, 2011).

2.5. The two hotel brands

For this research, two main and famous hotel chain operators in Algarve from the 5-star category have been chosen.

The two main hotel groups were selected because of their successful brand in the region, which in our study are called Hotel brand 1 and Hotel brand 2.

Table 2.1 presents some information about the hotel brands used in the research whose denominations are not identified by privacy concerns.

Table 2.1: Two famous hotel brands in Algarve

Hotel brand	Synthetic description
1	It is a company with 5-star hotels in Algarve and other regions of Portugal, and an extensive network of hotels around the world. The Portuguese hotels are a small part of the total number of hotels in the brand.
2	It is a company with 5-star hotels in Algarve and other regions of Portugal, and a network of hotels around the world. Portuguese hotels are a significant part of the total number of hotels in the brand.

Source: Own Elaboration

2.5 Summary

Algarve region attracts the largest number of tourists in Portugal with more than 35.7 percent based on data in 2018, and also hotel sector plays a pivotal role in the tourism industry in the world and also in Algarve tourism with about 33 percent of all accommodations established in the region.

Since 5-star hotels are considered as a model for other accommodations, eight predominant nationalities of tourists who stayed in 5-star hotels in the Algarve region, which were all from the European Union, were investigated.

The next chapter will describe one of the concepts used as a model item in the current study, Customer Equity, and its drivers.

CHAPTER 3

CUSTOMER EQUITY

3.1. Introduction

In this chapter, the review of theoretical literature about customer equity and its drivers is discussed, including the research background and approaches. Also, previous related different kinds of studies have been reviewed. Therefore, in this chapter, the objective is to establish the nature and complexity of customer equity, a concept that is still new despite recent scientific interest and still needs to develop and consolidate.

3.2. Customer Equity

In recent years, researchers have suggested the customer equity concept as a general criterion for success in the marketing area. In a world full of changes, one of the most significant changes for different businesses is a change in values presentable to their customers, which could be a major factor of organizations' success. Organizations' success in any industry is the consequence of their ability to supply more value to their customers compared to their competitors. One effort in marketing is purchasing by customers in the future and motivating others to buy. Presenting products and services in good quality and paying attention to customers' values, and, consequently, strengthening their loyalty are the best ways to keep and retain them (Hyun, 2009a).

In this context, customers are the main focus of organizations and are viewed as strategic wealth. Therefore, companies try to evaluate customers' value to assess marketing efficiency or productivity (Holehonnur, Raymond, Hopkins & Fine, 2009).

Today, organizations have focused on discovering innovative approaches to enjoy competitive advantages and pass competitors. Various research has shown that the organizations' capability to acquire potential customers and retain current ones is one of the main factors influential on companies' stability and success (Biswas and Rajib, 2011). Thus, the tourism sector should follow other industries' examples of success and take into account the way they improved and increased their customers.

In countries like Portugal, where tourism is one of the major contributors to the economy, it seems vital for marketers to differentiate between a brand and destination value (Garcia J.A.,

Gómez & Molina., 2012). To improve competition, marketers in countries that are popular travel destinations promote not only attractive natural resources but also tourism and try to market unique tourism experiences through a different branding strategy (Chi, Huang & Nguyen, 2020).

One of the methods to help marketing actions succeed is using Customer equity, a marketing competitive strategy referred to as resources' values invested by customers in specified organizations (Dorsch & Carlson, 1996).

For this purpose, companies apply different approaches and sources of information, including surveying, focal groups, marketing management, and other related methods with customers for taking their feedback to identify customers and their equities. Based on various information resources, companies identify customer equity and their tendency to repurchase. It is difficult to use raw data for making management decisions, and a systematic mechanism is required for making the right decisions, so, customer equity framework is one of those systematic mechanisms (Holehonnur *et al.*, 2009). Moreover, the customer equity framework is important in building a loyal customer (Rust *et al.*, 2004).

It has been mentioned that the value of customer equity is a fundamental factor in ensuring the company's long-term success and is the first step to start the company's long-term values (Kim N., Park, Kim, K.H., Aiello & Donvito, 2012). The three dimensions of customer equity affect how customers evaluate the quality of the perceived experience of a company (Cambra-Fierro, Gao, Melero-Polo & Sese, 2019).

In addition, Liu C.R., Ge, Lin, Kuo and Tsui (2014) mentioned that the three dimensions of customer equity have different relationships in different industries. For instance, Severt K., Severt D. and Palakurthi (2009) found out that value equity has a significant role in customer equity for the convention industry. Also, Hyun, (2009a) mentioned that there is a critical influence of brand equity on customer equity in chain restaurants, and later he mentioned an important role of relationship equity in theme parks. Moreover, Wong (2013) suggested brand and relationship equity as the main factors of loyalty in casino hotels (Lee & Park 2019).

Thus, studying customer equity drivers and the way they affect differently on loyalty and customer equity itself is crucial for hotels, namely in Algarve. Also, understanding its different

mechanisms will help managers in hotels to decide based on new findings that satisfy customers and will help them to improve.

If companies respect the three factors of Customer equity (the value, the brand, and the relationship), a high level of quality in customer experience will be achieved. This high level of quality in customer experience can translate into increases in the quality of customer relationships with the company and, therefore, expanding its non-transactional behaviors. In this sense, a company should not consider this investment as costs, although it does not have a direct impact on sales, as it improves brand image and company's products or services, attracts new customers, and especially maintains a long-term relationship with customers (Cambra-Fierro *et al.*, 2019).

3.3. Customer Lifetime Value and Customer Equity Concept

In competitive industries, managing relationships with customers are considered an efficient way of acquiring and retaining customers and enhancing their satisfaction. It includes processes that allow organizations to direct their business strategies to establish long-term and profitable relationships with special customers and maximize customer equity. Anticipation and calculation of customer lifetime value are competitive advantages for increasing incomes and recognizing more profitable customers. These concepts (customer equity and customer lifetime value) are close to each other and are the most important ones used for classifying the market. Therefore, it is tried to predict and calculate customers by various techniques of customer lifetime value (CLV), planned to retain the most valuables (Peppers, Rogers & Dorf, 1999).

Customer equity should be calculated for any customer to identify customers who are more profitable to the organization through which they ranked in the organization based on created benefits. This process may be regarded as a basis for formulating an organization's strategy to maximize customer lifetime and the duration of its profitability (Greenberg, 2002).

The Customer equity method was provided to measure customers as an asset or property for the first time by Rust *et al.* (2000). Many other models came later (Alavijeh, Esmaeili, Sepahvand & Davidaviciene, 2018), like Customer lifetime Value by Bolton *et al.* (2004), to measure a company's financial results linking marketing to finance.

Calculation and anticipation of customer lifetime value will help organizations invest their resources on more profitable customers, which means allocating resources in the best way and getting close to a customer-oriented approach (Kumar & George, 2007). Courtheoux (1995) stated that customer lifetime value (CLV) is the sum of discounted net profit by a customer during his or her relationship with an organization. Customer lifetime value is a set of values brought to an organization by a customer when he or she still is the organization's customer. This concept refers to both the current and potential values of an organizations' customers, and their main calculation objective is knowing customers' attitudes for allocating optimal sources (Gupta, Hanssens, Hardie, Kahn, Kumar, Lin, Ravishanker & Sriram, 2006).

Initially, customer lifetime value models were introduced in the direct marketing field in which required data on marketing and profitability interventions at the personal level, these concepts used in financial services (Ozgen, 2017).

Customer equity is defined as the sum of the discounted lifetime value of the contribution stream that firms obtain from a customer lifetime (Yuan, Moon, Kim & Wang, 2019).

When customer equity is high, the customer experience with firms will be more positive (Ou Y.C., Verhoef & Wiesel., 2017; Rust *et al.*, 2004; Vogel *et al.*, 2008). Rust *et al.* (2004) also discussed that the concept of customer equity will help companies to focus on an individual customer.

Customer equity benefits companies in terms of:

1. Better customer targeting (Hyun, 2009a)
2. More personalization (Hyun, 2009a)
3. The decrease in prices of competition (Day, 1999)
4. Meeting customer needs (Hyun, 2009a)
5. Improves customer satisfaction (Reicheld & Teal, 2001)
6. Increase customer loyalty (Macintosh & Lockshin, 1997)
7. More distinction in the competition (Christopher, 1996)

At the end of this part, some studies that are also considered famous approaches to the customer equity concept, not discussed in the text, will be summarized. Table 3.1 shows how customer equity approaches changed and improved during the years.

Table 3.1: Basic Customer Equity approaches

Authors	Customer Equity Approaches
Zeithaml, 1988	proposing four aspects for the perception of value by customers
Berger & Nasr, 1998	measuring customer equity with 4 maintenance models
Holbrook, 1999	measuring customer perceived value by 4 factors
Rust <i>et al.</i> , 2000	proposing a formol to calculate the customer lifetime value
Barbarosoglu & Yazgac, 2000	an analytical hierarchical process aspect
Sargeant, 2000	measuring customer equity with four different aspects
Libai, Narayandas & Humby, 2002	a segmented approach by dividing a customer base into different parts

Amongst customer equity approaches, the study by Rust and his colleagues in 2000 is the most frequently applied by the researchers.

3.4. Customer Equity Model and its Drivers

Since Blattberg and Deighton (1996) suggested the concept of customer equity for the first time, many researchers tried to improve this concept (Rust *et al.*, 2000 & 2004; Blattberg, Getz & Thomas, 2001; Ramaseshan, Rabbanee & Hui, 2013; Lee C.H., Ko, Tikkanen, Phan, Aiello, Donvito & Raithel 2014; Wang H., Kim, K.H., Ko & Liu, H., 2016; Alvije *et al.*, 2018).

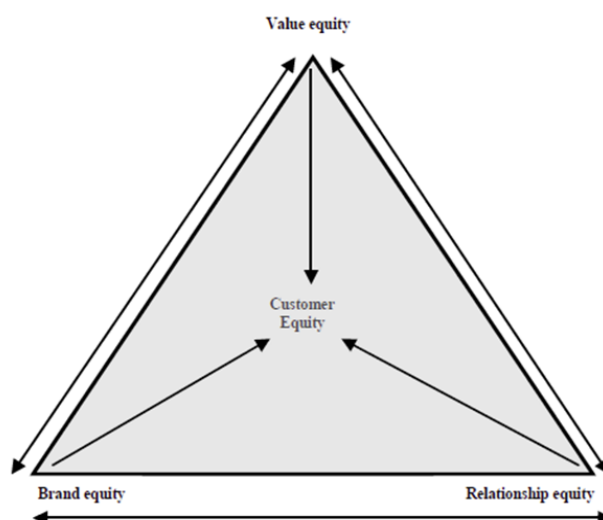
This interest derives, among other aspects, from the understanding that maximizing customer equity is a fundamental goal in customer and company relationship management (Berger & Bechwati, 2001).

Based on consumers' behaviors, existing researchers propose that one organization can enhance customer equity by improving its components.

Lemon, Rust, and Zeithaml (2001) defined value equity, brand equity, and relationship equity as customer equity. These components affect the customer experience (Lee & Park, 2019). These constructs can act differently based on the company and the setting (Liu C.R. et al., 2014).

Aravindakshan, Rust, Lemon, and Zeithaml (2004) presented a model adapted from Rust *et al.* (2000) where value equity, brand equity, and relationship equity are the drivers or components of customer equity (figure 3.1).

Figure 3.1: Customer equity and its drivers

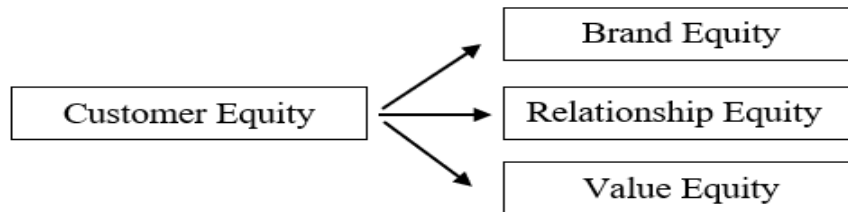


Source: Aravindakshan *et al.* 2004

In the model, researchers proposed that customer equity consists of three components, value equity, brand equity, and relationship equity (Ozgen, 2017).

Figure 3.2 shows a customer equity model based on Lemon and her colleagues' work (2001) applied in Hossain, Akter, Kattiyapornpong, and Wamba (2017) study. These components are reflections of customer equity.

Figure 3.2: Customer Equity Model



Source: Hossain *et al.*, 2017

Value equity, brand equity, and relationship equity are considered strategic levers that ultimately have a significant impact on the value of customer equity and may affect the customer's attitude and behavior (Ou Y.C. *et al.*, 2017; Cheng Y.Y., Tung, Yang & Chiang, 2019).

These three factors (brand equity, relationship equity, value equity) work independently and together. By improving these three factors, companies can increase customer value (Hyun, 2009a). Moreover, an improvement in one factor may also cause an increase in other factors, for instance, value equity influences relationship equity; brand equity positively influences value equity, and brand equity directly influences relationship equity (Hyun, 2009b).

According to previous studies, customer views influence selling based on customer equity (Hyun, 2009a), and customer equity is a central factor in long-term relationships with customers (Bennett R., Härtel & Mc Coll-Kennedy, 2005). Also, Blatberg and Dighton (1996) said that customer equity measures relationship value based on the customer's current profitability and his or her long-term contributions over time. Rust *et al.* (2004) defined customer equity as the total sum of customer lifetime (Leone, Rao, Keller, Luo, McAlister, & Srivastava, 2006).

Customer equity affects the quality of the customer's experience with the company and its brands (Cambra-Fierro *et al.*, 2019). Customer equity is a behavioral variable that represents actual purchase and intent (Alvije *et al.*, 2018).

In summary, table 3.2 is shown some definitions of customer equity.

Table 3.2: Different kind of Customer equity definition

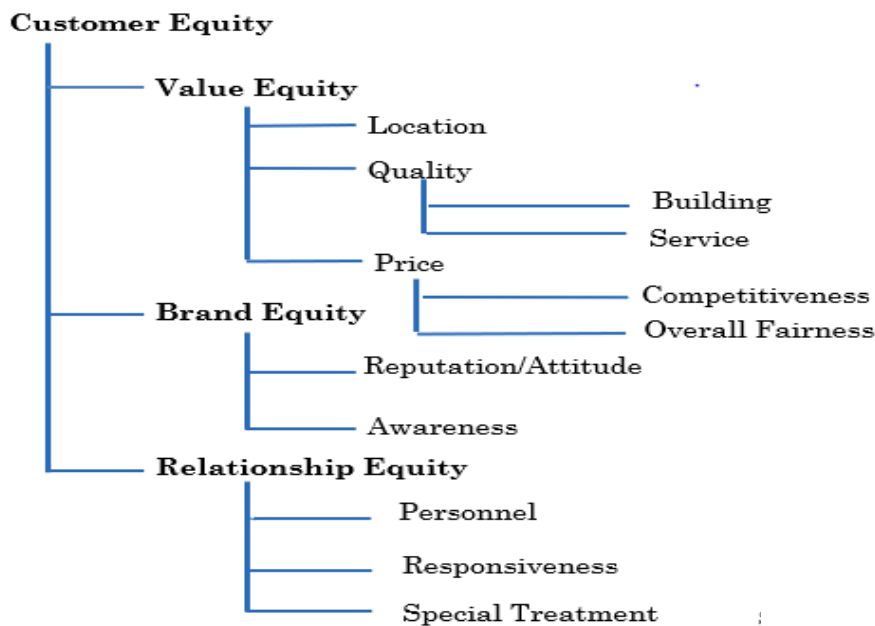
Definition of Customer Equity	Authors
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the customer's excess revenue overtime on the company's costs of attracting, selling, and serving those customers	Kotler & Armstrong (1995)
customer profit for the first time, minus customer purchase costs, in addition to expected future sales profits from newly acquired and collected customers	Blattberg <i>et al.</i> (2001)
the total sum of customer lifetime	Blattberg & Dighton (1996), Rust <i>et al.</i> (2000)
number of clients multiplied by the average value of the lives of the company's customers	Hansotia (2004)
key-value and important factor in long term relationship with customers	Bennett R. <i>et al.</i> (2005)
the total value of the customer's lifetime of the company's current and potential clients	Kotler N.G., Kotler P. & Kotler W.I. (2008)
increases customer value and selling of company	Hyun (2009a)

Source: Own Elaboration

In figure 3.3, customer equity factors and their sub drivers are shown in detail based on Severt and Palakurthi's study in 2008.

Figure 3.3: Customer Equity and its drivers with subfactors



Source: Severt and Palakurthi (2008)

It should be mention that although most literature in marketing accepts 3 drivers of customer equity. Nonetheless, in a small number of articles that are not well established, some authors believed in more customer equity framework dimensions. For instance, Chahal & Bala (2017), in their research for the banking industry in India, added *Retention Equity* and *Social Equity* to the customer equity framework, or Ozgen (2017) in Turkey in the cellphone industry discussed that customer equity has two more variables, namely, *Attitudinal Loyalty* and *Behavioral Loyalty*.

Nonetheless, three main drivers of customer equity (value, brand, relationship) are the most commonly accepted amongst researchers as Hyun (2009a & b); Severt *et al.* (2009); Ramaseshan *et al.* (2013); Lee C.H., *et al.* (2014); Ou Y.C., *et al.* (2017); Alvije *et al.* (2018); Cheng Y.Y., *et al.* (2019).

3.4.1. Value Equity

In Marketing, value is a pivotal concept, many researchers like Kotler (1995) and Holbrook (1999) believe it is marketing that creates value for customers. In Rust's model (2000), it is said that "first of all, value is arising from human perceptions, not emotions." Moreover, value equity is the customer's assessment of a brand utility and profit based on his or her perception about what is given up for what is gain (Rust *et al.*, 2000). Also, value equity is defined as "the customer objective evaluation on profit and benefit of a brand or his or her understanding about what is gained for what is paid" (Hyun, 2009a p. 533).

Usually, companies take several strategies to add their value equity, for instance, they can provide higher amounts of their products for customers or reduce what is paid by customers for gaining a product (like spent time). Value equity is the main foundation of the customer equity framework because if one company's product value is not in conformity with customer evaluations, brand and relationship marketing strategies will not be capable of enhancing customer equity. The most important variables of value equity include quality, price, and accessibility of a product (Rust *et al.* 2000). Also, value equity describes how a customer evaluates products or services by using target actions (Cambra-Fierro *et al.*, 2019).

3.4.2. Brand Equity

"Brand equity is the capabilities and properties of one company, names, and logos which are added to or subtracted from the value presented by a product for a firm and its customers" (Aaker, 1991). Brand equity is the set of assets, associated with a brand and symbol that adds value to a product or service of a company and its customer (Aaker, 1991).

For Keller (1993) marketing efforts like advertisement and pricing strategies make the customer's mind attached to a brand conceptually, influence customer acquisition and

retaining, and relationship development, and customer equity. In the same research, Keller discussed that a loyal customer to a brand has positive brand equity which means responding to marketing activities.

According to Aaker 1996, it is not possible to perceive and understand brand equity without considering its sources effective on its creation and formation in consumers' minds. Aaker believed that brand is the main property of a company, and brand equity describes the price difference of a strong brand while selling its products compared to a passable brand. Also, strong brand equity has substantial positive effects for companies such as a favorable response from customers, greater trade support, distribution channel lever, brand loyalty, and larger marketing effectiveness (Keller, 2001). Moreover, Keller in 2002 discussed that strong brand equity has benefits as follows :

1. Improves product performance awareness
2. Increases loyalty
3. Less undefendable to competitive marketing efforts and marketing crises
4. More secure margins
5. Flexible customers for reducing and rising prices
6. More business cooperation and more support
7. Increasing the effectiveness of marketing communications
8. Opportunities for licensing and more brand expansion opportunities

Customers' tendency and willingness to a brand is brand equity, above and beyond their subjective and objective assessments of a company name (Aravindakshan *et al.*, 2004).

If a brand carries high equity to the consumers, they intend to pay more for it (Netemeyer, Krishnan, Pullig, Wang, Yagci, Dean & Wirth, 2004).

A more valuable and credible brand for consumers means less sensitivity to the price of that brand and more loyalty (Van Reil, Victorino, Verma, Plaschka & Dev, 2005).

There are no unbranded customers, and we cannot imagine a brand without customers. Both concepts can have an interactive effect, so marketing efforts to improve customer qualifications can also increase the value of brand equity and vice versa. (Keiningham *et al.*, 2005).

Customers influence brands that they received and understand by actions like sanctions and rewards toward a brand (Rydén, Kottika, Hossain, Skare & Morrison, 2020).

Based on brand equity, the behaviors and responses of consumers enhance competition situations, and the financial performance of an organization is by brand equity, also customers' loyalty resulting from brand equity increases the probability of selecting a brand (Rajh, 2005). The effects of brand equity are known mostly on satisfaction and behavioral intention (Ross, 2006).

Based on previous studies, brand equity can be conceptually related to customer equity in different ways. Nevertheless, the two concepts go hand in hand: "Through the years, customers may come and go, but strong brands will endure" (Leone *et al.* 2006: 136). It has also been discussed that the brand has a larger influence on customer value than any other dimension (Hyun, 2009a).

Brand equity offers many advantages for organizations and producers, for example, if one brand enjoys high equity, target consumers' positive attitudes towards it, cause paying a product high price, repurchasing, and advertising (Kim & Hyun, 2011).

In such a situation, customers even tend to pay a higher price for gaining a unique value of the brand, while other brands and options are not capable of creating such equity for customers and consumers (Seitz, Razzouk & Wells, 2010).

Brand equity has been considered an independent element that is associated with the value of a brand and other dimensions of a brand (Mishra & Datta, 2011). Although it is one of the most popular marketing concepts for about 20 years (Keller, 2013), scholars have not reached a consensus on how to measure it yet (Aaker, 1991; Keller 1993 & 2013).

About the effects of brand equity on consumers' responses, Buil, Martínez, and De Chernatony (2013) considered four behavioral reactions:

- 1) a tendency to pay a higher price for the brand,

-
- 2) development of the brand,
 - 3) selection, and preference of the brand,
 - 4) intention to buy the brand.

The tendency to pay a higher price describes a consumer's willingness to pay more money for a special brand, compared to other brands enjoying similar and identical benefits (Buil *et al.*, 2013).

Brand equity is intangible, and it demonstrates what a brand means to the customer (Gringarton, 2018). Hoeffler and Keller, in 2003, discussed that companies could use brand equity by implementing corporate social marketing (Sung, Tao & Slevitch, 2020).

Based on Vogel *et al.* study in 2008, later Yu, Yuan C., Kim J. and Wang S. in their research (2020) said that brand equity refers to the mental evaluation of the product produced by the customer based on the brand itself.

Findings showed that brand equity is an important indicator and a determinant of travel purpose, and affects travelers' decisions (Chi *et al.*, 2020). It has been few studies related to destination brand equity in the tourism field, but some famous studies like Pike in 2007 and Konecnik in 2006 can be mentioned (Chi *et al.*, 2020).

There are many classifications and suggestions about brand equity, Aaker (1991) offered a completely psychological model for evaluating brand equity from the perspective of the customer. It includes five dimensions: brand awareness, brand association, perceived quality, brand loyalty, and other proprietary assets of the company. Practically the first four dimensions have been considered for analyzing brand equity based on consumers' opinions. Even in his other works, Aaker used these four factors and the fifth one as a relationship channel between a company and other factors like a direct relationship with the consumer.

In practice, four dimensions are considered when analyzing brand equity based on the user's view. These dimensions are discussed in detail next.

3.4.2.1 Brand awareness

Aaker (1991) defined brand awareness as the ability of a consumer for recognizing or remembering a brand in specified product classification. Based on his model, brand awareness may influence brand equity through

- 1) a base and support for other associations taken into consideration,
- 2) establishing a familiar tie,
- 3) a sign of durability/ obligation of being under consideration.

Keller (2003) stated that brand awareness plays a significant role in customers' decision-making on buying, paying attention, and selecting (Gil, Andres, & Salinas, 2007).

3.4.2.2 Brand association

Aaker (1991) believed that there is a close relationship between brand awareness and brand association. He defined brand association as customers' memory connection with a brand, and thought that brand association could influence brand equity through five ways:

- 1) directing data processing,
- 2) differentiation/ placement,
- 3) a reason for purchasing a brand,
- 4) positive motivation and emotion,
- 5) expansion and development.

Keller (2003) stated that any new experience is creating, strengthening, and changing a brand for associated persons. A brand association must be efficiently strong and desirable so that it can influence brand equity positively. Also, it may be effective in searching for information for consumers' decision-making on purchasing. One customer keeps in his mind a sign of purchased or consumed product essentially not its name and maybe a packaging or designing form, or particular pictures, or anything associated in the human mind. Consumers' mind awareness and its relationship with a strong and positive associative thing are regarded as an advantage of one brand (Gil *et al.*, 2007).

3.4.2.3 Perceived quality

According to Aaker (1991), perceived quality is one customer perception about an overall or higher quality of a product or service according to his or her purpose and in comparison, with other options. Based on his model, perceived quality can influence brand equity in five ways:

- 1) a reason for purchasing a brand,
- 2) distinction/ placement,
- 3) paying a premium price,
- 4) attracting the attention of a distribution channel members to apply a product in higher perceived quality, and
- 5) brand expansion and development.

Zeithaml (1988) described perceived quality as the customer's perception about the higher quality of goods or services compared to rivals not including technical dimensions. He determined that perceived quality is a component of brand equity, therefore high perceived quality directs consumers to select a special brand compared to other competitor brands. So, higher perceived quality is higher brand equity. Perceived quality is related to information evaluation and brand loyalty, and influences consumers strongly in the purchasing process (Gil *et al.*, 2007).

3.4.2.4 Brand loyalty

In Aaker brand equity model, loyalty is trading leverage for decreasing marketing expenses, attracting new customers, or time for reacting against competition threads. Aaker (1991) defined brand loyalty in two ways:

- 1) a price paid by a customer for a brand compared to other brands enjoying similar advantages,

-
- 2) a direct assessment of customer satisfaction, and intention to repurchase or order a product or service.

Commitment to a brand for repurchasing or using a product or service in the future was determined as brand loyalty by Oliver (1997).

Brand loyalty can be explained as a criterion for positive attitudes of customers towards a trade brand, commitment to it, and intention to repurchase in the future, in fact, it results in a commitment to repurchase. It has been believed that the brand loyalty effect is higher compared to other variables (Gil *et al.*, 2007).

Tourist travel targets will be affected by brand equity, also the findings show that brand equity can be identified as an important and key determinant of travel goals. Therefore, a better understanding of what motivates visitors to visit specific destinations is important, as well as how brand equity affects traveler decisions. This research is conducted in the context of customer behavior to better understand brand equity and how it can be improved, especially for international purposes (Chi *et al.*, 2020).

3.4.3. Relationship Equity

Relationship equity is customers' tendency to keep their relationships with a brand beyond and above their subjective and objective assessments about the brand and is a consequence of companies' efforts for strengthening their relationships with their customers. So, companies focus on the costs of changing customers, and they want to create and retain relationships with customers. It is required to increase the probability of repurchasing a brand and quantity of purchasing by customers and decrease the probability of buying from rivals, by relationship programs (Rust *et al.*, 2000).

Lemon *et al.*, (2001) stated that relationship equity is the customer's effort to continue purchasing a particular brand beyond the subjective and objective assessment of that brand.

Later Rust and his colleagues (2004) introduced five elements as components of relationship equity in their model:

-
- 1) **Loyalty programs:** These are programs that raise loyalty incentives for customers such as enjoying the privilege of discounts and rewards (Rust *et al.*, 2000). These programs and related activities or affairs are referred to as the previous purchases.
 - 2) **Affinity programs:** Macchiette and Roy (1992) introduced these programs as unique exchanges by which products and services become valuable for reference groups enjoying common marketing interests or affections and values and influence the rest of the group. Affinity programs recognize customers' emotional attachments to a company, and many scholars know them as relationship marketing tools
 - 3) **Community programs:** Bennett, 1995, defined social relationships as companies' interactions with communities of their activities area; therefore, these companies publish their internal information. According to the increasing importance of these programs as marketing strategies, many scientists called them social marketing, and many company leaders make businesses responsible for establishing and maintaining a great community (Yoon, 2010).
 - 4) **Knowledge programs:** by these programs customers' knowledge data are collected systematically in order to take required measurements for establishing and keeping long-term relationships with them (Ofek & Sarvary, 2001).
 - 5) **Special programs:** based on the results of several kinds of research, many customers, even the best ones, prefer special cognitive programs to cash prizes. Rust *et al.* (2000) found that customers regard non-cash benefits more valuable than discounts and selling suggestions, for example, an airline company instead of tickets at lower prices for its valuable customers, when getting on board, invited them to exit gates to get on board earlier (Yoon, 2010).

It should be mentioned that in marketing works of literature, “Retention Equity” and “Relationship Equity” are equal, for example, Lemon and her colleagues in 2001 mentioned it in their work, or later in India, in both articles of Chahal and Bala (2017) they used Retention Equity phrase instead of Relationship Equity as one of the customer equity drivers; in this thesis, it just used Relationship Equity phrase which is more common in marketing texts of

customer equity (Rust *et al.*, 2000; Hyun, 2009a; Severt *et al.*, 2009; Ramaseshan *et al.*, 2013; Lee C.H. *et al.*, 2014; Ou Y.C. *et al.*, 2017; Alvije *et al.*, 2018).

Finally, we can discuss that the present study, is based on former researchers' viewpoints and it is assumed that value equity, brand equity, and relationship equity influence customer equity as an inner variable, which is helpful in tourism sectors to achieve progress and success.

3.5. Summary

The customer equity framework is essential to building a loyal customer, and it should be calculated to recognize customers who are more profitable for the business.

Many researchers attempted to improve the customer equity concept and tried to add dimensions to it but still, three main sub-variables of customer equity, namely, brand equity, value equity, and relationship equity are accepted by most marketing scientists.

The next chapter will discuss customer Emotions.

CHAPTER 4

CUSTOMER EMOTIONS

4.1. Introduction

For many years, decision-making processes have been studied regardless of mood and emotion (Larsen, 2000). Social psychologists have increasingly considered the importance of emotions, positive and negative mood, and the quality of emotions in cognitive and decision-making processes (Lerner, Li, Valdesolo & Kassam, 2015; Schwartz, 2012). Therefore, in this chapter,

the definition, importance, and the categories of emotions, and their classifications will be discussed.

4.2. Emotions

Understanding how tourists react makes it possible to develop appropriate marketing strategies (Tsauro & Ku, 2019). People use their emotional states as a basis for judgment, therefore changes in customers' feelings about services, affect their evaluation of services (Tsauro & Ku, 2019). The importance of customer emotions in the tourism experience over the past two decades has attracted the attention of researchers (Miao, Lehto & Wei, 2014; Ritchie & Hudson, 2009; Tasci & ko, 2016).

According to Gitelson and Grompton's findings in 1984, emotional attachment to a destination is a vital factor for frequent travels to a destination (Teng & Chen, 2020).

Advertising marketing literature shows that affect plays a significant role in decision making, especially in the case of valuable products, low engagement, and environmental processing (Baker & Lutz, 2000). Affects are largely understood as emotions, that is, the states experienced by individuals that are characterized by periods of intense emotion with a specific reference that leads to a particular response or behavior (Prayag *et al.*, 2017).

Psychologists endeavor to achieve the definition of emotions, but the topic is still controversial. According to Darwin (1872), emotions increase the chance of survival, responding appropriately to incidents in the environment. Besides, emotions act as signs of future actions or intentions (Plutchik, 1980).

William James in 1884, discussed a chicken - and - egg problem; which one comes first, the feeling of emotion and then the changes in body hormones, or the physiological changes come first and then emotion; his work was controversial in the long term and is one of the main reasons that still Psychologists are not able to define emotions (Plutchik, 1980).

Freud's definition (1895) comes from dealing with hysterical patients. This eventually led to his theory of suppressed feelings. He concluded that feelings can be suppressed, expressed,

modified, distorted, or converted into various derivatives and, with this point of view, emotions are complex conclusions based on evidence (Plutchik, 1980).

Emotions are proneness mental states arising from human thoughts or events cognitive assessments, and:

- include physiological processes,
- include physical signs (like gesture, posture)
- maybe followed by activities conforming to the experienced emotion (Bagozzi, Gopinath & Nyer, 1999).

Cabanac (2002) defined emotions as any high-intensity mental experience and high hedonic content. His definition of emotion is derived from three conditions:

- 1) emotions are a mental experience;
- 2) emotions have four dimensions of all mental objects quality, intensity, hedonistic, and duration;
- 3) each mental subject currently has nature and duration.

Emotion is a physiological response and is directly related to a person's purposeful behavior. Emotion is also a short and transient emotional state that depends on the environment and external conditions. In psychology, Emotions often point to feelings and emotional reactions, provide a full understanding of the goals of the purchase, and maybe a stimulus to customer behavior (Achar, So, Agrawal & Duhachek, 2016).

Emotions are obtained through an evaluation process, which takes place in the cerebral cortex. These processes produce monoamine chemical neurotransmitters that lead to physical sensations and in turn enable our brain to recognize emotions (Moyle, Moyle, Bec & Scott, 2019). To compare, in table 4.1 some of the main definitions of emotions are presented, describing their emphasis.

Table 4.1: Emphasis of Emotions' definition

Authors	Emotion Definition
James, 1884; Bentley, 1928; Bull, 1951	Emphasis on excitement and arousal feelings

Peters, 1970; Buck, 1988	Emphasize on evaluation and labeling process
Plutchik, 1980	Emphasis on the external stimulus of creating feelings
Cannon, 1928; Bruce, 1977	Emphasis on the internal physical mechanism of feeling
Darwin, 1872; Kemper, 1978	Emphasis on external visible emotional responses
Howard, 1928	Emphasis on the effects of the ineffectiveness of emotions
Izard, 1971	Emphasis on the organizational or functional effects of emotions
Deldado, 1973; Oster, Lewis & Rosenblum., 1978	Emphasis on emotion-related components
Lazarus, 1975	Emphasis on the relationship between emotion and motivation

Source: Own Elaboration

4.3. Emotion Effect on the Customer's Behaviour

Emotional value is the most experimental component and seems to be the main driver of future attitudes and behaviors (Gallarza-Granizo, Ruiz-Molina & Schlosser, 2020). According to contagious emotional theory, people often take the emotions of others unconsciously (Hatfield, Cacioppo & Rapson, 1994).

Recent studies suggest that people use their emotions in marketing judgments when they feel insecure (Faraji-Rad & Pham, 2017; Sebtianto, Chiew & Thai, 2020).

Emotion is a physiological reaction related directly to one's goal-driven behavior, it is transient and short-term and dependent on outer context and conditions. In psychology, emotions are affective feelings and responses usually. They allow us to understand completely purchase intentions and can be the main incentive of consumer behavior (Vainikka, 2015).

Motivation, personality, and emotions (feelings) are effective factors in consumers' decision making and marketing strategies. These are important for realizing consumers' purchase habits (Vainikka, 2015).

There are two main approaches to emotion:

Approach 1: according to previous findings, this approach was established among behavior sciences researchers applying the stimulus-response paradigm. They try to understand emotional mind mechanisms through behavioral responses when a person encounters a stimulus (Blossom, 2001).

Approach 2: It is rooted in neuropsychology. Here it is tried to anticipate and realize human behaviors to describe how the human mind acts (does) while encountering a certain stimulus. Behavior studies are dependent on the consequences of stimulus behavior and anticipate or deduce theoretically about the human mind indirectly. Nevertheless, the nervous system is directly related to realize and observe the human mind (Blossom, 2001).

Feelings or emotions play a powerful role in consuming products by customers. Not meeting a consumer's needs results in negative emotions, anger, disappointment, or incitement, and meeting needs leads to positive ones like happiness, and satisfaction but advertising a brand followed by positive emotions may result in consumers' satisfaction and loyalty (Vainikka, 2015).

People see their emotions as a source of information in judgment and decision making (Schwarz & Clore, 1996). In tourism, emotions are one of the main elements of customer satisfaction (Deng W.J., Yeh & Sung, 2013).

Also, previous research in travel and tourism literature shows the importance of customer feelings as a background for customer satisfaction and loyalty (Yuksel & Yuksel, 2007; Han & Back, 2008; Faullant, Matzler & Mooradian, 2011; Prayag, Hosany & Odeh, 2013; Prayag *et al.*, 2017; Torres, Wei, Hua & Chen, 2019). For example, relying on the Destination Emotion Scale (DES) of Hosany and Gilbert in 2010 and Prayag *et al.*, 2017 shows that a positive surprise during a leisure trip has a positive relationship with overall satisfaction, while Prayag *et al.* (2013) shows that joy, love and positive surprise are all related to satisfaction. Along with such previous findings, negative emotions are likely to reduce satisfaction and loyalty (Hwang & Matilla, 2018).

There is much research about consumers' feelings concentrated on their emotional responses. Studies of Derbaix (1995), Holbrook and Barta (1987) indicate that emotions moderate a consumer's response to the advertisements. Concerning satisfaction, for the first time, Westbrook (1987) investigated consumers' emotional responses to product consumption and their relationships considering the main aspects of the post-purchase process.

4.4. Customer Emotion Approach

There are different viewpoints about consumers' emotions among which it is common to classify emotions in two states, positive and negative ones (Laros & Steenkamp, 2005). Also, there is a lot of psychological research on emotion and its related terms. All these terms can be generally divided into positive affect and negative emotions. However, it is important to mention that the strategy of displaying neutral feelings used by some authors is not based on scientific theory or research, but most of it is a lay theory (Kopelman, Rosette & Thompson, 2006). Neutral affect is a kind of affect between positive and negative emotions (Yan, Zhou & Wu, 2018). While other psychologists just consider it inside positive or negative categories (Allott, Schäfer, Thompson, Nelson, Bendall, Bartholomeusz, Yuen, McGorry, Schlögelhofer, Bechdorf & Amminger, 2014). Besides, emotions can fluctuate at different stages of experience (Torres *et al.*, 2019).

In this regard, Richins (1997) by conducting many studies established *Consumption Emotion Set* or **CES**. It includes emotions declared in consumption and was developed for recognizing various emotions related to various goods. Terms of CES are repeated frequently, among other terms of psychological-emotional literature, and may be easily divided into positive and negative because different emotions can lead to different behavioral results (Laros & Steenkamp, 2005).

Environmental stressors like long queues, service delays, crowds, and noise that delay individuals' goals are often causing dysfunctional interactions, customer aggression, or customer's behavioral manifestations of anger that violate social norms of politeness and proper social interaction (Decelles, DeVoe, Rafaeli & Agasi, 2019).

There are common factors involved in emotional experiences including feelings caused by the context and environment, and psychological changes such as cognitive and behavioral thoughts (Vainikka, 2015).

Morris (1992) stated that emotions are related to context and external conditions. Additionally, according to Lazarus' (1994) view, emotions are transient responses expressing particular kinds of compatible experiences.

The relationship between emotion and cognition creates different theoretical perspectives (Izard, 2013). Differential emotions theory (DET: Izard, 2013) DET discusses that emotions originate in subcortical structures such as the limbic system and the hypothalamus, which evolved before areas of the cerebral cortex that are responsible for cognitive processing. Therefore, according to Izard (1992), the feeling of emotion at a level of intensity is always present in consciousness and affects evaluations and other cognitive and non-cognitive activators of the sequence of emotions in the flow of consciousness.

Darwin's theory of evolutionary biology discusses that emotions are present in individuals from the day they are born as part of a person's biological heritage and can be classified into basic components such as happiness, excitement, and anger (Plutchik, 1965).

Cognitive reasons have been examined by most of the emotion theories. These show that positive emotions are consequences of achieving goals or at least development in achieving goals, and negative ones are arising from a failure in achieving goals or limited development. Frijda (1993) believed that emotions are resulting from events followed by positive or negative consequences influential on evaluated individuals' relationships (Palmer, Kapoor & Kulshrestha, 2009).

Human mental emotions and tempers may be positive or negative (Denollet & De Vries, 2006). Negative affect means how much a person has bad feelings. Also, it describes an inner unpleasant experience and a general state of inner disappointment and a non-desirable activity followed by anger, sorrow, hate, inferiority, fault, fear, and rage. High negative affect (and its consequent low positive affect) results in torpor, tiredness, unhappiness, irascibility. In contrast, low negative affect (and its consequent high positive affect) leads to calmness and relaxation. Positive affect explains an inner pleasant experience, active energy, a high concentration, a desirable activity, and includes a wide variety of positive tempers like happiness, strength, enthusiasm, tendency, interest, and self-esteem or pride. Not only positive and negative effects are not opposite, but also, they are independent feelings related to large cognitive, biological, and behavioral systems (Watson & Clark, 1997).

4.4.1. Positive Emotions

Positive emotions are in different forms and types. Buck (1985, 1988, 1999) stated that positive emotion exists in the following forms:

Emotion I (EI) include body physiological reactions such as changes in heartbeat, blood pressure, perspiration, etc. for supporting body activities. These reactions match the body with environmental changes and maintain their balance.

Emotion II (EII) is a reasonable or meaningful and self-motivated behavior including posture, gesture, etc. for matching with the community. Laws expressing these modes may influence these behaviors, since these responses are observable, and reveal one's positive motivating-emotional states. Additionally, people's responses to these self-motivated modes help one comprehending and naming his or her positive emotions, this social process can adjust behaviors. Note that particular situations may prevent from showing self-motivated positive emotions, according to 'market laws'. Also, there are cultural rules that even differ based on the gender on how to display positive emotions. Another way of expressing positive emotions is 'not telling reality completely' when one is deceitful in his or her modes.

Emotion III (EIII) is a direct mental experience that may be even indirect and in the form of feedback of other reactions. Henceforth, we call EIII, affect, and this is the same emotion generally realized as a positive emotion. There are various emotions including happiness, sadness, fear, jealousy, anger, pride, etc. Emotional responses are a subset of positive emotional responses and include mental feelings such as joy, trouble, fear, anger, also physiological reactions (EI), and body gestures (EII). Therefore, affect is referred to as a particular emotion of various quality, and positive emotion as a more general term shall be used when it is more appropriate.

The third form of positive emotion (EIII) is the same one called 'knowledge through acquaintance' and plays the role of self-adjusting. This mental experience is read out for cognitive (reasonable), evaluation, naming, and self-adjusting systems. The logical knowledge conclusion is drawn through the description transferred by the symbol. This is a hierarchical and analytical knowledge dependent on the left cerebral hemisphere, while 'knowledge through acquaintance' is a holistic, and compound knowledge, and dependent on the right cerebral hemisphere. One is indirect knowledge, and the other is knowledge-based on evaluation.

It is important to note the interaction between positive and logical emotion systems adjusting behaviors. Although a positive emotional stimulus primarily influences the emotional system, mental experience warns (informs) the logical-cognitive system and itself is informed through evaluating internal and external information. Thus, these behavior controlling systems interact and inform each other resulting in a goal-driven behavior. This comprehensive framework is responsible for physiological arousal (EI), self-motivated modes (EII), and mental or subjective experience (EIII) because these are parts of one puzzle. Moreover, the logic function is seen in a symbolic relationship with positive emotion, and interaction between these two systems determines stimuli consequences. Buck's view (1985) of logical, and positive emotional systems as working independently yet interacting with each other, is the greatest virtue or goodness of his model based on motivational-emotional and cognitive-logical systems (Chaudhuri, 2006).

Tourists spend the holidays mainly for recreational purposes, to anticipate positive emotions, they try to experience positive emotions and avoid negative emotions (Hosany & Gilberts, 2010). Positive customer service and positive emotions increase customer satisfaction, while negative customer service feelings are negatively associated with customer satisfaction (Liu X.Y., Chi & Gremler, 2019). When a customer experiences a positive emotion, he or she communicates with the service provider (Tsaur & Ku, 2019).

It seems that customers who have positive emotions during entering a service enjoy their service more and, it increases the level of satisfaction. In contrast, when customers enter the service with negative emotions, they are likely to continue to experience negative emotions. Therefore, service satisfaction is not entirely about what employees do, but also includes an emotional exchange between customers and employees (Liu X.Y. *et al.*, 2019).

4.4.2. Negative Emotions

Levine and Burgess (1997) believed that negative emotions show signs of a problem and focus one's attention on specific aspects of a problematic situation. Ellsworth and Smith (1998) argued that negative emotions provoke individuals for changing the current situation. Similarly, Smith and Lazarus (1993) stated that negative emotions prepare one to be evaluated

according to an accepted useful, or harmful behavior and move based on his or her special emotional response. Emotions are related to different strategies of solving problems, Stein and Levine (1989), Roseman (1991), Levine and Burgess (1997) believed that it is a peculiar type of emotional reactions that motivates a person to evaluate a useful or useless behavior. This means that he or she avoids or lowers useless behaviors and increases useful ones (Palmer *et al.*, 2009). According to the theory of embarrassment, any unpleasant mental state that is associated with or is created by the loss of situational self-esteem or situational mental self-esteem may lead people to avoid situations or engage in activities that may make others unable to underestimate them (Banik, Gao & Rabbanee, 2019).

In tourism studies, Positive emotions are easily stimulated instead of negative ones (Nawijn, Mitas, Lin & Kerstetter, 2013; Torres *et al.*, 2019) but many studies discussed that negative emotions are stronger than positives, like Kensinger and Schacter in 2006.

Negative emotions come in many forms but are often seen as a response to unfulfilled service expectations. (Su, Hsu & Marshall, 2014).

Service failure, which has serious consequences, reduces positive emotions, happiness, and customer satisfaction and degrades emotional evaluation of service quality (Wen & Chi, 2013). While research on organizational backgrounds on customer aggression is limited, a large body of physiological research on human aggression supports the fact that various physiological stressors such as congestion, temperature, noise, delay, the lines, as an incompatible goal, produce angry emotions and aggression (Decelles *et al.*, 2019).

When organizations fail to keep their promises or behave in ways that are not admirable, negative retaliatory emotions such as anger can cause consumer actions on social media networks from personal complaints to mass confrontation, criticism, imitation, and even world uprisings by text messages are stimulated (Ryden *et al.*, 2020).

Unpleasant conditions such as noise and crowds are also likely to be considered pessimistic and therefore hinder customer goals. Such conditions, which are considered to be inconsistent with a person's desires or concerns, lead to a negative emotional state such as anger (Lazarus, 1991), irritability, and frustration (Berkowitz, 1989; Roseman, 1991).

The negative environment includes noise, temperature, and crowds which are physiologically unpleasant (Decelles *et al.*, 2019). Based on Slovic's study in 1999; in 2019 Banik and his colleagues discussed that negative events or loss of trust are more significant than positive events.

4.5. Emotion Components

Emotions consist of three components (Roos & Friman, 2008).

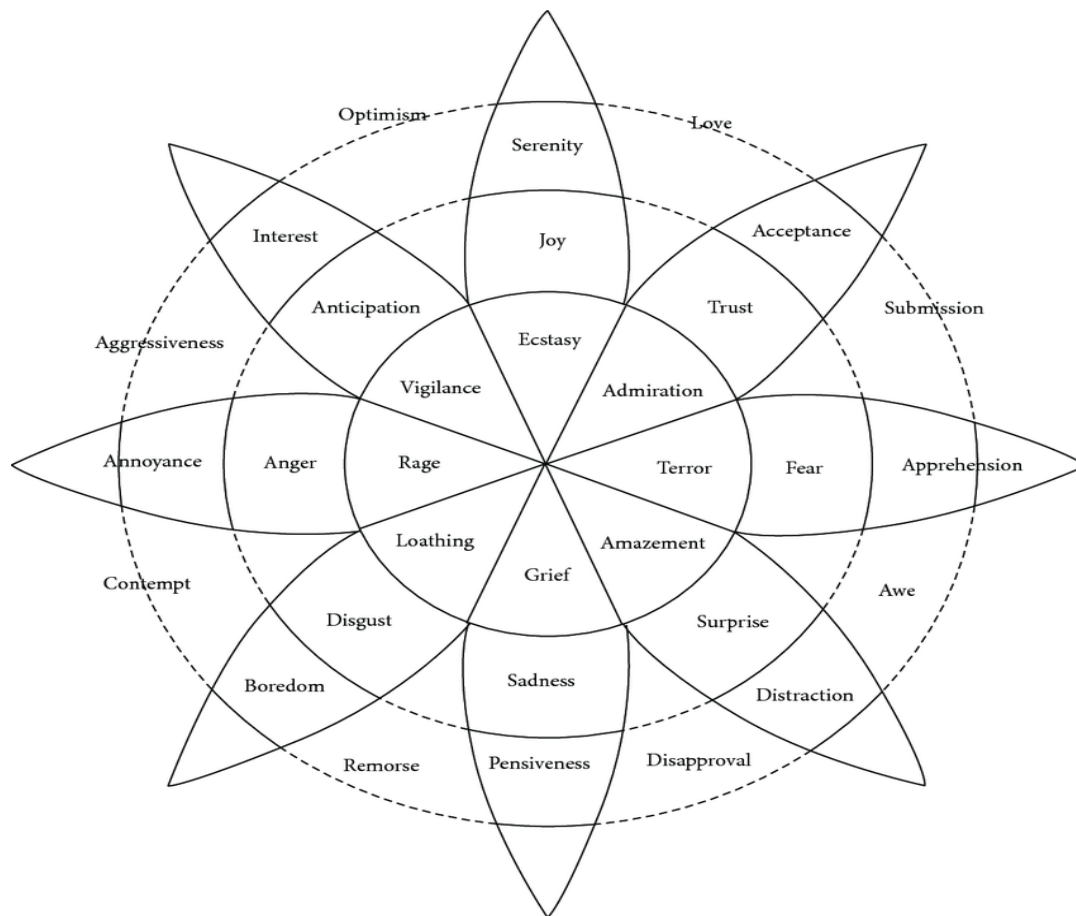
- 1) a great incentive for acting,
- 2) a model for a physical change,
- 3) a common subjective evaluation referred to as an emotional state.

Schwarz and Clore (1996) believed that there are differences between tempers and emotions. Tempers are positive or negative emotions in particular situations. But emotions like anger and jealousy are distinctive in one's tone or intonation, and their reason is recognizable (Baston, Shaw & Oleson, 1992).

Through theories, much research tried to classify emotions and the define main emotions of all human tendencies. Izard (2013) determined ten fundamental emotions including anger, debasement, hate, distress, fear, sin, interest, pleasure, shame, and astonishment or wonder.

Panksepp (1982) proposed four main emotions (expectation, fear, anger, and horror), Kemper (1987) believed to four main emotions too (fear, anger, depression, satisfaction), and Plutchik in 1980 categorized eight major emotions as origins of all emotional reactions (fear, anger, joy, sadness, disgust, acceptance, surprise, curiosity). Plutchik model is presented in Figure 4.1.

Figure 4.1: The Wheel of Emotions by Plutchik



Source: Plutchik (1991)

Mehrabian and Russell (1974) offered pleasure, arousal, and dominance PAD (Pleasure, Arousal, and Dominance) of reaction dimensions as primary criteria in the field of environmental psychology to discover people's emotional responses to their environment.

Izard (2013) considered ten emotions including negative ones (like anger, hate, sin) not included in the PAD model and Plutchik scales. But the eight main emotions that Plutchik identified, are still the basis for other categories which namely are:

- 1) joy and sadness
- 2) acceptance and disgust
- 3) fear and anger
- 4) surprise and anticipation.

Based on his model, emotions are activated by certain stimuli, which create certain patterns of behavior.

With the investigation of three above-mentioned emotional modes about purchasing compared to the Mehrabian and Russell model, Plutchik and Izard's emotional criteria provide more information on the emotional personality of customer experience (Wang, 2006).

In Mehrabian and Russell "PAD" model (1974), "pleasure" was described as the rate of feeling goodness, happiness, while "arousal" was defined as the rate of activating excitement, warning, and incitement feelings, and "dominance" as the rate by which one feels a situation is controllable or not. In research on consumers, often "pleasure" and "arousal" dimensions incited by consumption experiences have been studied and "dominance" has been ignored since previous studies have not shown a significant effect of "dominance" (Lee, 2009).

Russell, Weiss, and Mendelson (1989) proposed that it is possible to disregard "dominance" for measuring consumers' emotional advertising responses, because advertisements may not provide enough emotional stimuli for inciting dominance feeling. In recent research about marketing, emotions have revealed only two dimensions: "pleasure" and "arousal" (Yuksel, 2007).

1. **Pleasure:** How much a purchasing is pleasing for a person is defined as pleasure. It is an emotional response and inner incentive while performing an act or due to its performance, not by obligation. Based on self-determination theory, customers are self-determined entities, and if they are interested in performing a task, they will be incited internally (Chiu, Chang, Cheng & Fang, 2009). Pleasure is the rate by which one feels happiness (cheer), satisfaction, and contentment (Mehrabian & Russell, 1974).
2. **Arousal:** James (1890) confirmed the relationship between arousal mental emotions and physiological states. He believed that these changes and reactions are felt in the brain or cerebral cortex as emotional experiences. Emotional stimuli cause changes in veins and muscle reactions. Emotion experience is consciously comprehending physiological reactions (James, 1884). Arousal is the rate by which a person feels excitement, soberness, incitement, alertness, and activeness (Mehrabian & Russell,

1974). Arousal is when an individual feels he is very excited, incited, ready (prepared), and active (Wu Z., Wang, Zhao, Chen & Meng, 2014).

Many other authors also tried to classify emotion to describe its drivers too, in table 4.2 some of them are presented.

Table 4.2: Emotion classifications

Basic classification of Emotions	Authors
pleasure, arousal, dominance (PAD)	Mehrabian & Russel, 1974
anger, debasement, hate, distress, fear, sin, interest, pleasure, shame, astonishment/wonder	Izard, 2013
fear, anger, joy, sadness, disgust, acceptance, surprise, curiosity	Plutchik, 1980
expectation, fear, anger, horror	Panksepp, 1982
fear, anger, depression, satisfaction	Kemper, 1987

Source: Own Elaboration

4.6. Service Environment Effect on the Emotion

Environment plays an important role in presenting a service, because it can raise the pleasing and emotional reactions of customers, and at the same time, empowers human perception memory. Environment psychology studies have provided a set of knowledge examining interactions between a service environment and human behaviors (Lin & Liang, 2011). People pay attention to others, deal with emotional cues, and use them as social information, and are the basis of their emotional responses during emotional exchange processes (Parkinson, 1996). Emotions are followed by desirable or undesirable behaviors (Ryu & Jang, 2008). Potential costs of customer aggression that can be triggered by stressors in customer service environments should be considered (Decelles *et al.*, 2019). Also, customer emotions can occasion by environmental stressors that can affect employee emotions and behaviors (Decelles *et al.*, 2019).

Distinguishing between different types of environmental stressors and customer negative emotional reactions makes them understand when and why stressors perform a function against ineffective effects. Understanding how to change negative emotional responses to stressors in an organization can be a positive purpose by effectively marking (Decelles *et al.*, 2019).

There is a special distinction between "incidental" and "integral" emotions. Incidental feelings are not the basis for the decision itself but arise from the situations. For example, sunny weather can make a person feel happy, and this feeling can affect information processing as well as judgment and decision making (Schwartz, 2012). In contrast, integral emotions arise directly from the decision-making situation. For example, consumer research shows that poor service quality can cause anger, which in turn influences later on consumer decisions (Bougie, Pieters & Zeelenberg, 2003).

According to Bitner's (1992) classification, researchers have concentrated widely on physical aspects of the environment including designing and atmospheric factors but the influences of service providers and other customers are very important for service companies too (Michon, Yu, Smith & Chebat, 2008). Customer consumption emotions affect their satisfaction, improve the service environment, such as the physical environment, decoration, and care of customer service representatives, therefore, it is useful to strengthen the customers' feelings (Lin J.S.C. & Liang, 2011).

Moreover, customer and employee emotions interact with each other during the interaction of services. Instead, we need to consider the emotional cycles of service delivery (Liu *et al.*, 2019).

Emotional transmission between customers and service employees can affect customer satisfaction in employee-customer interaction (Barger & Grandey, 2006; Liu X.Y. *et al.*, 2019).

Previous studies have shown that employees' positive emotions increase customer satisfaction, desire to return, and speak positively through a positive emotional transmission process (Wang D., Hu, & Yin, 2017; Liu X.Y. *et al.*, 2019) while employees' negative emotions are associated with negative customer consequences through negative emotional transmission (Du, Fan & Feng, 2011; Liu X.Y. *et al.*, 2019).

Therefore, in later research environmental and social signs were presented as main environmental factors influencing consumers' emotional states during purchasing, and, in turn, these states influence purchase behavioral features (Yuksel, 2007).

4.7. Measuring Emotions

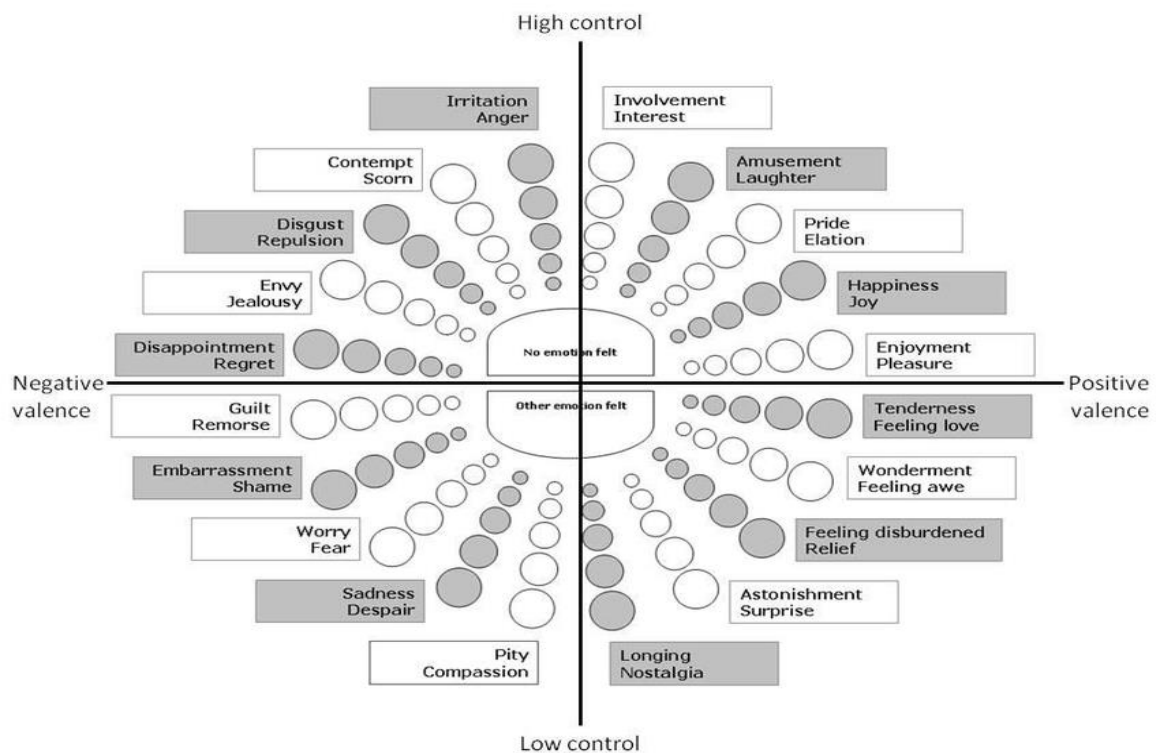
It has been claimed that there are 34,000 distinct emotions (Watkins, 2014), and there is no standard way to measure emotions. Instead, in an ideal scientific world, it is necessary to:

- (1) measure continuous changes in assessment processes at all levels of central nervous system processing;
- (2) response patterns produced in the nervous, endocrine, autonomic, and somatic nervous systems;
- (3) motivational changes resulting from assessment results, especially action tendencies;
- (4) Patterns of facial expressions and sounds, as well as body movements and;
- (5) the nature of the emotional state of mind experienced, reflect all of these changes.

In recent years major advances have been made in measuring the components of individual components such as assessment (Scherer, Schorr & Johnstone, 2001), brain mechanisms (Davidson, 2003), physiological response patterns (Stemmler, 2003), and expression of behavior (Harrigan, Rosenthal & Scherer, 2005). Therefore, it is only possible to learn how to identify the primary emotions and act accordingly.

Note that, the Plutchik wheel is not the only tool available for emotion understanding, there are other emotional wheels that help us to understand and recognize emotions, such as the Geneva Wheel of Emotion (GEW) which characterizes between twenty emotional qualities that vary from positive to negative capacity and from low to high control or power (Scherer, 2005). Figure 4.2 presents the Geneva Emotion Wheel.

Figure 4.2: Geneva Emotion Wheel



Source: Sacharin, Schlegel and Scherer (2012)

While both wheels focus on emotions and their intensity, GEW uses a different approach. For example, one of the differences between these two tools is that the Geneva Emotion Wheel allows people to choose between "no emotion" or "other emotion" options, that this free-response format can be inconvenient because there may be a great deal of variation in how respondents express themselves (Gohm & Clore, 2000), and Variation in measurements in individuals and conditions may reduce measurement reliability (Sacharin *et al.*, 2012).

4.8. Summary

Feelings play a significant role in decision making, so by understanding how tourists react and feel, it is possible to create appropriate marketing strategies.

Emotions is a physiological reaction and is a short and transient emotional state that depends on the external environment and conditions that are important for understanding consumer shopping habits and decisions. It has been also argued that customers who have positive

emotions when entering services enjoy more and their positive emotions increase their satisfaction.

The next chapter will propound the concept of Satisfaction.

CHAPTER 5

CUSTOMER SATISFACTION

5.1. Introduction

In today's world, to strengthen the competition, many competitors come and give what customers need, no matter what kind of product or service customers need, customer satisfaction is a necessary task for every business since buyer satisfaction after the purchase

depends on the company performance. Every company should improve its knowledge and performance to reach the customers' needs and following that to make them satisfy. In the following chapter, the history of literature in satisfaction areas, its definition by different authors, and the possible ways to its measurement will be discussed.

5.2. Customers' Satisfaction

One of each business' core is customers' satisfaction; every company's profitability, famousness, selling, services, and image are dependent on its customers. In the modern economy, the balance between customers' satisfaction and companies' profitability is the main factor of business success (Tcvetkova, 2017). In recent years, much attention has been paid to the customer satisfaction concept. Keeping customers satisfied is one trade challenge in today's competitive situation (Yap, Ramayah & Shahidan, 2012).

Topfer (1999) stated that customers' satisfaction does not depend on an organization's activity type or its position in the market but is dependent on its capability of providing customers with the expected quality. Juran (1988) said that when one customer feels a product quality matches with his or her expectations, he or she shall be satisfied. Customers' trouble, complaint, and fault-finding are arising from their dissatisfaction. In Nam, Ekinici, and Whyatt (2011) viewpoint, customers' satisfaction is the main factor of many organizations' long-term success and leaves an important impression on their behavior and attitude loyalty. For this reason, in several kinds of research, the relationship between satisfaction and verbal advertising, repurchasing, and increasing organizations' profitability has been emphasized (Nam *et al.*, 2011). Customer Satisfaction is a psychological concept that involves a sense of well-being and pleasure from achieving expectations about a product or service (WTO, 1985).

Satisfaction is an emotional response to a service (Olorunniwo, Hsu & Udo, 2006). Or in hotel sectors, customer satisfaction is an emotional evaluation of the hotel customer experience (Lai, 2019).

Satisfaction is a significant factor to repurchase in the future, and most probably, satisfied customers talk about their purchase experiences with others; this action is more important in eastern countries' cultures (Jamal & Naser, 2002).

Everyone does not have the same satisfaction from the same hospitality experiences. The reason is that customers have different needs, goals, and experiences that affect customer expectations (Stone, 1985). Customer satisfaction is the satisfying of an individual based on the result of a service experience (Pizam, Shapoval & Ellis, 2016). Customers compare received services with their higher expectations. If received services are lower than their expectations, they will be dissatisfied, and if higher, satisfied (Lai, 2007).

Generally, there are two conceptual perceptions about satisfaction, one is the satisfaction of trading, and the other is additional or incremental satisfaction (Kumar, Smart, Maddern, and Maull, 2008). The satisfaction of purchase is the customer assessment of his or her experience and his or her response to a particular service (Yi & La 2004). Additional (incremental) satisfaction is the customer assessment of his or her consumption experience until now (Boshoff & Gray 2004).

In theoretical literature, the importance of customers' satisfaction has been proven by its significant effect on their intention to repurchase a product or service. In relationship marketing literature, there is a positive relationship between customers' satisfaction and commitment. Higher satisfaction attracts more customers and obligates them to this relationship and is an obvious result of positive experiences of dealing with one organization, and customers offer it to the others. Organizations' resources are limited; therefore, it is not possible to concentrate on all factors of customers' satisfaction, and they should classify these factors to focus on more important and influential ones. (Vasudevan, Gaur & Shinde, 2006).

Fornell, Johnson, Anderson, Cha, and Bryant (1996) believed that there are two main factors calculated for customers' satisfaction or dissatisfaction. First, the value perceived means, how much value perceived by a customer about a product matches with his or her observations. Second, perceived quality, meaning whether one product includes customers' desirable features or not (Iqbal & Shah, 2016).

Giese and Cote (2000) discuss that customer satisfaction is a type of emotional, cognitive, and reactionary; is based on product or service purchases, usage patterns, and acquisition-related features; before choosing a product or service and the choice of consumption or maybe expressed after a long experience of use.

Satisfaction is the perceived difference between previous expectations and perceived performance, in which performance is higher than expected (Chen & Chen, 2010).

In tourism, satisfaction is the performance of expectations before travel and experience after travel (Hosany & Prayag, 2013). Satisfaction shows when the real experience of tourists is more positive and satisfying than expected. However, dissatisfaction shows when the real tourist experience evokes more negative emotions and dissatisfaction than the tourist experience expects (Sharma & Nayak, 2018). Also, Abbas, Hallem, and Taga (2020), like previous studies, found that satisfaction with service experience positively affects loyalty goals.

In service sectors, to a large extent, quality equals customer satisfaction, and customer satisfaction is services received divided by expected services (Lovelock, Wirtz & Chew, 2009).

Lovelock *et al.* (2009), discussed the advantages of satisfaction for companies, thus, figure 5.1 presents his point of view:

Figure 5.1: Benefits of customer satisfaction and service quality



Source: Lovelock *et al.* (2009)

Lovelock *et al.* (2009) believed that satisfaction and service quality:

- 1) reduces the cost of attracting new customers;
- 2) reduces the cost of service failure reduces;
- 3) increases positive word of mouth by the customers;
- 4) encourages customers to be supportive and loyal to the company;

5) keeps customers far from the competitor and creates the benefits of sustainability.

Moreover, table 5.1 shows more definitions as a summary of the concept of satisfaction produced by authors.

Table 5.1: Different kinds of basic satisfaction's definition

Definition of Satisfaction	Authors
a kind of evaluation about the experience that how it is as good as it was supposed to be	Hunt, 1977
a summary of the psychological state and assessment of the experience of buying, or consuming a product when combined with previous consumer emotions in relation to the experience of consumption	Oliver, 1981
the consumer's response to the experience of consumption and the assessment of the perceived difference between the previous expectations and the actual performance of the product after its acquisition	Day, 1984
overall purchase evaluation	Fornell, 1992
A judgment about a product or service feature, or the product /service itself which provide a pleasurable level of consumption-related fulfillment	Oliver <i>et al.</i> , 1997

Source: Own Elaboration

5.3. Customers' Satisfaction Stimuli

If offered services levels are higher than customers' expectations, their attention will be drawn, and despite the unreality of their' needs and expectations, they shall repurchase. Customers' expectations will be enhanced in two ways: first, a consumer feels a product quality is higher than the expected one, or, second, company performance is better than customers' thoughts (Rust & Oliver, 2000).

Cumby and Barnes (1998) argued that satisfaction includes five levels:

- 1) main products or services,
- 2) protection systems and services,
- 3) technical performance steps,
- 4) elements of mutual interactions of customers, and
- 5) services emotional efficiency dimensions. Generally, these require more personal relationships with service suppliers.

Main products or services as main productions of a company, probably bring minimum distinctions or additional values for suppliers. In a competitive trade market, one company must provide main products or services directly, otherwise, relationships shall be damaged completely. Protection systems and services are secondary and protective services increasing services or products supplying. A consumer may receive a valuable product, however, because of the inappropriateness and undesirability of protection systems and services, is not satisfied. If there is no problem with the main products and services or protection systems, maybe these are not provided by different kinds of suppliers in one situation. This may result in customers' dissatisfaction and changing their expectations. Elements of mutual interactions of customers are processes through which one customer meets a supplier, or they interact face to face or technologically. Cumby and Barnez in their studies (1998) indicate that customers' dissatisfaction is not related to the main products and means of delivering them. It is possible to satisfy a customer with most aspects of mutual relationships. There may be a few problems with issues ignored by employees. They stated that possibly a supplier performs the first four levels, but customers are not satisfied because of not taking into consideration the emotional dimensions of services (Cumby & Barnez, 1998) since satisfaction with the emotional process of consumers are affected (Oliver *et al.*, 1997).

The satisfaction of tourists with the quality of the experience at the destination tends to recommend the destination to others, on the other hand, dissatisfied tourists may not recommend such a goal in the future by saying a negative word of mouth (Chen & Tsai, 2007).

Research has shown that the more tourists express satisfaction with a destination, the more likely they are to revisit the destination (Ranjbarian & Pool, 2015; Loi, So, Lo & Fong, 2017; Zhang M., Hu, Guo & Liu, W., 2017). Revisiting tourists, who understand their potential for returning to the same destination, is a special element of post-consumption desirable behavior and a key component of loyalty to tourism (Loi *et al.*, 2017).

Despite advances in understanding the satisfaction of different components of a destination and its impact on the intention to revisit tourists, it is still necessary to better understand the characteristics of a destination that determine the satisfaction of the destination (Seetnah, Teeroovengadum & Nunkoo, 2020).

According to Seetnah *et al.* (2020), important contributors to tourists' overall destination satisfaction are:

- 1) satisfaction with accommodation services
- 2) satisfaction with accommodation quality
- 3) satisfaction with the cost of living
- 4) satisfaction with development level
- 5) satisfaction with attractions quality
- 6) satisfaction with political stability
- 7) satisfaction with the quality of information
- 8) satisfaction with the exchange rate.

Moreover, hotel satisfaction is the result of accommodation, food and drink, and other hotel services that are worth paying for, and by getting the hotel services regularly high and reliable, they also feel smart and excited about the exciting special rates. They enjoy, offers, and discounts in hotel rooms, food, and other services, in addition to the fun and entertainment that hotel guests experience from staying there (El-Adly, 2019).

5.4. Customers' Satisfaction Process

Morgan and Hunt stated (1994) that the most important factor of any successful strategy of customer satisfaction management is the capability of listening to them. Here there are five issues:

- 1) the customer satisfaction indicators,

-
- 2) feedback,
 - 3) market research,
 - 4) pioneer personnel,
 - 5) strategy processes.

In marketing literature, it is emphasized that customers' satisfaction results in retaining them. Therefore, many companies take strategies for raising customers' satisfaction in order to strengthen relationships and loyalty. In marketing, customers' satisfaction is widely related to experiences of applying products and services. By evaluating their experiences' consequences, customers in fact compare their expected results to those of other sources.

In other words, customer satisfaction is his or her positive feeling to the service supplier (Deng L., Turner, Gehling & Prince, 2010). It has been also mentioned that satisfaction with a destination is the main reason for revisiting a destination by tourists (Zhang H., Wu & Buhalis, 2018).

5.5. Customers' Satisfaction Measurement Models

There are many ways used by marketing researchers to measure satisfaction, in the following text some outstanding model which are more common and used among the scientists will be discussed.

5.5.1. Expectation-Disconfirmation Model

In this model expanded by Oliver (1980), before purchasing a product, consumers expound their expectations, finally, it compares the real performance with the expectations. Real performance higher than expectations results in a positive inference, high satisfaction, and purchasing frequently. But if it is lower than their expectations, dissatisfaction, and replacing that product with another one is resulted.

5.5.2. Servqual Model

By Servqual Model, it is possible to compare the customer expectation and perception of one product's real performance. It was developed for services that include five factors or dimensions:

- 1) Tangibility: such as physical facilities, equipment, and staff appearance
- 2) Reliabilities: capability of doing a promised service surely and carefully
- 3) Responsibility: eagerness to help customers as soon as possible
- 4) Assurance: including competition, politeness, safety and security, staffs' knowledge and politeness, and their capability of inspiring trust, and assuring customers
- 5) Empathy: including accessibility, communication, understanding customers, and paying attention to any customer particularly

In the Servqual Model by using 22 terms and considering the above-mentioned-dimensions, performance is measured. One customer expectation and experience are determined for every term (Juwaheer, 2004).

5.5.3. American Customer Satisfaction Index (ACSI)

ACSI was applied to measure customers' satisfaction in the U.S. by Fornell *et al.* in 1996.

This index includes three dependent variables (Ramdhani, Wiyono & Lalu, 2018):

- 1) quality perceived by the customer,
- 2) value perceived by the customer,
- 3) the customer expectation.

This index is the first, most comprehensive, theoretically well established, and widely used customer satisfaction index in the US (Fornell, Morgeson & Hult, 2016). It is a cause-and-

effect model with customer satisfaction backgrounds (customer expectation, perceived quality, and perceived value) and satisfaction results (Hult Sharma, Morgeson & Zhang, Y., 2019).

Also, Deng W.J., Yeh, and Sung (2013) included consumer emotions on the American Customer index (ACSI) and found that customer emotion was significantly associated with customer satisfaction.

5.5.4. European Customer Satisfaction and Loyalty Model

Some institutions like the European Foundation of Quality Management (EFQM) and European Quality Foundation by using a European model ECSI (European Customer Satisfaction Index) introduced indices of measuring customers' satisfaction and loyalty. Accordingly, factors effective on satisfaction and loyalty are as follows:

- 1) The customer subjective assumptions
- 2) Customer expectation
- 3) The quality perceived by hardware
- 4) The quality perceived by software

If assumptions, expectations, and quality perceived by hardware and human relationships are equal or higher than costs paid by the customer, it shall be possible to expect the customer to be satisfied with his or her purchasing, and if it is higher than a definite amount, he or she shall purchase frequently. The received value is the comparison of gains and paid costs by the customer. It should be mentioned that these costs are not only financial, for example, time spent by a customer to get a product or service or waiting in a queue is also included in costs, too (Ramadani *et al.*, 2018) .

5.5.5. Malaysian Customer Satisfaction and Loyalty Model

In Malaysia, the satisfaction index is a national-economic one representing customers' evaluation of quality provided by state organizations and institutions. This index introduced in 2000 paves the way for making decisions strategically in the organizations by providing required information from customers.

It includes five below variables and loyalty itself, which are factors effective on the satisfaction (Abdullah, 2001):

- 1) Perceived quality
- 2) Customer expectation
- 3) Perceived value

And factors effective on loyalty are:

- 4) The product or service image
- 5) Customer satisfaction.

5.5.6. Kano Customer Satisfaction Model

Usually, customers' needs are numerous and should be manageable and it is useful to classify their needs and requirements. Thus, classifying customers' needs and requirements is advantageous for organizations to concentrate on their satisfaction essential factors (Han S.B., Chen, S.K., Ebrahimpour & Sodhi, 2001) .

Kano model determined three requirements of one product effective on customer satisfaction:

- 1) Must-be requirements: these are the main and basic criteria of a product. Although the lack of these requirements means completely dissatisfied customers, these do not increase their satisfaction. These requirements only result in "not being dissatisfied ."
- 2) One-dimensional (performance) requirements: these requirements increase customer satisfaction proportionately. Their high levels shall be followed by the high satisfaction of customers. Often, these requirements are asked by customers .

3) Attractive requirements: these are the requirements that affect the highest on customers' satisfaction. These are not clearly requested nor expected by customers. Meeting attractive requirements increases customers' satisfaction more and more, but customers shall not be dissatisfied with the lack of these requirements (Matzler,1996).

5.5.7. Zethamel and Bitner Model and Customers' Satisfaction

Although there are common points between satisfaction and service quality, satisfaction generally is a greater concept, because the quality is focused on services dimensions. In this view, quality is a part of the satisfaction. Services quality represents customers' perceptions of services' five dimensions, while satisfaction is a comprehensive concept and includes service quality, product quality, price, and situational and individual factors (Sayed Javadin & Kimasi, 2005) .Accordingly, in order to know customer satisfaction, it is required to evaluate product quality (physical) and price, in addition, to service quality.

It may be said that different services are different combinations of products and services; some services are entirely service, and some more physical. Hence, it is important to pay attention to these physical products (Sayed Javadin & Kimasi, 2005).

5.6. Tools of Evaluating Continually Customers' Satisfaction

There are various methods to assess how far the clients are satisfied. Some of the more common are mentioned below:

1. **Suggestions and Complaints system:** suggesting and complaining are facilitated in an organization focusing on its customers. There are forms in restaurants, hotels, and airlines by which passengers and guests can express their satisfaction or dissatisfaction with different items (Abu-Hamatteh, Al-Azab, & El-Amyan, 2003).
2. **Imaginary (unreal) purchasing:** it is possible for companies to evaluate customers' satisfaction by people purchasing unreally. They report their positive and negative experiences of purchasing products of one company and its rivals. These imaginary

customers sometimes pretend to encounter some problems in order to know the company's employee's reactions (Kotler, 2000).

- 3. Analyzing lost customers:** companies must contact customers who do not repurchase their products to find out their reasons. Not only interviewing immediately but also carefully controlling lost customers during the years. Increasingly the number of lost customers of a company shows clearly it is not successful in satisfying the customers with its products or services (Kotler, 2000).

Evaluating continuously is not enough to satisfy customers, and the establishment of a plan or model is also required. One organization should be accountable for satisfying its customers in other words, all human efforts must be completely committed to satisfy them and change conditions in this regard (Villalobos, 2000).

5.7. Summary

Finding customers' needs and desires and creating products and services that satisfy customers could lead to company profits, which are highly dependent on company capability to provide customers expected quality.

Satisfaction is considered a psychological concept that involves a sense of well-being and pleasure from achieving expectations about a product or service which differs from person to person. In the services sectors, since they provide intangibility products, more effort is needed by the marketers, and the evaluations by customers vary the most.

Many kinds of tools for measuring satisfaction from different scientists, businesses, and different institutions or countries are provided to discover the best way for achieving satisfaction which all could be suitable based on the need for each specific industry.

The last variable of the research, loyalty, will be discussed in the next chapter.



CHAPTER 6

CUSTOMER LOYALTY

6.1. Introduction

Many businesses try to achieve the loyalty of their customers, when a company reaches the loyalty of its customers, it can be said that the ultimate reward for the company's efforts in interacting with its customers has been achieved.

Loyalty could be considered as a positive relationship between a customer and a company and could be a measurement of success. Thus, in this chapter, the history of loyalty in the literature, and the way that it could be reached and measured is addressed.

6.2. The Customer Loyalty Concept

Nowadays, because of different options available for customers, loyalty to a particular brand does not grow much compared to the past (Alvijeh *et al.*, 2018). Although loyalty has received attention for over forty years, in tourism literature it is a new phenomenon for about ten years (Chi *et al.*, 2020), and research on how to build loyalty in the hospitality sector, and in particular for hotels, is limited (Kharuof, Sekhon, Fazal-e-Hasan, Hickman & Mortimer, 2019). Also, Sharma and Nayak (2020), in their study, found out that the cost of maintaining existing tourists is significantly lower than attracting new tourists. As a result, loyalty is a top priority in most tourism industries (Hwang & Choi, 2020), and its results show to the companies how successful was the managers' performances (Han, Yu & Kim W., 2019).

Loyalty programs are one of the important tools in marketing that manages customer equity and also increases loyalty and expands firms by rewarding customers who buy frequently (Zhang H., Ko & Kim, K.H., 2010). Tourists' loyalty is the ultimate target of tourism marketing and is the main result of destination success (Papadimitriou, Apostolopoulo & Kaplanidou, 2015). Existing views on customer loyalty show that after creating customer enthusiasm for a service company, the customers are more inclined to buy consistently from the service provider (Kim M., Knutson & Vogt, 2014).

The vital role of repeat tourism for the sustainability in tourism sectors has been mentioned in several studies (Quintal & Polczynski, 2010; Papadimitriou, *et al.*, 2015; Hung, Lee & Huang, 2016; Stylos, Bellou, Andronikidis & Vassiliadis, 2017; Seetnah *et al.*, 2020).

Oliver (1999) defined loyalty as " the customer's deep commitment to repurchase a product or service in the future, and despite different efforts of marketing for changing this behavior, he or she still buys products of the same brand". This definition has been used greatly in defining the branding concept.

Since companies view their customers as their properties, paying attention to marketing and its importance has increasingly have been grown. Theoretically, the frequency of repurchasing by customers, the number of customers more interested in a brand during a period, and the amount

of money spent by customers, all significantly influence a company's earnings and revenues (Hyun, 2009a).

Keller (2003) discussed that loyalty is a psychological commitment to a service provider that is manifested by repeated purchases during the time. Positive attitudes and psychological related to the loyalty structure force customers to show their commitment through repetitive buying behavior (Lee & Park, 2019).

One of the most perfect definitions of loyalty was proposed by Jacoby and Olson (1970), in their views, brand loyalty is an intentionally behavioral and long-term response due to a psychological process related to a brand purchasing by an individual while other brands are available. Generally, brand loyalty is a deep commitment to purchase continuously a preferred product or service in the future and consequently frequent purchasing (Ha, John, Janda & Muthaly, 2011).

Also, loyalty is defined as a psychological attachment to an object (Bandyopadhyay & Martell, 2007) while brand loyalty is one customer's psychological commitment to repurchase a special brand and shows the power and strength of relationship value. Researchers prove that loyalty to the brand is a significant criterion for the value of a customer relationship for two reasons, first loyalty brand indicates the strength of relationship value between one brand and its customers, and second, loyal customers highly tend to purchase a brand over the time, they make profits and revenues for a company (Hyun, 2009a).

In the hotel industry, customer loyalty of the hotels is described by talking about the hotel, recommending, and returning to the hotel in the future (Lai, 2019). To sum up, table 6.1 shows some traditional definitions of the loyalty concept.

Table 6.1: Different kinds of Loyalty's definition

Loyalty Definition	Author
Loyal customers repeat buying a brand and do not search for any other brands	Newman & Werbal, 1973
Loyal customers rebuy and give recommendations	Pine, Peppers & Rogers, 1995
Loyalty is an attachment that resulted from two dimensions, product differentiation, and the buyer preference	Griffin, 1995
Loyalty is rebuying and encouraging a specific product or service	Oliver, 1999
Loyalty among customers shows their kinds of reactions about different kinds of product	Kotler, Hamlin, Rein & Haider, 2002

Source: Own Elaboration

6.3. Loyalty Types

There are various viewpoints about loyalty types, for instance, Oliver (1999) known loyalty as a process, not an output, and realized it in four stages: cognitive loyalty, affective loyalty, conative (intentional) loyalty, and action loyalty. Sivadas and Johnson (2001) mentioned that any stage expresses deeper loyalty compared to the previous one. The four stages of loyalty are:

- 1) Cognitive loyalty: it describes a psychological preference of one brand compared to other ones and is based on information achieved through earlier experiences or believing in a brand. Here, companies' performance and resulted in customers' satisfaction determine their loyalty and behavior in the future. Some researchers say that understanding people's values, comparing benefits, and understanding price are significant drivers of cognitive loyalty (Lee & Kim, 2010; Yuksel A., Yuksel, F. & Bilim, 2010).
- 2) Affective loyalty: it is a higher loyalty and is based on a set of satisfactory experiences that result in a tendency for a particular brand. Although there is a psychological commitment, it is probable to change this loyalty, too.
- 3) Conative (intentional) loyalty: it is arising from frequently positive effects of a brand. And the customer is deeply and psychologically committed to purchasing a certain brand.
- 4) Action loyalty: it is a psychologically strong commitment of a customer to a brand and overcoming obstacles or changing incentive stimuli of other competitor brands.

Kotler *et al.* (2002) considered loyalty models as criteria for market segmentation and said: "customers' loyalty to various brands, shops, and even companies is different". According to loyalty status, the customers can be divided into four groups: (Dhivya & Rangaswamy, 2016)

- 1) hard-core loyal: who purchase one brand constantly,
- 2) split loyal: who are loyal to two or three different brands,
- 3) shifting loyal: who are changing their loyalty from one brand to another one always,
- 4) switchers: who show no certain loyalty to one brand.

Sopanen (1996) believed in six types of loyalty including:

- 1) Monopoly loyalty: there is no selection available.
- 2) Inertia loyalty: customers do not seek a new brand.
- 3) Convenience loyalty: loyalty is defined exclusively by a location.
- 4) Price loyalty: customers are influenced by the minimum price.
- 5) Incentivized loyalty: It is a consequence of the benefits gained by rewards.
- 6) Emotional loyalty: customers are influenced by factors such as a brand name (Turner & Wilson, 2006).

Schiffman and Kanuck (2009) compared loyal consumers and spurious loyal. They argued that a "loyal consumer" enjoys a strong attitude and repurchases a brand very frequently. A "spurious loyal" although repurchases a brand, his or her attitude is weak. Complete and detailed information of loyal consumers about a brand arising from repurchasing it finally results in their loyalty. Spurious loyal pay more attention to visual signs like packaging and advertisements. So, marketers can train and target them to make decisions and remain loyal. If there are certain advertisements, spurious loyal shall be more willing to purchase (Shouli, 2007:44).

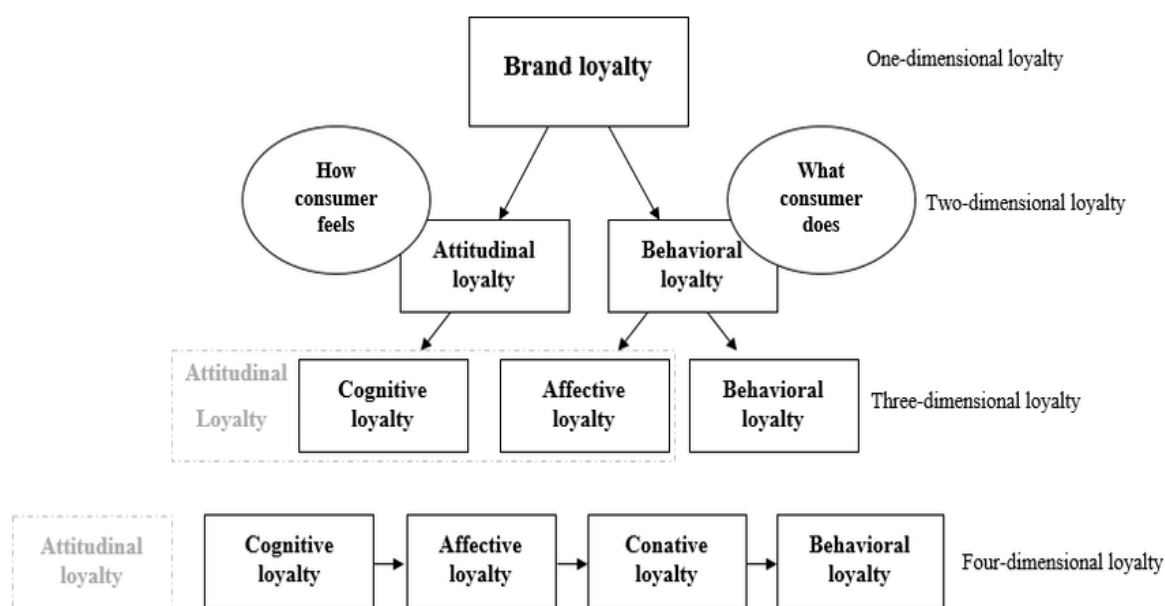
Griffin (1995) thought that attachment is one of the primary signs of loyalty and is a consequence of two dimensions: "product differentiation" and "buyer preference." "Product differentiation" is how a customer distinguishes meaningfully between a particular product or service and other ones. "Buyer preference" is a customer straight believing in a certain product or service. By determining the degree of attachment, frequently supporting is an influential factor in loyalty. The different statuses of attachment and loyalty of customers are as follows:

- a) No loyalty: a customer is not attached to a product or brand at all.
- b) Inertia loyalty: customers buy a product customarily. They show no sign of their satisfaction or dissatisfaction and select other brands or products because of, the suggestion of applying a product at a higher quality or lower price.
- c) Latent loyalty: repurchasing due to the situation factors as opposed to perception. For example, a consumer likes a particular brand of jean clothes, but he or she selects other brands because there is no shop selling that brand close to his or her place of residence.

d) Premium loyalty: customers are much attached to a special product and purchase it continuously. Therefore, companies consider them as the most attractive customers (Bruer,2006:58).

Figure 6.1 shows the stages of progressing loyalty by different authors during the years extracted and argued by TaghiPourian and Bakhsh (2015).

Figure 6.1: single-stage of loyalty to four-stage



Source: TaghiPourian & Bakhsh (2015)

In the figure, the first level shows a one-dimensional approach which was developed by researchers such as Cunningham (1956) and Farley (1964).

The attitude dimension to complement the behavioral loyalty dimension is presented at the second level which is studied by Day G. (1969).

Worthington, Russell-Bennett, and Härtel (2010) divided attitudes into two subsets of cognitive and emotional loyalty, which are shown in level three. Three-dimensional loyalty supported by Oliver (1997), and Dick and Basu (1994), too. Attitudinal Loyalty is pale because it is not part of the conceptualization for this level so, it is on the margins.

The idea presented by Oliver (1999) is a four-dimensional figure that shows in the fourth stage of loyalty (TaghiPourian & Bakhsh, 2015).

6.4. Loyalty Approaches

Behavioral and attitude approaches have been used for studying and assessing loyalty. Since the 1960s, loyalty has been measured by behavioral characteristics such as buying rate, probability of buying, and purchasing behavior (Kumar & Shah, 2004).

Oliver in 1999 discussed that attitudinal loyalty leads to behavioral loyalty; in the beginning, a customer becomes loyal in a cognitive fashion, then reaches effective loyalty followed by conative loyalty, and, in the end, becomes an action loyal. Although. Nonetheless, some authors like Dimitriadis in 2006; Kim W.G., Lee and Hiemstra, 2004; Rauyruen and Miller, 2007 suggest combining behavioral and attitudinal loyalty to predict and describe loyalty.

In the context of behavioral approaches: Hammond, East, and Ehrenberg (1996) believed that behavior research focuses only on observable activities. So behavioral loyalty is defined as frequently repurchasing a particular brand by a consumer and shown in consumers' costs models. This approach reflects the direct amount of selling a brand. These criteria are called the buyers' "share of wallet".

Behavioral approaches indicate the real behavior of the customer for purchasing a special brand (Lin, 2010). Repurchase intent, volume, and frequency of purchase over time, word of mouth recommendations, and resistance to change are behavioral criteria of loyalty.

- 1) Repurchase intent: it is one of the most important behavioral goals of marketing. It is a subjective probability of purchasing continuously or buying one particular brand in the future (Pham, Valette-Florence & Vigneron, 2018).
- 2) Volume and frequency of purchase over time: Riley, Niininen, Szivas, and Willis (2001) argued that volume and frequency of purchase during a specified period as two parameters may be combined and be a suitable criterion for measuring behavioral variables. This approach is based on the real consumption of a product or service. Frequency of purchase during a time, comparison of the frequency of purchasing during different periods, and the number of purchased products are some instances of this criterion. In the proportion-of-purchases method, the most applicable criterion for brand

loyalty, firstly all purchased brands are determined in a specific class of the product for any consumer, then the ratio of purchases of one brand is recognized. And according to a desirable ratio, brand loyalty is measured (Riley *et al.*, 2001).

- 3) Word of mouth recommendations: Anderson and Narus (1990) pointed out that word of mouth recommendations plays a significant role in advertising a company name, increasing commercial visits, and positive views about it. It is the most common criterion of measuring loyalty, and positive word of mouth recommendations is a behavioral sign of loyalty of recommending (Anderson & Narus, 1990). Reichheld (2003) believed that "verbal advertising" is highly related to one company's profitability and development and is a determining factor of loyalty (Reichheld, 2003).
- 4) Resistance to change: since more loyal customers are more attached to their desired products, they are very resistant to any stimulus for leaving them. Resistance to change is not only the first sign of loyalty, but it is also the most important reason for the tendency to loyalty. It has been proven that resistance to change is a key presupposition of loyalty (Park & Bai, 2014).

In the context of attitudinal approaches: many researchers have emphasized both "attitude" and "behavior" for a precise definition of brand loyalty. Loyalty is an intentional result of a long-term behavioral response and a psychological process of purchasing one or more brands frequently, and the attitude approach is defined as the customer preference and attachment to a particular brand (Lin, 2010).

- 1) Based on Solomon and Behavior (1994), attitudinal loyalty can be measured by brand attitudes or attitudes toward buying a brand. Recently, researchers have suggested that loyalty of attitude can be measured according to the individual's desire Loyalty.
- 2) Rundle-Thiele and Bennett (2001) state that loyalty of attitude can be defined by customer perception of the brand and repeated according to the intention to participate in purchasing or word of mouth.
- 3) In 2011, Cheng stated that behavioral loyalty ensures customer loyalty to a sales conversation, while attitude loyalty can have a positive impact on sales indirectly through positive word of mouth (Dikcius *et al.*, 2019). Attitude loyalty describes

consumers' desired attitude toward a brand, while behavioral loyalty refers to the behaviors of a true supporter (Chaudhuri & Holbrook, 2001).

In hospitality and tourism departments, loyalty has been considered by academics and stakeholders by examining the loyalty of the guests (Almeida-Santana & Moreno_Gil, 2018). Especially with its important impact on measuring the success of companies (Roy Butaney, Sekhon & Butaney, 2014). Moreover, loyal tourists are more inclined to recommend friends and family to the destination. They are also likely to expand a free advertising agent (Kim & Fesenmaier, 2017). Thus, Scientists are looking to further investigate the main factors of loyalty that play a role in its formation and compound in the hotel sectors (Sharples & Marcon-Clarke, 2019). Since, achieving guest loyalty has a positive effect on financial performance such as increased profitability and operational results such as service quality too (Jani & Han, 2014; Kharouf, Lund & Sekhon, 2014). When guests are loyal to the hotel, they become a brand advocate and spread positive word of mouth which help hotels to decrease communication costs (Drennan, Bianchi, Cacho-Elizondo, Louriero, Guibert & Proud, 2015). Moreover, according to a 1999 study by Shoemaker & Lewis, attitudinal loyalty has a positive effect on guest dependence and gives an emotional response to the hotel. (Kharuof *et al.*, 2019).

Also, in other tourism studies, it has been mentioned that destination loyalty can agree behavioral and attitudinal components too (Velazquez, Saura & Molina, 2011). The Behavioral component refers to a tourist's desire to revisit a destination, while the attitude component refers to a tourist's desire to recommend a destination to a friend or a potential tourist (Zhang H., et al., 2014).

Most previous works about loyalty in hotel sectors have only considered behavioral loyalty (Baloglu, Zhong & Tafonrd, 2017), but many authors discussed that the main drivers of loyalty are attitudinal and behavioral (Kwortnik & Han, 2011; Yoo & Bai, 2013; Kandampully, Zhang, T.C. & Bilgihan, 2015; Baloglu *et al.*, 2017). So, in the current study, attitudinal loyalty is considered too. In addition, by acting on attitudinal loyalty, satisfaction will be affected which itself has a direct impact on behavioral Loyalty (Liu C.T., Guo & Lee C.H, 2011; Banyte, Tarute & Taujinskyte, 2014; Dikcius, Kirse, Casas & Koncanina, 2019).

6.5. Summary

The pivotal role of customer loyalty for the companies has been proved over decades, but because there are today more competitors than in the past, loyalty does not grow that much, leading to more efforts by companies. Many authors tried to define, improve, and measure the concept, but after all efforts, the most applied and accepted approach is the one followed by researchers who argue that Loyalty is a process, not a result. Loyalty is described into two main types, attitudinal loyalty that leads to the other kind, behavioral loyalty.

In the next chapter, the conceptual model of the research will be described.

CHAPTER 7

CONCEPTUAL MODEL

7.1. Introduction

The previous chapters presented an overview of the state of the art, the importance of the concepts, about the components and factors affecting them from the marketing viewpoint. Nonetheless, despite the various researches previously done about each of the variables, none has been done that relates simultaneously customer equity, emotions, satisfaction, and loyalty.

In this chapter, the theoretical and experimental literature applied for the current research, including an overview of main structures and related literature, the research history, is done and a conceptual model is proposed which will reflect a more extensive perspective regarding the understanding of all the above concepts and their relationships.

Besides, the research conceptual model, hypotheses of the study have been presented.

7.2. The Conceptual Model

According to the theoretical literature, in order to analyze consumer behavior, individuals' preferences and expectations are analyzed in the framework of a cognitive process, so the preferences are influenced by various factors including thoughts and perceptions, values and affects, information and knowledge, and even environment and conditions. The history of marketing studies indicates loyalty as a feature of consumer behavior that is related to his or her decisions (Zhang M. *et al.* 2017). The loyalty function refers to as a customer behavioral response for selecting one brand among other ones (Rabbanee, Ramaseshan, Wu, C. & Vinden, 2012). Many studies showed that when a customer is loyal, it means that he or she will buy in the future (Oliver, 1999), which results from positive emotions and satisfaction while receiving the service.

In the present study, it has been investigated the variables of customer equity drivers, customers' satisfaction, and emotion as a stimulus of loyalty, and the conceptual model was constructed using different previous research.

Value equity is the customer's subjective assessment of one brand's desirability based on his perception of what is gained. Value equity is one of the most important incentives for loyalty. Also, scholars argued that it influences customer tendency, satisfaction, and loyalty (Shahrokh, Dehghan & Nematizad, 2014).

Brand equity is a customer's subjective and intangible assessment of a brand beyond and above its objectively perceived value. It is one of the most important areas of marketing. Pieces of evidence are indicating that brand equity strengthens the behavioral and attitudinal loyalty of consumers (Rezaei DolatAbadi, Joshyar Najafabadi, Khazaei Pool & Verij Kazemi, 2013).

Relationship equity is customers' tendency to a brand beyond and above their subjective and objective assessments about it. The higher the relationship equity, the more satisfied customers, and the more frequently purchase (Wu & Batmunkh, 2010).

Influences of three components of customer equity (value equity, brand equity, and relationship equity) on customers' satisfaction were examined by authors like Cambra-Fierro *et al.* (2019); Olsen (2002); Kim W. Kim H., and Hwang (2020), Rezaei DolatAbadi *et al.* (2013); Shahrokh *et al.* (2014), and Wu and Batmunkhb (2010), as well.

The effects of three components of customer equity on customers' loyalty or purchase intention were studied by Ahmad and Hashim (2010); Alavijeh *et al.* (2018); Kim W. *et al.* (2020); Koivulehto (2017); Lee and Park (2019); Olsen (2002); Othman and Hassan (2018); Ou *et al.* (2020); Ramaseshan *et al.* (2013); Shahrokh *et al.* (2014); Torres Telles and Mazhari (2011); Vogel *et al.* (2008); and Zhang H., *et al.* (2010).

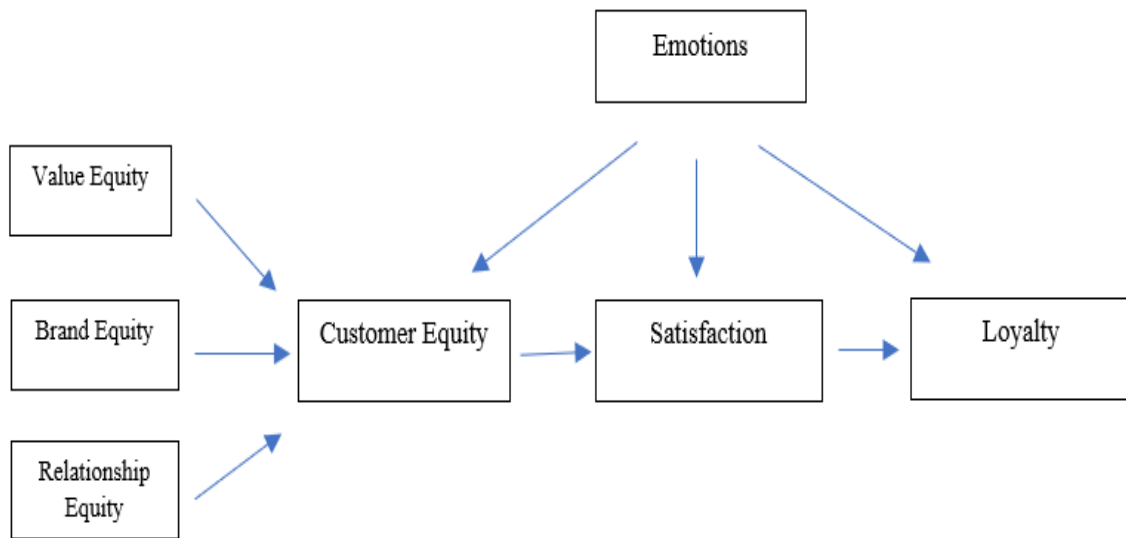
Also, Lee (2009); Ma *et al.* (2014); Moreno *et al.* (2015); Olorunniwo, Hsu and Udo (2006); Parayag. Hosany, Muskat and Del Chiappa (2017); Serra-Cantalops, Ramon-Cardona and Salvi (2018), and Torres *et al.* (2019) investigated the effects of emotions on customers' satisfaction.

The effects of emotions on customer loyalty were researched by Abdullah, Putit and Teo (2014); Hwang and Matilla, (2018); Ma, Su, Hu and Xia (2014); Ong, Zaki and Goodman (2015); Ou and Verhoef (2017); Pullman and Gross (2004); Serra-Cantalops *et al.* (2018), and Wong A. (2004).

Moreover, the effect of customer satisfaction on loyalty was studied by Abbes *et al.* (2020); Muksin, Ruwaida, Arifin, Madyanti and Safri (2018); Nam *et al.* (2011); Prayag *et al.* (2017) too.

Therefore, based on the literature background and by reviewing the above-mentioned studies, the present research conceptual model was prepared, as shown in figure 7.1.

Figure 7.1: Conceptual Model



Source: Own Elaboration

7.2.1. The relationship Between Customer Equity Drivers

The relations and effects between customer equity drivers studied in many different industries, for example in restaurants and hotels in USA Hyun argued that these three factors namely brand equity, relationship equity, value equity can work independently and together, and an improvement in one factor may cause an increase in other factors too, (Hyun, 2009a). Later in Turkey in the cell phone industry Ozgen (2017) proposed that customer equity consists of three components, value equity, brand equity, and relationship equity. Also, in services industries and Firms in Netherland OU and Verhoef (2017); in the hotel industry in South Korea by Lee and Park (2019); in Bank sectors in Spain with the study of Cambra-Fierro, *et al.* (2019) and in social networks in China Yu *et al.* (2020) researchers discussed the relations between these components. Thus,

Hypothesis 1: value equity, brand equity, and relationship equity have a positive relationship with customer equity in 5-star hotels in Algarve.

7.2.2. The Relationship Between Customer Equity Drivers and Satisfaction

Reviewing the history and theoretical literature shows that customer equity is one stimulus of customer satisfaction. Customer equity is a marketing competitive strategy referred to as resources' values invested by customers in specified organizations (Dorsch & Carlson 1996). Three components of customer equity (value equity, brand equity, relationship equity) mainly influence customers' satisfaction (Rezaei DolatAbadi *et al.*, 2013).

The customer equity framework which was used by Rust and his colleagues (2004) includes value equity (influenced by the quality, price, and accessibility of a product), brand equity (brand awareness, attitude to the brand, customers' attitude to the brand morality), and relationship equity (loyalty, attachment, social, and knowledge-based programs).

The effect of value equity on customers' satisfaction has been proven in many earlier studies. Rezaei DolatAbadi *et al.* (2013) in the food sector confirmed value equity influence on customers' satisfaction. Additionally, the positive and meaningful effect of value equity on customers' satisfaction with bank customers was seen in studies of Shahrokh *et al.* (2014). Pourfaraj, Tajzade Namin, and Alipourianzadeh (2013) attested positive and meaningful influence of value equity on customers' satisfaction of five-star hotels in Iran, and in Mongolia, Wu and Batmunkh (2010) proven value equity positive and meaningful influence on customers' satisfaction of a gas station.

Alavijeh *et al.* (2018) in Iran; Koivulehto (2017); Ou *et al.* (2017) in Netherland; Ramaseshan *et al.*, in Australia (2013); Razzaq, Yousaf and Hong (2017) in Pakistan; Torres Telles and Mazhari (2011), and in China and Korea Zhang H. *et al.* (2010) studies have also confirmed the positive effect of value equity on customers' satisfaction.

The effect of brand equity on customers' satisfaction has been proven in many earlier studies. Rezaei DolatAbadi *et al.* (2013) confirmed brand equity influence on customers' satisfaction of an Iranian brand as a statistical community. Additionally, the positive and meaningful effect of brand equity on customers' satisfaction was seen in studies by Shahrokh *et al.* (2014). Pourfaraj *et al.* (2013) attested positive and meaningful influence of brand equity on customers' satisfaction of Iran five-star hotels, and in Mongolia, Wu and Batmunkh (2010) proven value equity positive and meaningful influence on customers satisfaction of a gas station.

Othman and Hassan (2018); Che-Ha and Hashim (2007); Alaviheh *et al.* (2018); Ou *et al.* (2017) and Razzaq *et al.* (2017) studies have confirmed the positive effect of brand equity on customers' satisfaction, as well.

The effect of relationship equity on customers' satisfaction has been proven in many earlier studies. Rezaei DolatAbadi *et al.* (2013) confirmed relationship equity influence on customers' satisfaction of brand as a statistical community. Additionally, the positive and meaningful effect of relationship equity on customers' satisfaction with Iranian Tehran Bank was seen in studies of Shahrokh *et al.* (2014).

Pourfaraj *et al.* (2013) attested positive and meaningful influence of relationship equity on customers' satisfaction of five-star hotels, and in Mongolia, Wu and Batmunkh (2010) proven relationship equity positive and meaningful influence on customers' satisfaction. Ramaseshan *et al.* (2013); Razzaq *et al.* (2017), and Shahrokh *et al.* (2014) studies have confirmed the positive effect of relationship equity on customers' satisfaction, too. Therefore,

Hypothesis 2: customer equity drivers have a positive relationship with customers' satisfaction in 5-star hotels in Algarve.

7.2.3. The relationship Between Customer equity drivers and Loyalty

The effects of three components of customer equity on customers' loyalty in different sectors have been mentioned, for example, Othman and Hassan (2018) in their studies in Telecommunication Companies in Malaysia discussed the relationships between loyalty and customer equity drivers or in another study by Alavijeh *et al.* (2018) in the banking industry in Iran; Lee and Park (2019) in Luxury hotel in South Korea; Ou *et al.* (2017) in Casino hotels in China; or even Zhang H., *et al.* (2010) in Sport Shoes industry in both Korea and China. Therefore, it could be claimed that,

Hypothesis 3: customer equity drivers have a positive relationship with customers' Loyalty in 5-star hotels in Algarve.

7.2.4. The Relationship Between Customers' Satisfaction and Loyalty

Customer satisfaction is contentment or disappointment after comparing a product and its consequences with the expectations (Kasiri, Cheng K.T.G., Sambasivan & Sidin, 2017). According to previous studies, satisfaction is strongly related to loyalty to a particular seller and is followed by confidence, mouth-to-mouth advertising, recommendation, commitment, repurchasing intention, constantly purchasing, and decreases buying from others (Liu H. *et al.* 2018). Often it is possible to predict customers purchasing in the future by their satisfaction level. Most probably, satisfied customers repurchase on time, suggest their satisfaction source to others, and pay attention to rivals offers hardly. In contrast, dissatisfied customers usually change shops, complain, and negatively advertise (Ryu, Han & Jang, 2010).

There are significant relationships between customer satisfaction and loyalty; these two concepts play crucial roles in business success. It is suitable to pay much attention to satisfaction by a company which tries to enhance its performance and customers' loyalty. Dick and Basu (1994) believed that satisfaction significantly effects on loyalty and makes it a determinant factor. Hence, according to their relationship, and to achieve one company's aims including market share and profitability, it is required to combine satisfaction and loyalty (Njei, 2018). Previous findings have shown that customer satisfaction is related directly to his or her behavioral tendencies (Hanzaee & Javanbakht 2013). Also, Nguyen H.T., Nguyen H., Nguyen N.D. and Phan (2018) argued that customers' satisfaction influences loyalty positively and meaningfully. Therefore,

Hypothesis 4: the relation of customers' satisfaction in 5-star hotels in Algarve with their loyalty is positive.

7.2.5. The Relationships between Emotion and Customer Equity Drivers, Satisfaction and Loyalty

In recent years, much attention has been paid to customer emotions, and the role of emotions in marketing and consumers' behaviors has been investigated in several kinds of research. Emotions play a substantial role in consumers' experiences and influence their consumption reactions. In fact, emotions form behaviors after purchasing (post-purchasing behaviors). In advertising, customers' decision making, retailing, satisfaction, and behavioral tendencies,

emotions are very noted (Ladhari 2007). In satisfaction literature, customer emotions are highly concerned and the effect of emotions on satisfaction is well-supported. According to the results of Nkaabu *et al.* (2017) research, experienced emotion positively influences the perceived economic value and customers' intentions to repurchase. Studies showed that pleasure and arousal influence attitudes, and responses like the number of purchased products, and purchase tendencies (Hanzaee & Javanbakhtb 2013).

Razzaq *et al.* (2017) in one investigation about the effect of customer equity dimensions (value equity, brand equity, relationship equity) on customers' satisfaction, considered emotion as an adjusting variable. In his study, interactive influences of relationship equity and negative emotion, also interactive effects of relationship equity and negative emotion on customers' loyalty were positive and meaningful, while, interactive influences of value equity and positive emotion, also interactive influences of relationship equity and positive emotion on loyalty were negative and meaningful (Razzaq *et al.* 2017).

In addition, Biscaia, Correia, Rosado, Maroco and Ross (2012); Faullant *et al.* (2011); Hwang and Matilla (2018); Prayag *et al.* (2013 & 2017); Morrison, Gan, Dubelaar and Oppewal (2011); Torres *et al.* (2019); Vainikka (2015); Walsh *et al.* (2011) and also Yuksel and Yuksel (2007) investigated the relationships and effects between emotions, customer satisfaction, and loyalty.

Based on all the above-mentioned literature and the results of previous kinds of research, further, when Kim S., Park, Lee, Y. and Choi (2016); Ou and Verhoef (2017) mentioned the relationships of Customer equity and Emotions, it could be discussed that our hypotheses described as follows:

Hypothesis 5: the relation of customers' positive emotions in 5-star hotels in Algarve with customer equity drivers is positive.

Hypothesis 6: the relation of customers' negative emotions in 5-star hotels in Algarve with customer equity drivers is negative.

Wang D. *et al.* (2017) in China have mentioned the effect of positive emotions on satisfaction while Decelles *et al.* (2019) and Wen and Chi (2013) and studied the effect of negative emotions on satisfaction. Taking into account Anderson S.W., Baggett, and Widener (2009);

Dickinger and Bauernfeind (2009); Liu X.Y. *et al.* (2019), and Xu, Liu, W. and Gursoy (2019) studies of the effects of emotions on the satisfaction it could be claimed that:

Hypothesis 7: the relation of customers' positive emotions in 5-star hotels in Algarve with customer satisfaction is positive.

Hypothesis 8: the relation of customers' negative emotions in 5-star hotels in Algarve with customer satisfaction is negative.

Moreover, Gracia E., Bakker and Grau (2011); Han and Back, (2008); Rychalski and Hudson, (2017) in services sectors studied the relationships between Loyalty and Emotions, Thus:

Hypothesis 9: the relation of customers' positive emotions in 5-star hotels in Algarve with customer loyalty is positive.

Hypothesis 10: the relation of customers' negative emotions in 5-star hotels in Algarve with customer loyalty is negative.

7.3. Summary

Previous studies about research variables (customer equity drivers, satisfaction, loyalty, and emotions) were investigated. And also, the empirical model extract was displayed, as well as the research hypotheses were described.

The next chapter is addressed and described the methodology of the study.

CHAPTER 8

METHODOLOGY

8.1 Introduction

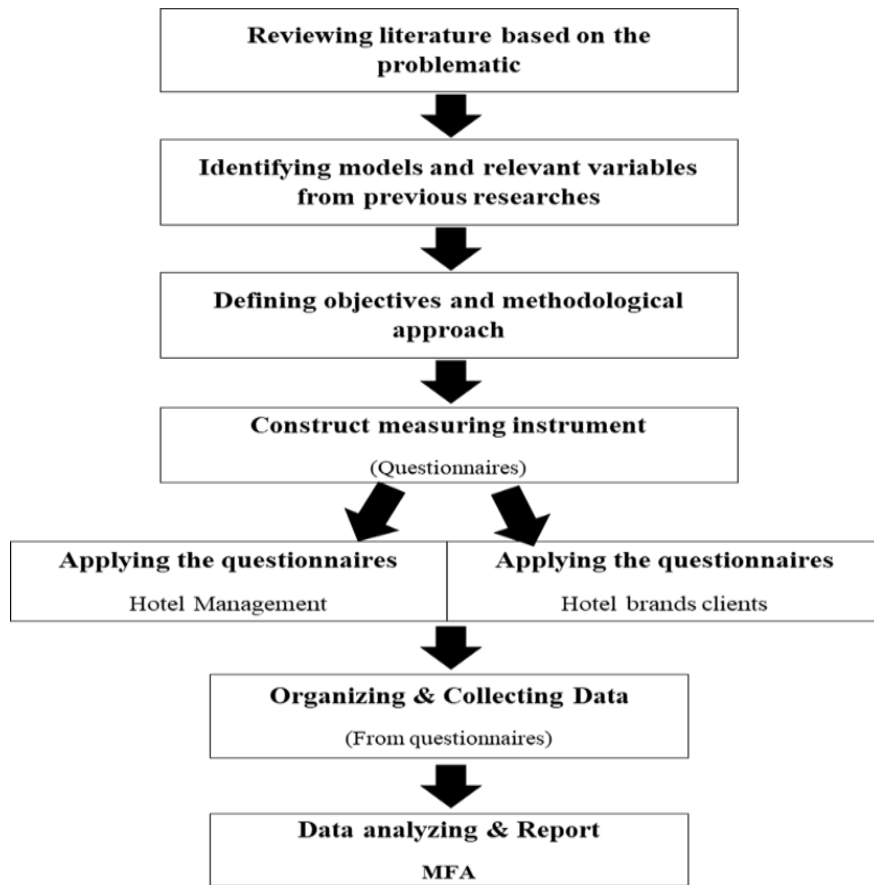
This chapter deals with the research methodology and the related topics in the present study. The main goal was to determine whether there is a relationship between model items (customer equity drivers, satisfaction, loyalty, emotions) and the survey method. First, the research design is described and explained, demonstrating how the variables used in the empirical study were operationalized. Next, information about the respondents is presented, followed by the questionnaire construction and operationalization discussion. Finally, a short review of the data analysis method used, which describes its implementation and interpretation, is done.

8.2. Research design

For the study, the perspectives of two leading hotel brands in the Algarve, from the five-star category, were compared with the perspective of their clients. The five-star hotel management who had access to the survey and data collected from hotels guest, based on their perceptions and data for each top nationality of tourists in Algarve answered the questions as well.

In figure 8.1 is presented a short review of the methodological approach of the research.

Figure 8.1. Research methodological approach



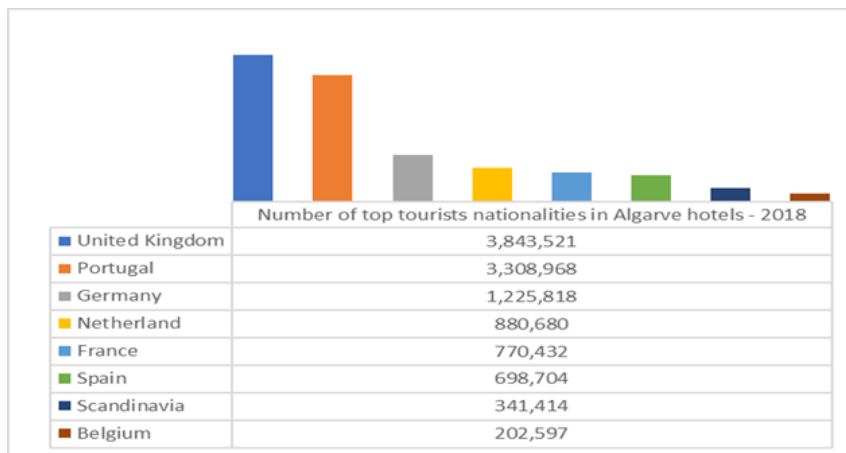
Source: Own Elaboration

8.2.1 The hotel clients

The sample consists of the customers of five-star hotels of two successful brands in the Algarve who have referred to hotels of hotel brand 1 and hotel brand 2 (referred in chapter 2. Research Setting) due to tourism goals and they stayed more than one night. Their clients of the top tourist nationalities of Algarve respond to the questionnaire. Tourists who participate in the survey were asked to score the variables on a 5-point Likert in their hotels from the middle of July to the middle of September 2019 in a span of 70 days. A total useful number of 133 surveys were collected from the 5-star hotels' category.

Figure 8.2 is represented the nationalities of tourists who travel to Algarve mostly from the online data of the Turismo de Portugal site (2018).

Figure 8.2 – Top tourists nationalities of Algarve in 2018



Source: Turismo de Portugal, 2018

8.2.2 The data to be gathered

Part of the research information has been done to review the theoretical foundations, the results of previous research, and to collect research literature, using library study and the method of notetaking. In fact, this tool has been used to establish the general principles of research, research design, questionnaire development, the definition of key and operational concepts, design of necessities and explanation of the importance, and also recognition of theoretical foundations.

Regarding the conceptual model the main concepts to collect information are:

1) Customer Equity drivers:

1.1 Brand equity: is the capabilities and properties of a firm, names and logos, which are added to or subtracted from the value presented by a product for a company and its customers" (Aaker, 1991). Lemon in 2001 also argued that brand equity involves customers' subjective and intangible assessment of the brand, above and beyond its objectively perceived value (Hyun, 2009b).

1.2 Relationship equity: is customers' loyalty to the brand and companies' efforts for creating and strengthening relationships (Aravindakshan et al. 2004). Relationship equity is the tendency of a consumer to stick with the firm, above and beyond the consumer's objective and subjective assessment of the good or service (Hyun, 2009a).

1.3 Value equity: it has been defined as the customer's objective assessment of the utility and profit of the brand based on perceptions of what is given up for what is received (Rust et al. 2000). Value equity is based on rational and targeted concepts of shopping (Hyun, 2009a).

2) Satisfaction is defined as customers' judgments about products or service fulfillment (Oliver and Westbrook, 1993). Satisfaction is defended as a personal experience and mentality related to the nitration between personal expectation and actual receipt (Baker & Crompton 2000).

3) Loyalty is defined as a customer behavioral response for selecting one brand, among other ones (Rabbanee *et al.*, 2012).

4) Emotions is a complex set of actions among subjective and objective operators, mediated by neural hormonal systems, which can a) rise the affective experiences such as feelings of arousal, pleasure, or displeasure; b) make cognitive processes such as emotionally relevant perceptual effects, appraisals, labeling processes; c) activate widespread physiological regulations to the arousing positions; and d) lead to behavior that is often, but not always, expressive, goal-directed, and adaptive (Kleinginna & Kleinginna 1981).

Table 8.1 compares the different research methodologies in the topic area, which were used by the other authors, regarding the research setting, variables, scales, and settings.

Table 8:1: Similar studies

Setting	Variables	Scale	Methodology	Authors
Finance, USA	Customer Equity Drivers	Five-point Likert	Standard Regression Model	Rust et al., 2004
European Retail Market	Customer Equity Drivers, Loyalty	Seven-point Likert	Structural Equation Model	Vogel et al., 2008
Chain Restaurants, USA	Customer Equity Drivers	Five-point Likert	Equation Model	Hyun, 2009a
Convention industry, USA	Customer Equity Drivers	Five-point Likert	Standard Regression Model	Severt et al., 2009
Gas Station, Mongolian	Customer Equity Drivers, Satisfaction	Five-point Likert	Standard Regression Model	Wu & Batmunkh, 2010
Sport Shoes industry, Korea & China	Customer Equity Drivers, Loyalty	Five-point Likert	Structural Equation Model	Zhang H. et al., 2010
Adventure Tours, Austria	Positive/Negative Emotions, Satisfaction	Five-point Likert	Structural Equation Model with AMOS	Faullant et al., 2011

Restaurants & Hotels, Spain	Negative Emotions	Seven-point Likert	Structural Equation Model	Sanchez-Garcia & Curras-Perez, 2011
Hotel Industry, Iran	Customer Equity Drivers, Satisfaction	Five-point Likert	Regression Analysis, Structural Equation Model	Pourfaraj et al., 2013
B-B context, Australia	Customer Equity Drivers, Loyalty	Seven-point Likert	Structural Equation Model	Ramaseshan et al., 2013
The food industry, Iran	Customer Equity Drivers, Satisfaction	Five-point Likert	Structural Equation Model	Rezaei Doulatbadi et al., 2013
Banking Industry, Iran	Customer Equity Drivers		Structural Equation Model	Shahrokh et al., 2014
Banking & Supermarket industries, China & Netherland	Customer Equity Drivers, Loyalty		Regression Analysis	Zhang H. et al., 2014
Hotel industry, Taiwan & China	Customer Equity Drivers, Loyalty	Five-point Likert	Linear Structural Equation Model	Liu C.R. et al., 2014
Festival, Australia	Satisfaction, Emotions	Five & Four-point scale	Confirmatory Factor Analysis	Lee, 2015
Supermarkets and Banking industry, Pakistan	Emotions, Customer Equity Drivers, Loyalty	Seven-point Likert	Structural Equation Model	Razzaq et al., 2017
Casino Hotel, China	Positive Emotions, Satisfaction	Five-point Likert	Structural Equation Model	IO, 2016
Cellphone Industry, Turkey	Customer Equity	Multiple-choice questions	Structural Equation Model	Ozgen, 2017
Banking Industry, India	Customer Equity		Structural Equation Model	Chahal & Bala, 2017
Fashion industry, Finland	Customer Equity Drivers	Five-point Likert	ANOVA	Koivulehto, 2017
Services industries and Firms, Netherland	Customer Equity Drivers, Loyalty, Emotions	Seven-point Likert	Standard Regression Model	OU & Verhoef, 2017
Tour operator, India	Loyalty		Structural Equation Model, Confirmatory Factor Analysis	Mody, Day J., Sydnor, Lehto & Jaffé, 2017
Hotel, Turkey	Positive Emotions	Five-point Likert	Structural Equation Model	Dedeoglu, Bilgihan, Ye, Buonincontri, & Okumus, 2018
Banking industry, Iran	Customer Equity Drivers, Loyalty		Structural Equation Model with PLS	Alvijeh et al, 2018
Airline services, USA	Positive/Negative Emotions, Satisfaction	Website reviews	Qualitative Method	Xu et al, 2019
Telecommunication Companies, Malaysia	Customer Equity Drivers, Loyalty		Multiple Regression Analysis	Othman & Hassan, 2018
Hotels, USA	Customer Equity, Customer lifetime value	Seven-point Likert	ANOVA	Kim Y.P. <i>et al.</i> , 2018
Service encounters, China	Satisfaction, Negative Emotions	Seven-point Likert	Confirmatory Factor Analysis	Liu X.Y. et al., 2019
Hotels & Restaurants, USA	Emotions	Five-point Likert	Confirmatory Factor Analysis	Ma, Kim H.J. & Shin, 2019
Theme park, USA	Positive/Negative Emotions	PANAS scale	Multinomial logistic Regression & Correlation Analysis	Torress et al, 2019
Tour package, Taiwan	Emotions, Satisfaction	Five-point Likert	Confirmatory Factor Analysis	Tsaur & Ku, 2019
Hotel, UAE	Satisfaction, Loyalty		Structural Equation Model	EL-Adly, 2019

Hotel, Hong Kong	Satisfaction, Loyalty	11-point Likert	Structural Equation Model	Chen & Jiang, 2019
Airlines, Korea	Loyalty	Seven-point Likert	Structural Equation Model	Han H. et al, 2019
Spa hotel, Taiwan	Positive emotion, Loyalty, Satisfaction	Seven-point Likert	Structural Equation Model, Confirmatory Factor Analysis	Huang, Chen, C.C.B. & Gao, 2019
Offline & online retails, USA	Loyalty, Satisfaction	10-point scale	Structure Model- PLS	Hult et al, 2019
Hotel, UK	Attitudinal & Behavioral Loyalty		Structural Equation Model SEM, PLS	Kharouf <i>et al.</i> , 2019
Bank, Spain	Customer equity	Seven-point Likert	Structural Equation Model, PLS	Cambra-Fierro <i>et al.</i> , 2019
Food industry, USA	Brand equity	Five-point Likert	ANOVA	Gringarten, 2018
Hotel, USA	Customer Equity Divers	Seven-point Likert	ANOVA	Kim B. <i>et al.</i> , 2019
Luxury hotel, South Korea	Customer equity, Satisfaction, Loyalty	Seven-point Likert	Structural Equation Model	Lee & Park, 2019
Music Festival, Spain	Brand equity, Satisfaction	Five-point Likert	Structural Equation Model	Liopis-Amoros, Gil-Saura, Ruiz-Molina & Fuentes-Blasco, 2019
Casino, China	Brand equity, Loyalty	Five-point Likert	Hierarchical linear modeling	Ou J., Wong I.A., Prentice, & Liu, M.T., 2020
Dark tourism, India	Satisfaction, Loyalty	Seven-point Likert	One-way ANOVA	Sharma & Nayak, 2020
Chain Restaurant, USA	Brand equity	Seven-point Likert	Structural Equation Model	Sung <i>et al.</i> , 2020
Airport services, Mauritius	Satisfaction, Loyalty	Five-point Likert	Exploratory Factor Analysis	Seetannah <i>et al.</i> , 2020
Destination, Vietnam	Brand Equity, Loyalty	Five-point Likert	Structural Equation Model, PLS	Chi <i>et al.</i> , 2020
Hotel, South Korea	Loyalty, Satisfaction	Seven-point Likert	Structural Equation Model	Koo, Yu, J. & Han, H., 2020
Film, Destination marketing, Taiwan	Loyalty	Five-point Likert	Structural Equation Model, Confirmatory Factor Analysis, Mediation Analysis, Bootstrapping Analysis	Ten & Chen, 2020
Tourist destination, Japan & China	Emotions	Seven-point Likert	ANOVA	Septianto <i>et al.</i> , 2020
Tourist destination, Bahrain	Emotions	7-point bipolar scale	Galvanic skin response	Guerrero-Rudriguez, Stepchenkova & Kirilenko, 2020

Source: Own Elaboration

8.2.3 The questionnaire and its operationalization

Based on the literature review a pool of items was created and gathered from different studies conducted in the tourism industry, which were published in Q1 journals, to construct a questionnaire for pre-tests that have been used.

The questionnaire consisted of three parts: individual and demographic characteristics, main questions, and feelings about Algarve. The research questionnaire encompasses six groups of questions related to the model items, including Customer equity drivers namely:

- 1) Brand equity,
- 2) Value equity,
- 3) Relationship equity,
- 4) Satisfaction,
- 5) Loyalty, and,
- 6) Emotions.

The questionnaire contained the 27 main items related to the proposed conceptual model items and 20 questions about Algarve's feelings. The questionnaire's questions with the proposed answers were closed and designed in a five-choice Likert scale (1. Strongly disagree; 2. Disagree; 3. Neutral; 4. Agree; 5. Strongly agree).

The selected demographic variables were from Yan *et al.*, 2018 and Mody *et al.*, 2017 studies including nationality, place of residence, gender, marital status, age, the name and type of their hotel, number of their trip per year (domestic/international); the number of times they visited Algarve, length of stay, traveling with whom, education, occupation and their salary per month.

Brand Equity items were selected from Rust *et al.*, 2004, Hyun, 2009 and Ramaseshan *et al.*, 2013; all Items for Relationship Equity were selected from Rust *et al.*, work in 2004, and Value Equity items were selected from Hyun study in 2009, Ramaseshan *et al.*, 2013 and Kim Y.P., Boo and Qu, 2018. All six Negative items of Emotions had been selected from Sanchez- Garcia and Curraz- Perez work in 2011; also the Positive Emotions' items were from Deduglo *et al.*, 2018; and the three items for Satisfaction were selected from Fornell *et al.*, 1996; Faullant *et al.*, 2011 and Lee, 2015 works. In addition, all four items for Loyalty were from Mody *et al.* study in 2017 (Table 8.2).

Table 8.2: The 27 model items selected for the questionnaire

Table 8.2: The 27 model items selected for the questionnaire				
ht1	The Hotel brand is well- known.	Hyun, 2009	Customer brand awareness	Brand Equity
ht2	I notice and pay attention to the Hotel media advertising and information they send to me.	Rust et al., 2004	Brand attitudes	

ht3	The Hotel has high ethical standards with respect to its customers and employees.	Ramaseshan et al., 2013	Perception of brand ethics	
ht4	I have a big investment in the Hotel loyalty program (frequent buyers).	Rust et al., 2004	Loyalty programs	Relationship Equity
ht5	The Hotel recognizes me as being special.	Rust et al., 2004	Special recognition & treatment/affinity programs	
ht6	I feel a sense of community with other passengers of this Hotel.	Rust et al., 2004	Community-building programs	
ht7	I know the Hotel procedures well.	Rust et al., 2004	Knowledge building programs	
ht8	The quality provided by the hotel in relation to their price that they charged for the services is very good.	Kim et al., 2018	Quality	Value Equity
ht9	The Hotel has Good value for money and matches its service.	Hyun, 2009	Price	
ht10	The ability to access the hotel and easily make reservations is good.	Ramaseshan et al., 2013	Convenience	
ht11	Taking holiday in the hotel was enjoyable.	Deduglo et al., 2018	Joy	Positive Emotions
ht12	Taking holiday in the hotel made me feel good.	Deduglo et al., 2018	Enthusiasm	
ht13	Taking holiday in the hotel gave me pleasure.	Deduglo et al., 2018	Happiness/ pleasure	
ht14	I felt angry about my experience at the hotel.	Sanchez & Curraz, 2011	Anger	Negative Emotions
ht15	I felt very displeased with the service delivered at the hotel.	Sanchez & Curraz, 2011	Sadness/d displeased	
ht16	The more I thought about it, the more hostile I felt towards the hotel.	Sanchez & Curraz, 2011	Irritation /hostile	
ht17	I felt sorry for choosing that hotel.	Sanchez & Curraz, 2011	Disappointment/ sorry	
ht18	I regretted choosing that hotel.	Sanchez & Curraz, 2011	Regret	
ht19	I should have chosen another hotel.	Sanchez & Curraz, 2011	Regret	
ht20	I am satisfied with my decision to stay in the hotel.	Lee, 2015	Overall satisfaction	Satisfaction
ht21	My choice to stay in this hotel was a wise one.	Lee, 2015	Overall satisfaction	
ht22	I am satisfied with the performance and my experience at the hotel.	Faullant et al, 2011	Service/Product satisfaction	
ht23	I am satisfied with the prices of goods and services in the hotel.	Fornell et al, 1996	Price	
ht24	I will say positive things about the hotel brand to others.	Mody et al, 2017	Attitudinal	Loyalty
ht25	I will recommend the hotel to my friends and relatives.	Mody et al, 2017	Attitudinal	
ht26	I will make another trip with this hotel brand again.	Mody et al, 2017	Behavioral	
ht27	I have chosen this hotel brand several times.	Mody et al, 2017	Behavioral	

Source: Own Elaboration

In the end, to investigate tourists' feelings about the Algarve destination, during their holidays, 20 questions considering positive and negative emotions about the region were selected from Yan *et al.*, 2018 (Table 8.3).

Table 8.3: Emotions about the Algarve

	ITEMS How do you feel about ALGARVE?	Scores (1- Not at all to 5- Extremely)				
		1	2	3	4	5
1.	Glad/ Happy/ Joyful	1	2	3	4	5
2.	Hopeful/ Optimistic/ Encouraged	1	2	3	4	5
3.	Love/ Closeness/ Trust	1	2	3	4	5
4.	Content/ Serene/ Peaceful	1	2	3	4	5
5.	Proud/ Confident/ Self-assured	1	2	3	4	5
6.	Interested/ Alert/ Curious	1	2	3	4	5
7.	Grateful/ Appreciate/ Thankful	1	2	3	4	5
8.	Amused/ Fun-loving/ Silly	1	2	3	4	5
9.	Sexual/ Desiring/ Flirtatious	1	2	3	4	5
10.	Sympathy/ Concern/ Compassion	1	2	3	4	5
11.	Awe/ Wonder/ Amazement	1	2	3	4	5
12.	Ashamed/ Humiliated/ Disgraced	1	2	3	4	5
13.	Repentant/ Guilty/ Blameworthy	1	2	3	4	5
14.	Contemptuous/ Scornful/ Disdainful	1	2	3	4	5
15.	Embarrassed/ Self-conscious/ Blushing	1	2	3	4	5
16.	Scared/ Fearful/ Afraid	1	2	3	4	5
17.	Disgust/ Distaste/ Revulsion	1	2	3	4	5
18.	Surprised/ Astonished/ Amazed	1	2	3	4	5
19.	Angry/ Irritated/ Annoyed	1	2	3	4	5
20.	Sad/ Downhearted/ Unhappy	1	2	3	4	5

Source: Yan *et al.*, 2018

After the initial compilation of the questionnaire, which has been done based on the indicators from the research background and the opinion of supervisors and consultants; A preliminary survey was conducted using data from a small sample group of 30 hotel customers.

The validity of the questionnaire was examined by the face-to-face judgment validity method and based on the degree of the achievement, the necessary changes applied and prepared for the final implementation. To ensure that the validity of the questions is comprehensive, additional or fewer questions have been avoided in the field of research variables.

After improving the questionnaire, 650 final version questionnaires were distributed in four 5-star hotels from two famous hotel brands in Algarve.

The questionnaire was presented to the clients over 18 years old during the high-season of 2019 for two selected hotel brands. Questionnaires were distributed in different languages (English, Portuguese, Spanish, and French) at different Algarve region locations to have a more comprehensive analysis. The surveyed clients were from the top tourist nationalities of Algarve who, based on information on the Turismo de Portugal website in 2018, were from England, Portugal, Germany, the Netherland, France, Spain, Scandinavia, and Belgium. This selection

allows the identification of specificities in the results regarding the most common tourist nationalities in the Algarve region.

8.2.4 The survey testing for reliability

Reliability is defined as the amount of a concept measured accurately in a quantitative study. When it is a Likert question in a survey, the most common measurement of reliability is Cronbach's alpha (Heale & Twycross, 2015). To achieve the result inside the SPSS software the 27 questions of the model items were labeled and processed. The summary of the result is presented in table 8.4.

Table 8.4. Reliability Test Outline

Variables	Cronbach's Alpha	Number of Items
Value Equity	0.704	4
Brand Equity	0.647	3
Relationship Equity	0.704	4
Negative Emotions	0.841	6
Positive Emotions	0.878	3
Satisfaction	0.806	4
Loyalty	0.823	4

Source: Own elaboration

Based on Hinton's (2004) study, if Cronbach's alpha is more than 0.90 shows excellent reliability, if it is between 0.70 to 0.90 shows high reliability, 0.50 to 0.70 shows moderate reliability; from 0.50 and below shows low reliability.

The column that presented the value that Cronbach's alpha would be better if a particular item was deleted from the scale (see appendix 2) did not give us any better number. We saw that removing any question would result in a lower Cronbach's alpha, except question 19 that would improve the Cronbach alpha to 0.872, but since the result was good enough (0.841) and it was not a significant improvement, we kept the question. The same reasoning was applied to question 13, whose removal would improve Cronbach alpha from 0.878 to 0.896. In the same sense, the removal of question 10 would improve Cronbach's alpha from 0.858 to 0.960; and omitting question 27 would improve the Cronbach alpha to 0.919. Since the result of Cronbach alpha for the Loyalty items was 0.823, which is considered pretty good, we have also kept these questions.

8.3 Three-way data analysis methods

Traditionally, multivariate analysis deals with data obtained by measuring more than one variable over a set of individuals or objects, represented in a two-way structure, called a matrix or data frame.

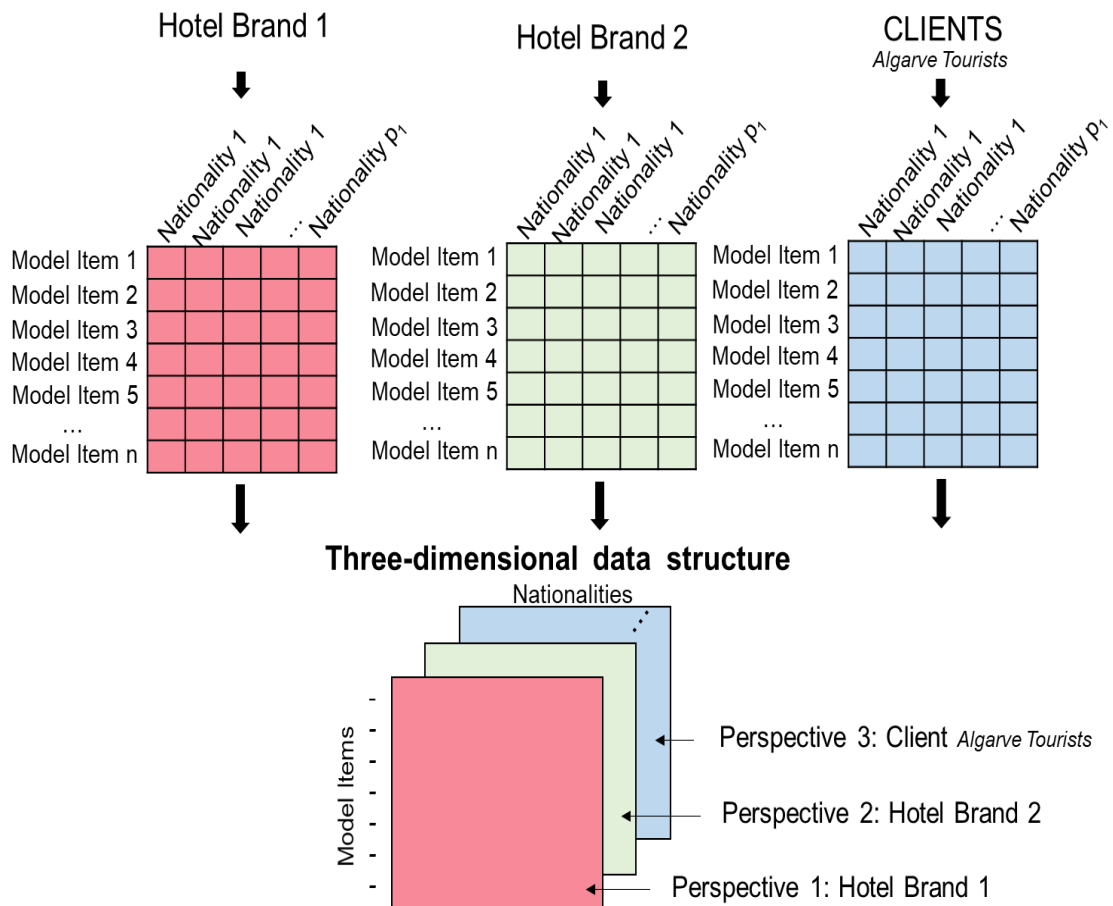
Although a three-way data structure (individuals, variables, occasions, or situations) can be considered as a succession of two-way frames (individuals, variables), traditional methods of analysis, used for the latter, are not suited for the treatment of three-way data. The non-three-way methods do not allow the analyses, in the same space, of the different data tables, arranged by time or by the situation, and the detection of the similarities and differences observed in the configurations of the trajectories of individuals and variables. In other words, two-way multivariate data analysis methods do not identify the internal structure patterns present between the elements of the three-way data configurations. In this way, the multivariate analysis methods of three-way data generate more complete analyses and assume main relevance by allowing the simultaneous analysis of several data tables, enabling an analysis that captures other relationships that allow characterizing the phenomena. The main purpose is to analyze multiple data tables that list individuals, variables, and conditions. Therefore, the analysis of three-way data fits the information organized in structures where three ways or indexes represent each data:

- a) The first index to identify the individuals that are the object of study;
- b) A second index for the variables that were measured on these individuals and,
- c) The third party, to identify the different occasions when these measurements were made.

The term occasion can refer to different moments in time or to different measurement situations, and each of the occasions defines a framework: for example, the study of model

items described by a set of variables related to the three different perspectives, namely clients, hotel brand one and hotel brand 2 (Figure 8.3).

Figure 8.3. - Representation of a three-way data configuration



Source: Own elaboration

According to Kiers (1991), these structures correspond essentially to two types of data organization:

I. Cubic or Triadic data for observations on the same set of individuals, for which the same set of variables was measured on different occasions.

II. Multiple Sets Data, when one of the roads is composed of different sets and, in this case, we can have:

A. Observations of the same individuals in different sets of variables, on different occasions.

B. Observations of different sets of individuals, on the same variables, on different occasions.

8.3.1 Data analysis with MFA

Multiple Factor Analysis (MFA) was initially developed by Escofier and Pagès (1985) and is applied to the simultaneous treatment of a succession of tables with the same individuals characterized by the same or different sets of variables, quantitative or qualitative.

This three-way method of strong exploratory character allows finding patterns among the elements of the three ways, without postulating specific configurations, a priori, and without applying tests to these patterns. It is not easy to specify such patterns a priori, partly because hypothesis testing supposes that something is known about the distributions of the scores that, for multiway data, is very often not the case.

It is a method of exploratory analysis of multivariate data based on linear algebra and Euclidean vector spaces and seeks a common and representative structure of all tables.

Thus, the data are presented in K data tables collected under different conditions, called studies, on the same observations, but in which the variables may differ over the tables.

The steps that constitute the MFA are:

1. Determining the eigenvalues associated with each of the variable groups;
2. Determination of compromise of the axes of the infrastructure and simultaneous representation of clouds;
3. Interpretation of the axes of the infrastructure, according to the variables;

-
4. Study of interstructure and interpretation of the position of the data tables;
 5. Interpretation of the compromise positions and trajectories of individuals.

The first stage of the MFA is to perform T analysis in principal components in of each table, determining the eigenvalues and eigenvectors of matrices $W_t D$. Be λ_1^t the larger singular value of $W_t D$ matrix for $t = 1, \dots, T$. The weighting coefficients used in MFA are the inverse of these eigenvalues. This weighting aims to balance the preponderance of tables during analysis.

In the operationalization of MFA, it is used the Principal Component Analysis (PCA), which was initially developed by Pearson (1901) with his study of vectors and spaces and later evolved with Spearman (1904) and was formalized by Hotelling (1933), as a dimension-reduction technique to summarize and describe a data matrix graphically. It is a sub-step of the MFA approach and it captures the information in the first components, with the least possible loss of information, and expresses the information of the original data as a set of new orthogonal variables called principal components.

8.3.2 The implementation of MFA

The implementation of MFA (Escofier & Pagès, 1990) is based on the concept of Interstructure, Compromise, and Infrastructure (ICI), and comprises two essential stages:

The first step is to perform a PCA on each of the groups of variables (K). The objective of this stage focuses on obtaining the first proper value of each analysis (λ_1^k), to be used as a weighting factor in the next stage and on the evaluation of any effects of each group's dimensionality in the subsequent analysis.

In the second stage, a standardized PCA is performed on the global table ($K_{1\dots k}$) which weighs each table by the inverse of the first eigenvalue obtained in the previous step, in order to balance the influence of groups of variables. Then, all the sub-tables (K) thus weighted are juxtaposed and, finally, a new PCA is performed on the corresponding global matrix. This approach makes it possible to obtain a common reference called compromise space, enabling the study and analysis of the dynamics of evolution of different individuals and variables, allowing us to obtain graphical representations and quality indexes that facilitate the analysis.

8.3.2.1 The interstructure and the compromise

The analysis of the interstructure allows us to evaluate the similarity between the different data tables. The next step intends to build a matrix that summarizes the various configurations' information under study, the compromise matrix.

Thus, if the analysis of the interstructure allows concluding about the existence of a structure of individuals common to the various data tables, the compromise matrix can finally be built.

This is nothing more than a linear combination of the various representative objects W_k weighted by α_k .

$$W = \sum_{k=1}^K \alpha_k W_k \quad (8.1)$$

These weights represent the coordinates of the first eigenvector resulting from the PCA on each of the groups of variables and the use of each analysis's first eigenvalue as a weighting factor to balance the influence of the groups of variables.

$$\alpha_k = \frac{1}{\lambda_1^k} \quad (8.2)$$

Therefore, the compromise W results from the juxtaposition of all the sub-tables thus weighted. After obtaining the compromise matrix, a Euclidean compromise image of the individuals under study is intended, that is, a representation of the individuals' positions.

One PCA on the compromise matrix W , will allow obtaining B_1, \dots, B_n , that is, the representative points of the individuals in the Euclidean image. The coordinates of these points on the $l^{\text{ésimo}}$ axis are the coordinates of the vector $\sqrt{\theta_l} q_l$, being q_l the l^{ith} eigenvector q_l associated with the largest eigenvalue, θ_l , of the matrix W .

$$B_i = \sqrt{\theta_i} q_i = \frac{1}{\sqrt{\theta_i}} W D q_i \quad (8.3)$$

In practice, with evidence of a structure of individuals common to the tables, the representation of the compromise's Euclidean image is restricted to the first two or three axes, according to the percentage of inertia explained by them.

8.3.2.2 The intrastructure analysis

The analysis of the correlations of the variables with the axes of the plane allows the interpretation of the positions of the individuals in the Euclidean image of the compromise.

The correlation of the variable P_k with the k^{ith} axis e is given by the following expression:

$$corr(p_k, U) = X'_k D U_w \quad (8.4)$$

These correlations are summarized in a graph in which the variable P_k is represented by a point on the k^{ith} axis, whose coordinate is equal to the correlation between the variable and the axis.

In this way, the associations between the original variables and the experimental situations are detected. These associations will allow the interpretation of individuals' relative positions in the compromise space for the differences observed between the original variables in the Euclidean image of the compromise.

8.3.2.3 Interpretation of partial points

To graphically visualize the individuals responsible for the deviations between the studies, we represent the individuals' different positions for each object of the Euclidean image of the compromise, that is, their partial points. The representation of partial points in the Euclidean image of compromise consists of representing, in this image, the K clouds of individuals.

These clouds are best understood by the association with the variables that most contributed to each axis's formation, that is, by the correlation of the variables with each axis. The calculation of the coordinates of each of the points referring to individual i , in a given table, is based on each of the representative objects of the data tables. The calculation of the distance between each individual in the k study and their compromise position, the barycenter of that individual's position for the set of K studies is done using the following expression:

$$d_{B_i, B_i^{(k)}}^2 = \|(B_i) - (B_i)^{(k)}\|^2 \quad (8.5)$$

In summary, the analysis of MFA's results is supported on the following fundamental steps: Compromise analysis consists of summarizing the K tables in one of the same nature as the original tables. The space generated by the compromise allows a global summary of the set of K tables.

The interpretation of the infrastructure axes according to the variables: the Compromise positions of the individuals correspond to their average positions along with the K tables. The analysis of the infrastructure encompasses the concept of distance to the average individual. This concept has its origin in studies where the tables are generated from different experimental situations and what is sought is the description of the phenomenon under analysis. In general, the objective is to know in detail the evolution of each of the elements that constitute the tables.

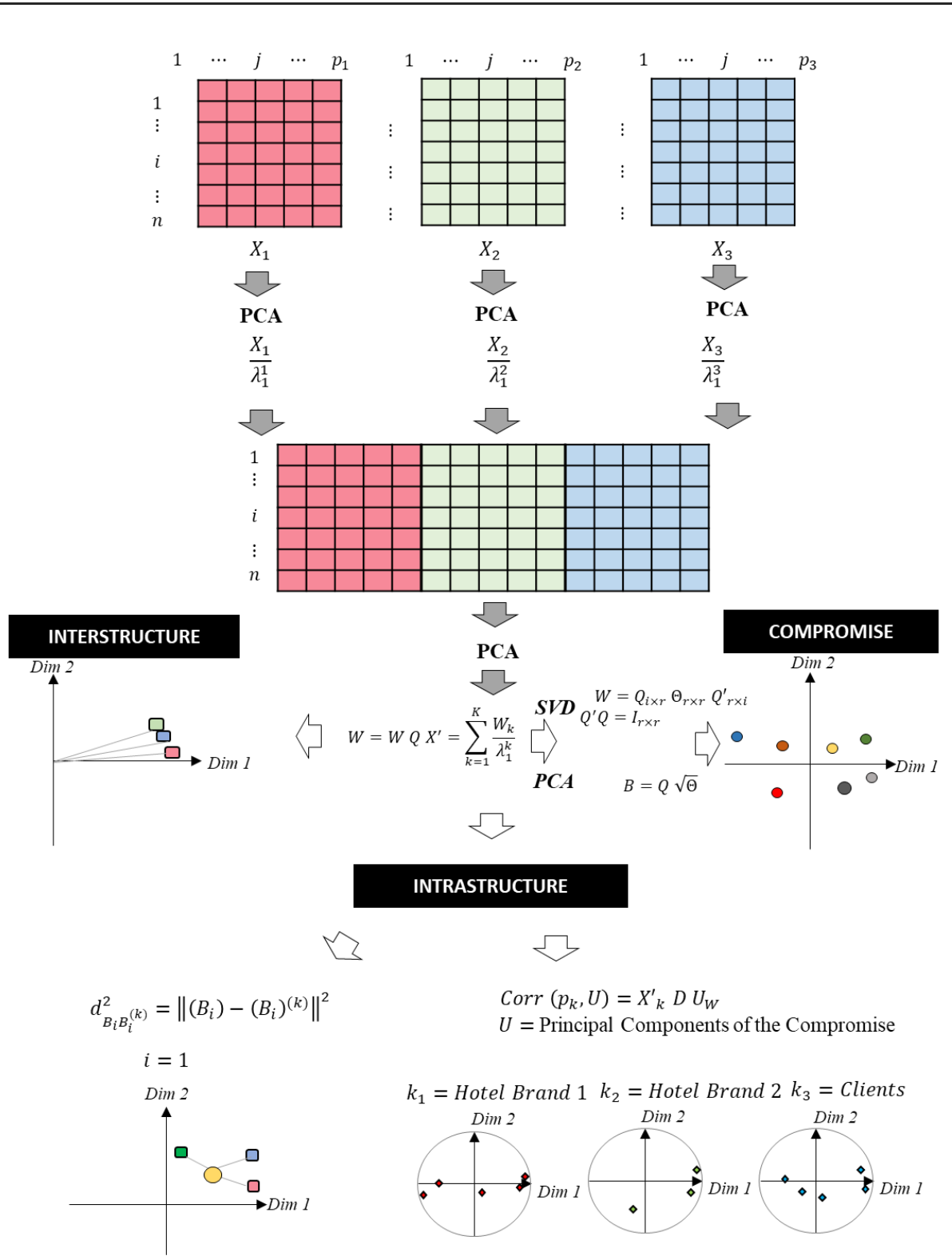
The study of the interstructure and interpretation of the positions of the data tables, also called Global Analysis, has the purpose to compare the K tables with each other and identify groups that contribute to stability or divergence. To make these comparisons, the concept of proximity between tables must be taken into account. It is necessary to find a graphical representation on which the proximity between two points can be interpreted, as correspondence to two similar tables, in the sense of the distance considered. In summary, through the analysis of the interstructure, the proximity between the data tables is revealed.

Graphical representations associated with MFA have traditionally been based on PCA application, which, in the context of MFA application, allows to project in a space of reduced dimensionality of the compromise individuals, the clouds of partial points, the variables, and groups of variables.

MFA allows capturing the influences on individuals and variables over different experimental conditions or occasions, identifying which groups of variables contribute most to the coherence or divergence in the compromise, and identifying the variables and the individuals responsible.

Figure 8.4 summarizes the methodological approach to production and analysis of MFA results.

Figure 8.4. Methodological outline of Multiple Factor Analysis



Source: Own elaboration

The descriptions of the results and their discussion are presented in the next chapter.

CHAPTER 9

ANALYSIS AND DISCUSSION OF RESULTS

9.1. Introduction

In this research, three categories of information and data have been collected using a questionnaire. The first category was data related to the sample group's individual and demographic characteristics, and the second category was information and data related to research variables, the third category was related to the Algarve emotions.

The second category of information was used to answer research questions and hypotheses that in the analysis and interpretation of the findings, knowing the first category of information helped the analysis and practical users make decisions with more complete scientific findings. The third category helped us determine if people's feelings toward the Algarve were affected by their experiences in the hotels.

9.2. Sample profile

The summary of descriptive statistics and the sociodemographic data from the clients is shown in the following tables.

Table 9.1: Sociodemographic of 5-star hotels clients (Gender, Age, City)

Gender			Age			City in Algarve		
	n	%		n	%		n	%
Male	67	50.4	18-30	26	19.5	Almancil	22	16.5
Female	66	49.6	31-40	36	27.1	Altura	6	4.5
			41-50	24	18	Alvor	31	23.3
			+50	47	35.3	Carvoeiro	1	0.8
						Vilamoura	73	54.9
Total	133	100	Total	133	100	Total	133	100

Among respondents, 67 (50.4%) of them were men, and 66 persons (49.6%) were women. The respondents' predominant age was over 50 years old (35.3%), followed by respondents ages 31-40 years old (27.1%). Most of the clients who answered the questionnaire accommodated in Vilamoura (54.9) since both Hotel brand 1 and Hotel brand 2 owned a branch there.

Table 9.2: Sociodemographic of 5-star hotels clients (Nationalities, Education, Occupation, Salaries)

Nationality Frequency			Education			Occupation			Salary per Month (Euro)		
	n	%		n	%		n	%		n	%
UK	62	46.6	High School	29	21.8	Employed	59	44.4	Less than 2000	22	16.5
Portugal	33	24.82	Graduate	56	42.1	Freelance	23	17.3	Between 2000-5000	69	51.9
Germany	10	7.58	Postgraduate	42	31.6	Retired	29	21.8	Between 5001-8000	37	27.8
Netherlands	8	6.0	Ph.D.	6	4.5	Student	11	8.3	Over 8000	5	3.8
France	7	5.3				Unemployed	6	4.5			
Spain	5	3.8				Others	5	3.8			
Scandinavia	4	3.0									
Belgium	4	3.0									
Total	133	100	Total	133	100	Total	133	100	Total	133	100

In addition, the large number of guests who answered the questionnaire were from the United Kingdom, with more than 46 percent. The majority of respondents were graduated (42%), and also most of the participants were employed (44%). Regarding the occupation, the second predominant group was constituted by retired people, with about 21%.

Moreover, the largest group of guests who stayed in 5-star hotels had a salary between 2000-5000 euros per month with more than 51%.

Table 9.3: Sociodemographic: (Domestic/ International trip per year, frequency of traveling to Algarve)

Domestic trip per year			International trip per year			Traveling to Algarve		
	n	%		n	%		n	%
1-3	64	48.1	1-3	106	79.7	for the first time	61	45.9
over 3	69	51.9	over 3	27	20.3	for the second time	30	22.6
						Several Times	42	31.6
Total	133	100	Total	133	100	Total	133	100

Most of the respondents had over three domestic trips in a year (51.9%). Relatively to international trips, the largest group was respondents who usually have 1-3 trips per year (79.7%). Also, the biggest number (61 people) belonged to the participants who traveled to Algarve for the first time (45.9%).

Table 9.4: Sociodemographic: (Length of stay and traveling with)

Length of stay			Traveling with		
	n	%		n	%
Until 5 days	32	24.1	Spouse	68	51.1
6 to 10 days	87	65.4	friends	22	16.5
11 to 15 days	12	9	family with children	34	25.6
more than 15 days	2	1.5	Alone	8	6
			Others	1	0.8
Total	133	100	Total	133	100

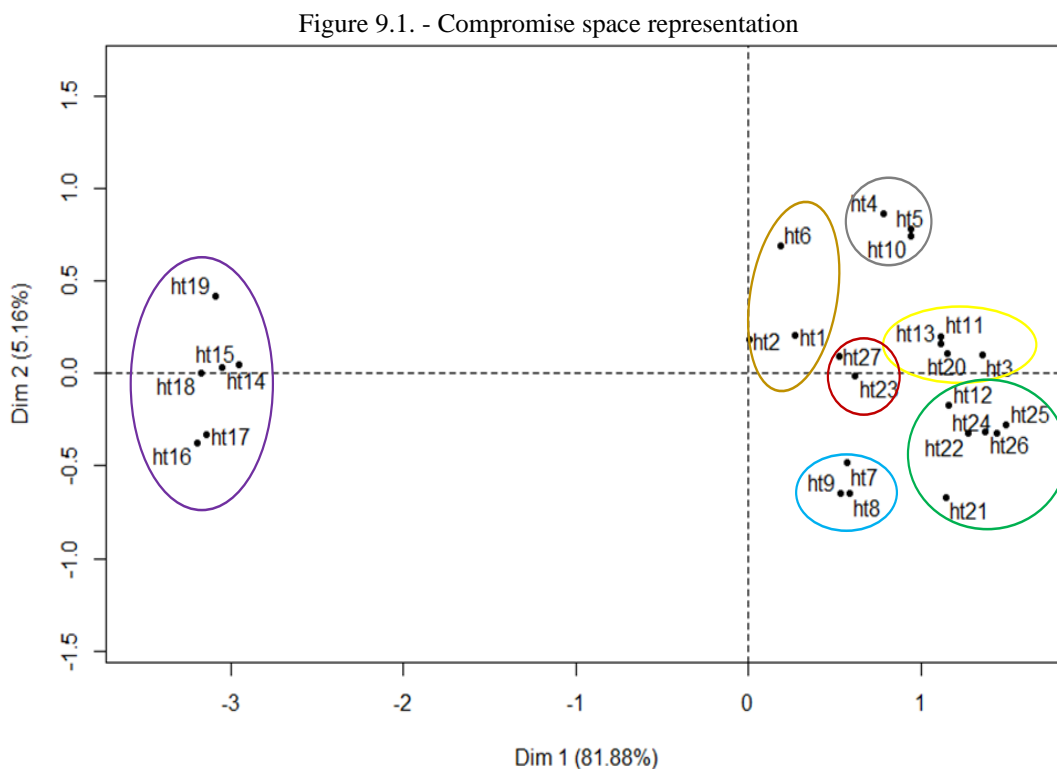
Moreover, the length of stay for 65.4% of tourists was between 6 to 10 days, and most of the participants traveled with their spouses (51.1%).

9.3. MFA Results

The theme outline led to the construction of three-dimensional data structures that required multivariate three-way analysis. This analysis was done in an exploratory approach with the MFA method, using FactoMineR an R program package dedicated to multivariate Exploratory Data Analysis. The method allowed the finding of a common structure summarised in the results and representations presented next.

9.3.1. Global analysis on the compromise space

This analysis reveals the common structure of the model items (ht) space and represents them in the compromise space (Figure 9.1).



Source: Adapted from r-program Factominer Package output

The first component of the compromise corresponds to 81,88% of the inertia. The second component retains only 5.16 % of the inertia (information). The first component is easily interpreted as the opposite of the items related to negative emotions (14, 15, 16, 17,18, and 19 which have strong and positive relations between themselves) and all other items.

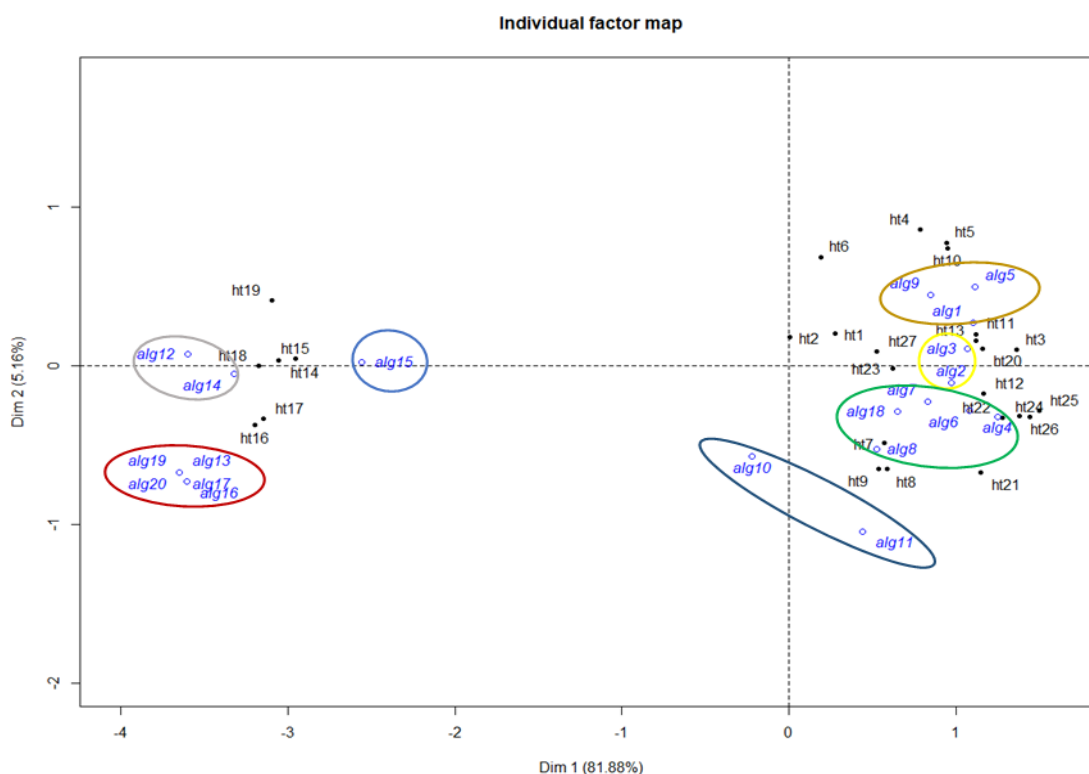
These results highlighted a strong and positive relation by the proximity between:

- The Positive Emotions items 11 (joy) and 13 (happiness), with 20 (overall satisfaction) and 3 (perception of Brand ethics).
- The Positive Emotion item 12 (enthusiasm) and item 21 (overall satisfaction), item 22 (service/product quality), and items 24, 25, 26 (attitudinal loyalties).
- The Relationship Equity item 7 (knowledge building programs) and Value Equity items 8 (Quality) and 9 (Price).
- The Relationship Equity items 4 (Loyalty programs) and 5 (Special recognition & treatment/affinity programs) and Value Equity item 10 (Convenience).
- The Satisfaction items 23 (Price) and Loyalty item 27 (Behavioural).

There were three items with less relevance to the analysis: Brand Equity items 1 (Customer brand awareness) and 2 (Brand attitudes) and Relationship Equity item 6 (Community building programs).

By representing Algarve's supplementary items in the same compromise space created by de model items, the configuration presented in figure 9.2. is obtained.

Figure 9.2: Compromise space representation with supplementary Algarve Emotions



Source: Adapted from r-program Factominer Package output

Regarding 20 questions of Algarve Emotions, the first component is interpreted as the opposite of the items related to negative emotions, and all other items.

These results highlighted the affinity between Algarve items among the tourists as follows.

On one side:

- The positive emotion items 2 (Hopeful/ Optimistic/ Encouraged) and 3 (Love/ Closeness/ Trust);
- The positive emotion items 9 (Sexual/ Desiring/ Flirtatious), 1 (Glad/ Happy/ Joyful), and 5 (Proud/ Confident/ Self-assured);
- The positive emotion items 4 (Content/ Serene/ Peaceful), 6 (Interested/ Alert/ Curious), 7 (Grateful/Appreciate/Thankful), 8 (Amused/ Fun-loving/ Silly),18 (Surprised/ Astonished/ Amazed);
- Also, the positive items 10 (Sympathy/ Concern/ Compassion), and 11 (Awe/ Wonder/ Amazement) are less linked to the other positive items.

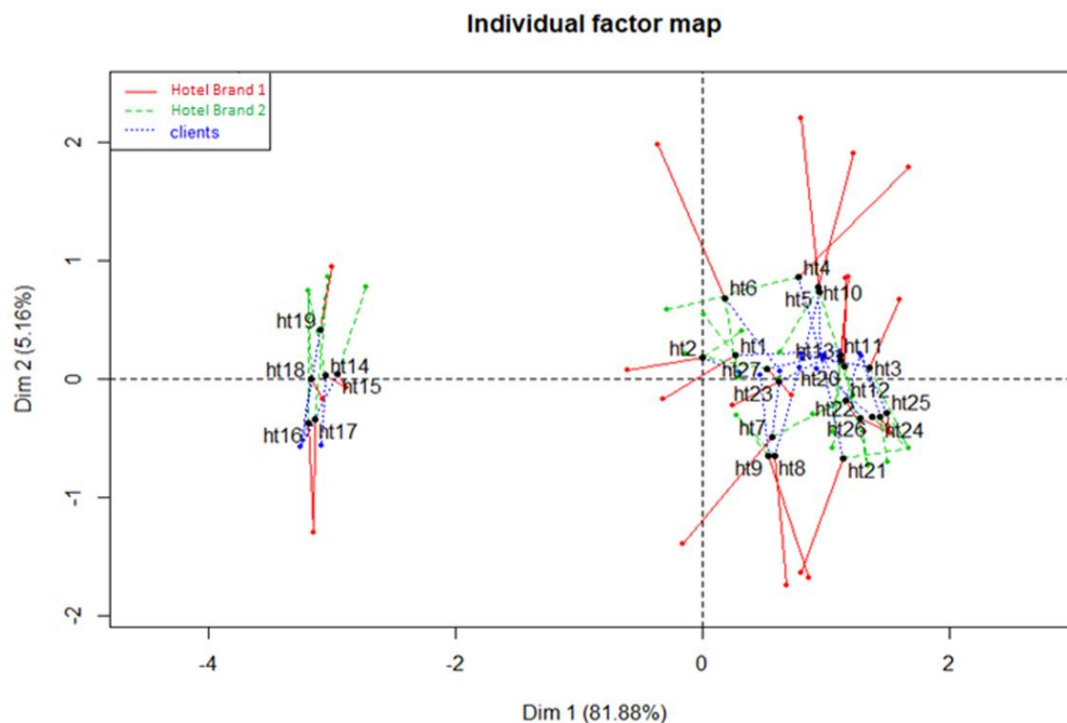
On the opposite side:

- Negative emotions 13 (Repentant/ Guilty/ Blameworthy), 16 (Scared/ Fearful/ Afraid), 17 (Disgust/ Distaste/ Revulsion), 19 (Angry/ Irritated/ Annoyed) and 20 (Sad/ Downhearted/ Unhappy).
- 12 (Ashamed/ Humiliated/ Disgraced) and 14 (Contemptuous/ Scornful/ Disdainful);
- 15 (Embarrassed/ Self-conscious/ Blushing) by itself.

9.3.2. Projection of the hotel brands and client's partial clouds onto the global analysis

Figure 9.3 displays the partial cloud that corresponds to the different perspectives of hotel brands and clients regarding model items in the compromise space represented in the first two principal components.

Figure 9.3 - Compromise space representation space with partial clouds



Source: Adapted from R-program Factominer Package output

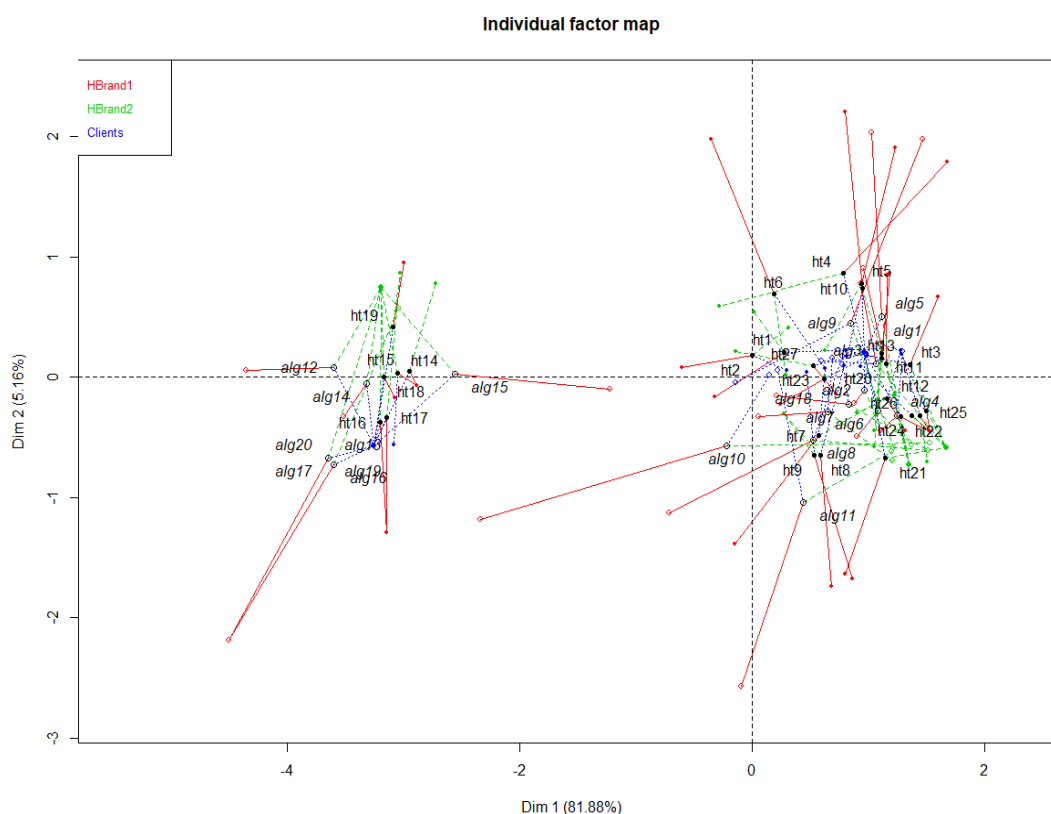
The perspectives are represented by their points with specific colors for Hotel Brand 1, Hotel Brand 2, and Clients, respectively red, green, and blue.

A line segment links the model item's position for a given perspective to its global position (centroid).

Hotel Brand 1 is the main responsible for the less agreement between the three perspectives (longer lines to the centroid and mainly aligned with the second component).

Moreover, figure 9.4 represents the supplementary items Algarve emotions (alg) in the same compromise space created by de model items.

Figure 9.4 - Compromise space representation with supplementary Algarve Emotions items



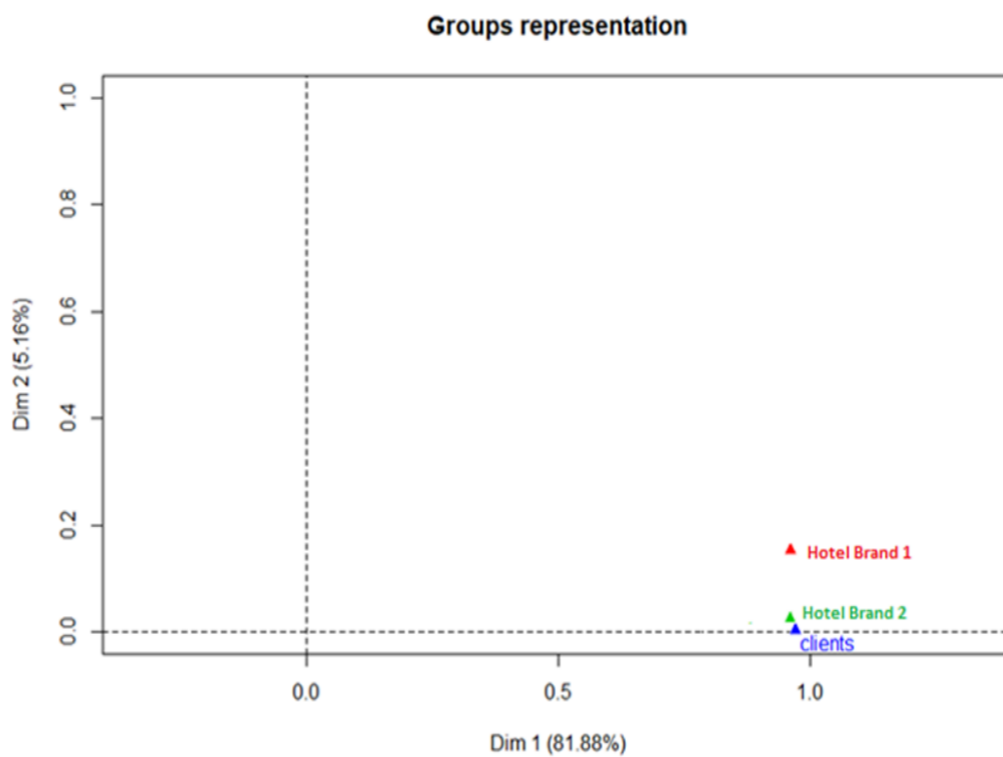
Source: Adapted from R-program Factominer Package output

According to the Algarve items, the Hotel brand 1 afresh is primarily responsible for less compromise between the three views (longer lines to the center and mainly with the second component), followed by Hotel brand 2.

9.3.3. Analysis of the Structure between the three perspectives

The global analysis reveals the common structure of the model items space. It was possible to assess how each perspective (Hotel Brand 1, Hotel Brand 2, and Clients) “interprets” this space (Figure 9.5).

Figure 9.5 - Interstructure representation



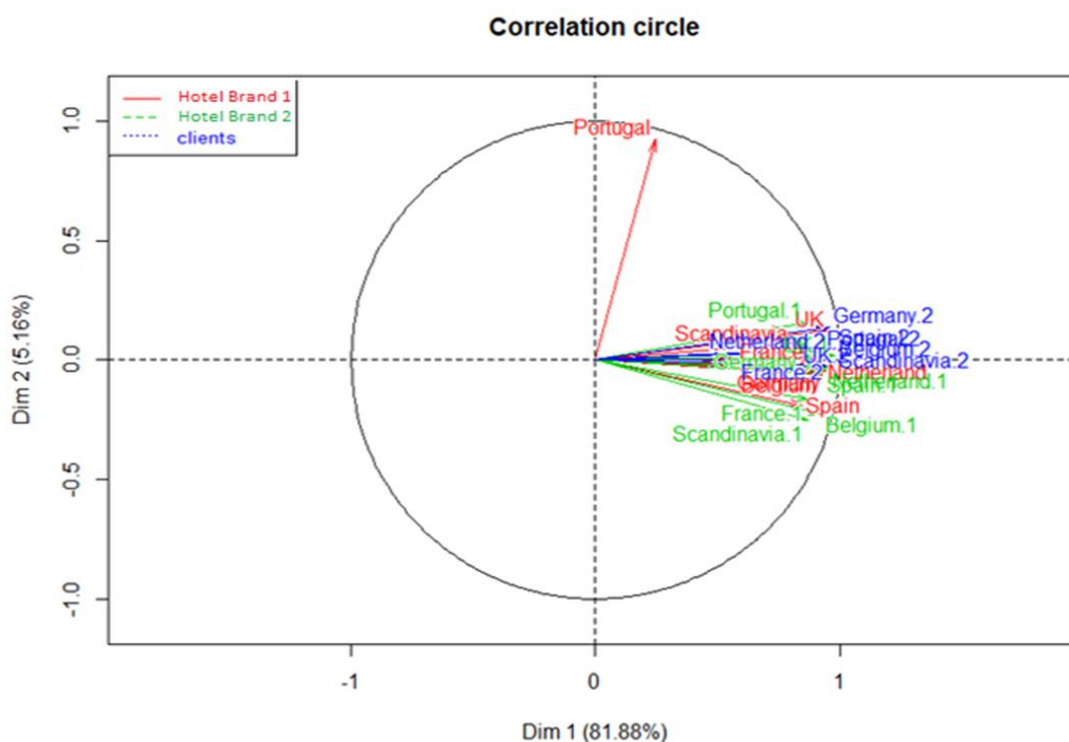
Source: Adapted from r-program Factominer Package output

This representation shows that the three perspectives are strongly associated with the first component and, therefore, configure a stable structure. Nonetheless, Hotel Brand 2 and Clients’ answers are similar to that of Hotel Brand 1.

9.3.4. Analysis of Relations between compromise and Client Nationalities

The variable loadings, which are the correlation between the original variables and the global factor scores, are represented in Figure 9.6 with circles of correlation. This figure shows that Hotel 1 differs from Hotel Brand 2 and Clients' perspectives.

Figure 9.6. – Correlation between original variables and MFA components representation



Source: Adapted from r-program Factominer Package output

The correlations of nationalities are very similar for most of the groups of variables. Therefore, those nationalities are not much different in each of the three perspectives. Nonetheless, the results showed that Hotel Brand 1 is at variance with the other two perspectives.

This divergence of Hotel Brand 1 was related to Portuguese nationality clients that were classified differently by this brand and are mostly responsible for the second component of the compromise.

9.4. Discussion of the Results

The results obtained by the application of the MFA allowed the finding of i) differences of perspective between Hotel Brand 1, Hotel Brand 2 and Clients, and ii) relations between Customer Equity Drivers and Emotions with Clients' Satisfaction and Loyalty.

9.4.1 Perspectives of hotel brand 1, hotel Brand 2, and clients

- The results show that the three perspectives are strongly associated with the first component and therefore configure as a stable structure. Nonetheless, Hotel Brand 2 and Clients' answers are more similar to each other when compared to Hotel Brand 1.
- The clients of various nationalities are not much different in their association with the compromise dimensions created by the evaluation of the model items, being highly positively correlated with the first component.
- Hotel Brand 1 is the main responsible for a lesser agreement (compromise) between the three perspectives.
- The results showed that Hotel Brand 1 is at variance with the other two perspectives. This divergence of Hotel Brand 1 was related to Portuguese nationality clients that were classified differently by this brand.

9.4.2 The conceptual model items

- POSITIVE EMOTIONS related to joy "Taking a holiday in the hotel was enjoyable" (11) and happiness "Taking a holiday in the hotel gave me pleasure" (13) are very associated to SATISFACTION item related to overall satisfaction "I am satisfied with my decision to stay in the hotel" (20) and to the perception of BRAND ETHICS item "The Hotel has high ethical standards with respect to its customers and employees" (3).
- POSITIVE EMOTIONS related to enthusiasm "Taking a holiday in the hotel made me feel good" (12) and SATISFACTION items of overall satisfaction "My choice to stay in this hotel was a wise one" (21), and of service/product quality "I am satisfied with

the performance and my experience at the hotel” (22) are very associated to attitudinal LOYALTY items “I will say positive things about the hotel brand to others” (24), “I will recommend the hotel to my friends and relatives”(25) and “I will make another trip with this hotel brand again” (26).

- SATISFACTION items related to Price “I am satisfied with prices of goods and services in the hotel” (23) is very associated with LOYALTY behavioral item “I have chosen this hotel brand several times” (27).
- RELATIONSHIP EQUITY items related to LOYALTY programs “I have a big investment in the Hotel loyalty program” (frequent buyers) (4), and special recognition & treatment/affinity programs “The Hotel recognizes me as being special” (5) are very associated with VALUE EQUITY item related to convenience “The ability to access to the hotel and easily make the reservations is good” (10).
- RELATIONSHIP EQUITY items related to knowledge building programs “I know the Hotel procedures well” (7) and VALUE EQUITY item related to quality “The quality provided by the hotel in relation to their price that they charged for the services is very good” (8) and Price “The Hotel has good value for money and matches with its service” (9) are very associated.
- There were also three items with less relevance to the analysis: BRAND EQUITY items of Customer brand awareness “The Hotel brand is well-known” (1) and of Brand attitudes “I notice and pay attention to the Hotel media advertising and information they send to me” (2) and RELATIONSHIP EQUITY item of Community building programs “I feel a sense of community with other passengers of this Hotel” (6).
- As expected, there is a clear opposition between all items of NEGATIVE EMOTIONS and all other model items.

The results of Nkaabu *et al.* in 2017, which mentioned experienced emotion positively influences the perceived value and customers' intentions to repurchase and satisfaction, supported our survey. Also, findings of Hanzaee & Javanbakht work in 2013 that discussed pleasure and arousal that are variables of positive emotions, influence attitudes, profitability, purchase satisfaction, supported our results.

Razzaq *et al.* in 2017 in one investigation about the effect of customer equity dimensions (value equity, brand equity, relationship equity) on customers' satisfaction of bank, considered emotion as an adjusting variable. In the study, interactive influences of relationship equity and negative emotion, also interactive effects of relationship equity and negative emotion on customers' loyalty were positive and meaningful. In contrast, the effects of brand equity and negative emotion on loyalty were not meaningful. However, interactive influences of value equity and positive emotion, also interactive influences of relationship equity and positive emotion on loyalty were negative and meaningful, and the effects of brand equity and positive emotion were not meaningful (Razzaq *et al.*, 2017), which in most results were contrary to our research results.

Hyun in 2009a said that by improving three factors of customer equity, companies can increase customer value, and by improving one of the items, we may have increased in other factors. For instance, value equity influences relationship equity, brand equity positively influences value equity, and brand equity directly influences relationship equity, which is also matched with our study.

Our research is also in harmony with Liu H. *et al.* work in 2018, which mentioned satisfaction is strongly related to loyalty, and he discussed that it is possible to predict customers purchasing in the future by their satisfaction level. Most probably, satisfied customers repurchase on time, suggest their satisfaction source to others, and hardly pay attention to the rivals' offers. In contrast, dissatisfied customers usually change stores, complain, and negatively advertise.

Also, Dick and Basu (1994) believed that satisfaction has a significant effect on loyalty and makes it a determinant factor that is also supported by our study. Hanzaee and Javanbakht's findings in 2013 showed that customer satisfaction is related directly to their behavioral tendencies. Moreover, Nguyen *et al.* (2018) argued that customers' satisfaction influences loyalty positively and meaningfully.

9.4.3. The conceptual model

I. POSITIVE EMOTIONS related to joy and happiness are very associated with the SATISFACTION items related to overall satisfaction and the perception of the BRAND ETHICS item.

- ✓ Therefore, hypothesis 2 which claimed that customer equity drivers have positive and statistically significant **relationships** with customers' satisfaction in 5-star hotels in Algarve, is accepted.
- ✓ And relatively, hypothesis 5, the relationships of customers' positive emotions in 5-star hotels in Algarve with customer equity drivers are positive is accepted too.
- ✓ Also, hypothesis 7 which says that the relationships of customers' positive emotions in 5-star hotels in Algarve with customer satisfaction are positive is accepted.

II. POSITIVE EMOTIONS related to enthusiasm and SATISFACTION items of overall satisfaction and service/product quality are very associated with attitudinal LOYALTY items.

- ✓ Thus, hypothesis 9 which claims that the relationships of customers' positive emotions in 5-star hotels in Algarve with customer loyalty are positive and statistically significant has been proved.

III. SATISFACTION item related to the Price is very associated with the LOYALTY behavioral item.

- ✓ Therefore, hypothesis 4 could be proved which claims that the relationships of customers' satisfaction in 5-star hotels in Algarve with loyalty are positive and statistically significant.

IV. RELATIONSHIP EQUITY items related to LOYALTY programs (frequent buyers), (and special recognition and treatment/affinity programs are very associated with VALUE EQUITY items related to convenience.

- ✓ Hence, hypothesis 3, customer equity drivers have positive and statistically significant relationships with customers' Loyalty in 5-star hotels in Algarve, is accepted.

V. RELATIONSHIP EQUITY items related to the knowledge building programs and VALUE EQUITY items related to the quality and Price are very associated.

-
- ✓ There were also three items with less relevance to the analysis, BRAND EQUITY items of Customer brand awareness and Brand attitudes and RELATIONSHIP EQUITY items of Community building programs.
 - ✓ Thus, hypothesis 1, value equity, brand equity, and relationship equity have positive and statistically significant relationships with customer equity in 5-star hotels in Algarve have been proved.

VI. When there is a clear opposition between all items of NEGATIVE EMOTIONS and all other model items so, the hypothesis which is accepted here are as follows:

- ✓ Hypothesis 6: the relationships of customers' negative emotions in 5-star hotels in Algarve with customer equity drivers are negative and statistically significant.
- ✓ Hypothesis 8: the relationships of customers' negative emotions in 5-star hotels in Algarve with customer satisfaction is negative and statistically significant.
- ✓ And hypothesis 10: the relationships of customers' negative emotions in 5-star hotels in Algarve with customer loyalty is negative and statistically significant.

A synthesis of the conceptual model hypothesis analysis, findings and implications is presented in table 9.5.

Table 9.5 – Conceptual model hypothesis, findings and implications.

General Findings	Hypothesis	Do findings support the hypothesis?	General Implications
BRAND EQUITY, RELATIONSHIP EQUITY, VALUE EQUITY, POSITIVE EMOTIONS, SATISFACTION, and LOYALTY are positively related in opposition to NEGATIVE EMOTIONS.	1: CUSTOMER EQUITY drivers VALUE EQUITY, BRAND EQUITY, and RELATIONSHIP EQUITY have a positive relationship.	Yes	The general findings are aligned with the conceptual model ideas. Nonetheless, the items Customer <u>Brand Awareness</u> and <u>Brand Attitudes of BRAND EQUITY</u> and <u>Community Building Programs</u> of <u>RELATIONSHIP EQUITY</u> are less relevant to the interpretability of the constructed dimensions of de conceptual model.
	2: The CUSTOMER EQUITY drivers have a positive relationship with CUSTOMERS' SATISFACTION	Yes	
	3: CUSTOMER EQUITY drivers have a positive relationship with customers' LOYALTY.	Yes	
	4: The relation of customers' SATISFACTION with their LOYALTY is positive	Yes	
	5: The relation of customers' POSITIVE EMOTIONS with CUSTOMER EQUITY drivers is positive.	Yes	
	6: The relation of customers' NEGATIVE EMOTIONS with CUSTOMER EQUITY drivers is negative.	Yes	
	7: The relation of customers' POSITIVE EMOTIONS with CUSTOMER SATISFACTION is positive.	Yes	
	8: The relation of customers' NEGATIVE EMOTIONS with CUSTOMER SATISFACTION is negative.	Yes	
	9: The relation of customers' POSITIVE EMOTIONS with CUSTOMER LOYALTY is positive.	Yes	
	10: the relation of customers' NEGATIVE EMOTIONS with CUSTOMER LOYALTY is negative.	Yes	
Specific Findings	Implications		
There is a clear opposition between all items of NEGATIVE EMOTIONS (14, 15, 16, 17,18, and 19) and all other model items .	NEGATIVE emotions need to be fought because they are strongly associated, in the negative sense, to all items of BRAND EQUITY, RELATIONSHIP EQUITY, VALUE EQUITY, POSITIVE EMOTIONS, SATISFACTION, and LOYALTY.		
RELATIONSHIP EQUITY item knowledge-building programs (7) and VALUE EQUITY items Quality (8) and Price (9) are strongly associated .	When addressing RELATIONSHIP EQUITY and VALUE EQUITY, the focus should be on sub-drivers Quality and Price		
POSITIVE EMOTIONS related to joy (11) and happiness (13) are strongly associated with the SATISFACTION items related to overall satisfaction (20) and the perception of the BRAND ETHICS item (3).	POSITIVE EMOTIONS of Joy and happiness have a stronger linkage with SATISFACTION in terms of overall satisfaction and with BRAND EQUITY supported on the perception of brand ethics		
RELATIONSHIP EQUITY items related to Loyalty (4) and treatment/affinity programs (5) are strongly associated with VALUE EQUITY items related to convenience (10).	Loyalty programs and treatment/affinity programs for RELATIONSHIP EQUITY are aligned with the convenience sub driver of VALUE EQUITY		
POSITIVE EMOTIONS related to enthusiasm (12) and SATISFACTION items of overall satisfaction (21) and service/product quality (22) are strongly associated with LOYALTY items of attitudinal (24, 2) and Behavioral (26).	POSITIVE EMOTIONS of enthusiasm are more in tune with service/product quality for SATISFACTION and attitudinal LOYALTY and, to less extent, behavioral LOYALTY.		
The SATISFACTION item Price (23) is strongly associated with LOYALTY item 27 of Behavioural Loyalty.	The price item of SATISFACTION has a more straightforward linkage with LOYALTY Behavioral item 27.		

Source: Own elaboration

9.4.4 Algarve emotions items

The representation of the supplementary Algarve emotions items on the same compromise space as the model items producing the following interpretations:

The representation of the supplementary Algarve emotions items on the same compromise space as the model items producing the following interpretations:

- The items related to Algarve's negative emotions, as expected, were represented in opposition to the other items, which belong to the positive emotions, and they are less experienced by the participants.
- The items related to the positive emotions 2 about “Hopeful/ Optimistic/ Encouraged” are very connected to item 3 which describe emotions of “Love/ Closeness/ Trust” and are considered the same by the tourists.
- The positive items 10 belong to the Sympathy/ Concern/ Compassion, and especially 11 related to the emotions Awe/ Wonder/ Amazement are less relevant to the other positive items and they experienced less to compare with the other positive emotions.

The results of the study of Desmet and Schifferstein (2008) in the food industry are aligned with our findings regarding the Algarve emotions which claimed that positive emotions are experienced more often than negative emotions. They discussed that positive emotions that experienced more, were satisfaction, enjoyment, and desire, and negative feelings that experienced less were jealousy, anger, and sadness.

Moreover, the positive emotions that experienced less in their study were pride, relief, and admiration were contrary to our study and also negative emotions that experienced more in their survey were boredom, disappointment, dissatisfaction, and unpleasant surprise were contrary to our study.

The results of Kuppens, Realo, and Diener (2008) which examined the relations and frequency of positive and emotions in life satisfaction amongst different nationalities are in harmony with our results too.



CHAPTER 10

CONCLUSIONS AND IMPLICATIONS

10.1. Introduction

This chapter presents the main conclusions that originated from the research and the recommendations to transfer knowledge from this research to the industry. Nonetheless, some of the limitations encountered are also identified, and some suggestions for future research are provided.

10.2. Main Conclusions

The used methodological approach was adequate to clarify less evident relations, when assessing the same observations, between different set of variables by different perspectives. The research contributed to a better understanding of the relations between Customer Equity Drivers, Emotions, Satisfaction, and Loyalty.

From the results, the main conclusions are:

I – Regarding the contribute to a more integrated conceptual model Customer Equity Drivers and Emotions with Clients' Satisfaction and Loyalty.

- 1) The findings of the research are aligned with the more integrated conceptual model hypothesis.
- 2) Value Equity, Brand Equity, Relationship-Equity (Customer Equity drivers), and Emotions relations were characterized and are of particular importance for tourists, and there is an important linkage of these variables with satisfaction and loyalty.
- 3) Negative Emotions were utterly opposed to other variables of the model.

II – Regarding the comparison of the perspectives of the two leading hotel brands in Algarve, from the five-star category, with the clients' perspective, for Customer Equity Drivers, Emotions, Satisfaction, and Loyalty.

- 4) The clients of various nationalities are not much different in their association with the compromise dimensions created by their evaluation of the model items, being highly positively correlated with the first component.
- 5) Hotel brand 2 is more in sync with clients than hotel brand 1.

6) Hotel brand 1 perspective was at variance with the other perspectives regarding Portuguese clients, which means this hotel brand has a gap in evaluating Portuguese clients.

III – Regarding the complimentary analysis of the Emotions about the Algarve region by representing them in the space constructed by the conceptual model items.

7) Negative Algarve Emotions, as expected, are in opposition to Positive Algarve Emotions, and because they were represented and characterized in the same space as the model items, it was possible to identify affinities between Algarve Emotions and Model Items.

Moreover, this research enabled indications that can be useful for hotel management's decision processes to improve their performance and perception by clients.

There are some proposed recommendations for operators to facilitate the transfer of knowledge from this research to the industry:

1. In order to improve the Value Equity of Algarve tourists, hotels should improve the quality of the rooms, services, and facilities continuously in accordance with the new and modern standards required by the five-star hotels and the luxury sector; Appropriately set up constantly monitoring of appearance, facade and overall decoration; making hotel services easier and more varied with taking into account the preferences of all age groups, should Encourage the staff to deliver quickly and timely desired services.
2. To increase Brand Equity, more standards of behavior should be set up for employees and tourists. it should be work towards the branding of the hotel and hotels should identify themselves through various marketing activities and advertising.
3. To increase Relationship Equity, it is recommended that hotel staff, especially from front office departments who are most affected and in touch with tourists should be chosen from the most professional workers, who are interested in this profession. Regular customers of hotels should receive more facilities, discounts, and special welcoming to make them more loyal in order to encourage new customers to continue. receiving services should be easy and convenient as possible for tourists to get

information about changes and facilities as well as new services at the hotel in different ways.

4. For providing more Positive Emotions for tourists, teaching hotel staff about the excellent hospitality and great offering of the service, presenting a pleasant atmosphere and theme around the service provided is needed. Reducing Negative Emotions like tiredness, waiting in lines, and receiving wrong services should be considered.
5. Based on our study Hotel brands especially those who are not local should pay more attention to their local customers and understand the different ways they may satisfy with the service.
6. Based on the finding of Algarve's emotions, the destination manager should provide tourist experiences with more positive feelings in order to increase their satisfaction and reduce and manage the negative ones.

10.3. Limitations of the research

1. The research was only conducted for two hotel brands and only received 133 valid questionnaires for five-star hotels so, the results may change by increasing the number of hotels, especially from another category.
2. Only the 8 top nationalities of Algarve's visitors, which all were from Europe, participated in our research, other nationalities may have different ideas and the results may change if other nationalities participate too.
3. The research was conducted during the high season of traveling to the Algarve region, the result might change during the low season.

10.4. Suggestions for future research

1. This approach can be implemented to a vaster number and categories of hotel brands when there is no limitation of time.
2. Similar research encompassing more nationalities could be useful.
3. Conducting the survey during different times of the year in the region is suggested.
4. Investigating the culture, society, and religion of tourists in future studies is suggested.

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APPENDICES

1. Questionnaire in English

	SURVEY Dear Visitor, I am a Ph.D. student researching Visitors' feelings and their stay in Hotels in Algarve. The respondents of the survey will remain anonymous and no individual information will be published. Participation in this survey is completely voluntary. Thank you so much for your collaboration in advance
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SECTION 1: SOCIO-DEMOGRAPHIC INFORMATION

Nationality: UK Portugal Germany Netherland France Spain
 Scandinavia Belgium Other countries (Please Mention)

Gender: Male Female **Age:**

Pestana Hotel: 5* 4* **City in Algarve:**

Number of trips per year: Domestic: 1 to 3 Over 3 International: 1 to 3 Over 3

You traveled to Algarve: for the first time for the second time several times

Length of stay: until 5 days 6 to 10 days 11 to 15 days more than 15 days

You travel with: Spouse Friends Family with children Alone Other

Occupation: Employed Freelance Retired Student Unemployed Other

Education: High school Graduate Post Graduate PhD/ Doctoral

Salary per month: Less than 2000€ Between 2000 – 5000€ Between 5001-8000€
 Over 8000€

SECTION 2: INFORMATION BASED ON YOUR EXPERIENCE

Please score each of the following items about your stay in the Hotel.

ITEMS	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
To what extend do you agree with the following statements after your stay in the HOTEL?					
1. The Hotel brand is well- known.	1	2	3	4	5
2. I notice and pay attention to the Hotel media advertising and information they send to me.	1	2	3	4	5
3. The Hotel has high ethical standards with respect to its customers and employees.	1	2	3	4	5
4. I have a big investment in the Hotel loyalty program (frequent buyers).	1	2	3	4	5
5. The Hotel recognizes me as being special.	1	2	3	4	5
6. I feel a sense of community with other passengers of this Hotel.	1	2	3	4	5

ITEMS To what extent do you agree with the following statements after your stay in the <u>HOTEL</u> ?					
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
7. I know Hotel procedures well.	1	2	3	4	5
8. The quality provided by the hotel in relation to their price that they charged for the services is very good.	1	2	3	4	5
9. The Hotel has Good value for money and matches with its service.	1	2	3	4	5
10. The ability to access to the hotel and easily make reservations is good.	1	2	3	4	5
11. Taking holiday in the hotel was enjoyable.	1	2	3	4	5
12. Taking holiday in the hotel made me feel good.	1	2	3	4	5
13. Taking holiday in the hotel gave me pleasure.	1	2	3	4	5
14. I felt angry about my experience at the hotel.	1	2	3	4	5
15. I felt very displeased with the service delivered at the hotel.	1	2	3	4	5
16. The more I thought about it, the more hostile I felt towards the hotel.	1	2	3	4	5
17. I felt sorry for choosing that hotel.	1	2	3	4	5
18. I regretted choosing that hotel.	1	2	3	4	5
19. I should have chosen another hotel.	1	2	3	4	5
20. I am satisfied with my decision to stay in the hotel.	1	2	3	4	5
21. My choice to stay in this hotel was a wise one.	1	2	3	4	5
22. I am satisfied with the performance and my experience at the hotel.	1	2	3	4	5
23. I am satisfied with the prices of goods and services in the hotel.	1	2	3	4	5
24. I will say positive things about the hotel brand to the others.	1	2	3	4	5
25. I will recommend the hotel to my friends and relatives.	1	2	3	4	5
26. I will make another trip with this hotel brand again.	1	2	3	4	5
27. I have chosen this hotel brand several times.	1	2	3	4	5

Please score each of the following items about your feelings in Algarve

ITEMS How do you feel about <u>ALGARVE</u> ?	Scores (1- Not at all to 5- Extremely)				
	1	2	3	4	5
1Glad/ Happy/ Joyful					

ITEMS How do you feel about <u>ALGARVE</u> ?	Scores (1- Not at all to 5- Extremely)				
	1	2	3	4	5
2 Hopeful/ Optimistic/ Encouraged	1	2	3	4	5
3 Love/ Closeness/ Trust	1	2	3	4	5
4 Content/ Serene/ Peaceful	1	2	3	4	5
5 Proud/ Confident/ Self-assured	1	2	3	4	5
6 Interested/ Alert/ Curious	1	2	3	4	5
7 Grateful/ Appreciate/ Thankful	1	2	3	4	5
8 Amused/ Fun-loving/ Silly	1	2	3	4	5
9 Sexual/ Desiring/ Flirtatious	1	2	3	4	5
10 Sympathy/ Concern/ Compassion	1	2	3	4	5
11 Awe/ Wonder/ Amazement	1	2	3	4	5
12 Ashamed/ Humiliated/ Disgraced	1	2	3	4	5
13 Repentant/ Guilty/ Blameworthy	1	2	3	4	5
14 Contemptuous/ Scornful/ Disdainful	1	2	3	4	5
15 Embarrassed/ Self-conscious/ Blushing	1	2	3	4	5
16 Scared/ Fearful/ Afraid	1	2	3	4	5
17 Disgust/ Distaste/ Revulsion	1	2	3	4	5
18 Surprised/ Astonished/ Amazed	1	2	3	4	5
19 Angry/ Irritated/ Annoyed	1	2	3	4	5
20 Sad/ Downhearted/ Unhappy	1	2	3	4	5

Thank You.

2. Demographic Data

Nationality

Cumulative Percent	Valid Percent	Percent	Frequency		
46.6	46.6	46.6	62	UK	Valid
71.42	24.82	24.82	33	Portugal	
79	7.58	7.58	7	Germany	
85	6.0	6.0	8	Netherlands	
90.3	5.3	5.3	7	France	
94.1	3.8	3.8	5	Spain	
97.1	3.0	3.0	4	Scandinavia	
100.	3.0	3.0	4	Belgium	
	100.	100.	133	Total	

Gender

Cumulative Percent	Valid Percent	Percent	Frequency	
50.4	50.4	50.4	67	Male Valid
100.0	49.6	49.6	66	female
	100.0	100.0	133	Total

Age

Cumulative Percent	Valid Percent	Percent	Frequency	
.8	.8	.8	1	20.00 Valid
3.0	2.3	2.3	3	22.00
3.8	.8	.8	1	23.00
5.3	1.5	1.5	2	25.00
8.3	3.0	3.0	4	26.00
10.5	2.3	2.3	3	27.00
12.0	1.5	1.5	2	28.00
14.3	2.3	2.3	3	29.00
19.5	5.3	5.3	7	30.00
21.1	1.5	1.5	2	31.00
22.6	1.5	1.5	2	32.00
24.8	2.3	2.3	3	33.00
26.3	1.5	1.5	2	34.00
31.6	5.3	5.3	7	35.00
35.3	3.8	3.8	5	36.00
37.6	2.3	2.3	3	37.00
38.3	.8	.8	1	38.00
45.1	6.8	6.8	9	39.00
46.6	1.5	1.5	2	40.00
48.1	1.5	1.5	2	41.00
54.1	6.0	6.0	8	42.00
54.9	.8	.8	1	43.00
55.6	.8	.8	1	44.00
57.1	1.5	1.5	2	45.00
57.9	.8	.8	1	46.00
59.4	1.5	1.5	2	47.00
61.7	2.3	2.3	3	48.00
63.9	2.3	2.3	3	49.00
64.7	.8	.8	1	50.00
66.2	1.5	1.5	2	51.00
69.2	3.0	3.0	4	52.00
72.2	3.0	3.0	4	54.00
75.9	3.8	3.8	5	55.00
76.7	.8	.8	1	56.00
78.2	1.5	1.5	2	57.00
79.7	1.5	1.5	2	58.00

82.7	3.0	3.0	4	59.00
85.0	2.3	2.3	3	60.00
86.5	1.5	1.5	2	61.00
89.5	3.0	3.0	4	62.00
91.0	1.5	1.5	2	63.00
91.7	.8	.8	1	64.00
96.2	4.5	4.5	6	65.00
97.0	.8	.8	1	66.00
98.5	1.5	1.5	2	67.00
99.2	.8	.8	1	68.00
100.0	.8	.8	1	69.00
	100.0	100.0	133	Total

Age

Cumulative Percent	Valid Percent	Percent	Frequency		
19.5	19.5	19.5	26	-31	Valid
46.6	27.1	27.1	36	31-40	
64.7	18.0	18.0	24	41-50	
100.0	35.3	35.3	47	+50	
	100.0	100.0	133	Total	

City in Algarve

Cumulative Percent	Valid Percent	Percent	Frequency		
16.5	16.5	16.5	22	Almancil	Valid
21.1	4.5	4.5	6	Altura\quita de ria	
44.4	23.3	23.3	31	Alvor	
45.1	.8	.8	1	Carveiro	
100.0	54.9	54.9	73	Vilamoura	
	100.0	100.0	133	Total	

Domestic trip per year

Cumulative Percent	Valid Percent	Percent	Frequency		
48.1	48.1	48.1	64	1-3	Valid
100.0	51.9	51.9	69	over 3	
	100.0	100.0	133	Total	

International trip per year

Cumulative Percent	Valid Percent	Percent	Frequency		
79.7	79.7	79.7	106	1-3	Valid
100.0	20.3	20.3	27	over 3	
	100.0	100.0	133	Total	

You traveled to Algarve

Cumulative Percent	Valid Percent	Percent	Frequency		
45.9	45.9	45.9	61	for the first time	Valid
68.4	22.6	22.6	30	for the second time	
100.0	31.6	31.6	42	Several Times	
	100.0	100.0	133	Total	

Length of stay

Cumulative Percent	Valid Percent	Percent	Frequency		
24.1	24.1	24.1	32	under 5 days	Valid
89.5	65.4	65.4	87	6 to 10 days	
98.5	9.0	9.0	12	11 to 15 days	
100.0	1.5	1.5	2	more than 15 days	
	100.0	100.0	133	Total	

you traveled with

Cumulative Percent	Valid Percent	Percent	Frequency		
51.1	51.1	51.1	68	Spouse	Valid
67.7	16.5	16.5	22	friends	
93.2	25.6	25.6	34	family with children	
99.2	6.0	6.0	8	Alone	
100.0	.8	.8	1	Others	
	100.0	100.0	133	Total	

Occupation

Cumulative Percent	Valid Percent	Percent	Frequency		
44.4	44.4	44.4	59	Employed	Valid
61.7	17.3	17.3	23	Freelance	
83.5	21.8	21.8	29	Retired	
91.7	8.3	8.3	11	Student	
96.2	4.5	4.5	6	Unemployed	
100.0	3.8	3.8	5	Others	
	100.0	100.0	133	Total	

Education

Cumulative Percent	Valid Percent	Percent	Frequency		
21.8	21.8	21.8	29	High School	Valid
63.9	42.1	42.1	56	Graduate	
95.5	31.6	31.6	42	Postgraduate	
100.0	4.5	4.5	6	Ph.D.	
	100.0	100.0	133	Total	

Salary per Month

Cumulative Percent	Valid Percent	Percent	Frequency		
16.5	16.5	16.5	22	Less than 2000	Valid
68.4	51.9	51.9	69	between 2000-5000	
96.2	27.8	27.8	37	between 5001-8000	
100.0	3.8	3.8	5	over 8000	
	100.0	100.0	133	Total	

3.The Reliability of 27 model items

```

RELIABILITY
/ VARIABLES=BE1 BE2 BE3
/ SCALE('ALL VARIABLES') ALL/MODEL=ALPHA
/ SUMMARY=TOTAL.

```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	133	100.0
	Excluded ^a	0	.0
	Total	133	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.674	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BE1	7.3083	3.336	.359	.672
BE2	8.2030	1.678	.483	.614
BE3	7.5113	2.631	.648	.353

```
RELIABILITY
/VARIABLES=RE1 RE2 RE3 RE4
/SCALE('ALL VARIABLES') ALL/MODEL=ALPHA
/SUMMARY=TOTAL .
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	133	100.0
	Excluded ^a	0	.0
	Total	133	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.704	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
RE1	12.1654	3.382	.454	.702
RE2	11.5414	4.659	.455	.664
RE3	11.7970	4.012	.640	.557
RE4	11.7744	4.434	.486	.645

RELIABILITY

/VARIABLES=VE1 VE2 VE3

/SCALE('ALL VARIABLES') ALL/MODEL=ALPHA

/SUMMARY=TOTAL .

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	133	100.0
	Excluded ^a	0	.0
	Total	133	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.858	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
VE1	8.2556	1.525	.862	.671
VE2	8.3233	1.478	.846	.687
VE3	8.0827	2.334	.538	.960

```

RELIABILITY
/VARIABLES=PE1 PE2 PE3
/SCALE('ALL VARIABLES') ALL/MODEL=ALPHA
/SUMMARY=TOTAL .

```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	133	100.0
	Excluded ^a	0	.0
	Total	133	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.878	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PE1	8.8421	1.331	.762	.831
PE2	8.7895	1.289	.848	.759
PE3	8.8346	1.215	.702	.896

```

RELIABILITY
/VARIABLES=NE1 NE2 NE3 NE4 NE5 NE6
/SCALE('ALL VARIABLES') ALL/MODEL=ALPHA
/SUMMARY=TOTAL .

```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	133	100.0
	Excluded ^a	0	.0
	Total	133	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.841	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
NE1	6.3383	4.241	.542	.831
NE2	6.3759	4.236	.754	.794
NE3	6.3158	4.081	.647	.809
NE4	6.4060	4.395	.826	.792
NE5	6.3383	4.180	.743	.794
NE6	6.1579	4.149	.424	.872

```
RELIABILITY
/VARIABLES=SAT1 SAT2 SAT3 SAT4
/SCALE('ALL VARIABLES') ALL/MODEL=ALPHA
/SUMMARY=TOTAL .
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	133	100.0
	Excluded ^a	0	.0
	Total	133	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.806	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SAT1	12.4586	2.962	.561	.799
SAT2	12.5639	3.202	.611	.763
SAT3	12.3534	3.351	.678	.738
SAT4	12.4737	3.175	.675	.734

RELIABILITY

```
/VARIABLES=LOY1 LOY2 LOY3 LOY4  
/SCALE('ALL VARIABLES') ALL/MODEL=ALPHA  
/SUMMARY=TOTAL .
```

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	132	99.2
	Excluded ^a	1	.8
	Total	133	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.823	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
LOY1	12.4470	4.890	.737	.765
LOY2	12.4470	4.875	.722	.767
LOY3	12.5682	4.033	.859	.686
LOY4	12.9242	3.292	.547	.919

4.The Reliability of Algarve emotion items

Reliability2

Scale: ALL VARIABLES

Case processing Summary

	N	%
Cases Valid	133	100.0
Excluded ^a	.0	.0
Total	133	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
.873	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
D1	43.6965	38.562	.617	.863
D2	43.9950	36.325	.712	.855
D3	43.9652	36.004	.736	.854
D4	43.7264	38.610	.547	.865
D5	44.0199	36.260	.719	.855
D6	44.0846	36.948	.660	.859
D7	44.1144	35.502	.705	.854
D8	44.1443	35.584	.721	.854
D9	44.6567	34.267	.572	.865
D10	44.4776	36.271	.472	.871
D11	44.2637	37.095	.451	.871
D18	44.3881	39.199	.214	.890

RELIABILITY

```

/VARIABLES=D12 D13 D14 D15 D16 D17 D19 D20
/SCALE('ALL VARIABLES') ALL/MODEL=ALPHA
/SUMMARY=TOTAL .

```

Reliability

[DataSet1]C:\Users\rahil\Desktop\document\aliporyanrahil\data\final.2.sav

Scale: ALL VARIABLES

Case processing Summary

		N	%
Cases	Valid	133	100.0
	Excluded ^a	.0	.0
	Total	133	100.0


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

Reliability Statistics

Cronbach's Alpha	N of Items
.875	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
D12	8.1443	5.674	.580	.870
D13	8.2090	5.856	.661	.857
D14	8.1791	5.618	.761	.846
D15	8.1841	5.931	.567	.868
D16	8.2239	6.105	.638	.860
D17	8.2637	6.235	.612	.863
D19	8.2537	6.150	.665	.858
D20	8.1891	5.974	.656	.858

	Questionário
	<p>Caro visitante,</p> <p>Eu sou estudante de doutoramento e procuro avaliar como se sentem os visitantes relativamente ao Algarve e como avaliam a sua estadia em hotéis no Algarve. Respeitaremos o anonimato dos participantes e nenhuma informação individual será divulgada. A participação neste questionário é inteiramente voluntária. Muito obrigada pela sua colaboração.</p>

SECÇÃO 1: INFORMAÇÃO SOCIODEMOGRÁFICA

Nacionalidade: Reino Unido <input type="checkbox"/>		Portugal <input type="checkbox"/>	Alemanha <input type="checkbox"/>	Holanda <input type="checkbox"/>	França <input type="checkbox"/>	Espanha <input type="checkbox"/>
Escandinávia <input type="checkbox"/>		Bélgica <input type="checkbox"/>	Outros Países (por favor mencionar) <input type="checkbox"/>			
Sexo: Masculino <input type="checkbox"/>		Feminino <input type="checkbox"/>		Idade:		
TUI/Pestana Hotel:		5* <input type="checkbox"/>	4* <input type="checkbox"/>	Cidade no Algarve:		
Número de viagens por ano:		Domésticas: 1 a 3 <input type="checkbox"/>	Mais de 3 <input type="checkbox"/>	Internacionais: 1 a 3 <input type="checkbox"/>		
		mais de 3 <input type="checkbox"/>				
Viajou para o Algarve:		pela primeira vez <input type="checkbox"/>	pela segunda vez <input type="checkbox"/>	várias vezes <input type="checkbox"/>		
Duração da estadia:		até de 5 dias <input type="checkbox"/>	6 a 10 dias <input type="checkbox"/>	11 a 15 dias <input type="checkbox"/>	mais de 15 dias <input type="checkbox"/>	
Você viaja com:		parceiro (conjugue) <input type="checkbox"/>	amigos <input type="checkbox"/>	família com crianças <input type="checkbox"/>	sozinho <input type="checkbox"/>	outros <input type="checkbox"/>
					
Ocupação: empregado <input type="checkbox"/>		Freelance <input type="checkbox"/>	Reformado <input type="checkbox"/>	estudante <input type="checkbox"/>	desempregado <input type="checkbox"/>	outros <input type="checkbox"/>
					
Educação: Ensino Obrigatório ou Secundário <input type="checkbox"/>		licenciatura <input type="checkbox"/>	pós graduação <input type="checkbox"/>	PhD/doutorado <input type="checkbox"/>		
Salário por mês: menos de 2000€ <input type="checkbox"/>		entre 2000 – 5000€ <input type="checkbox"/>	entre 5001-8000€ <input type="checkbox"/>	mais de \$8000 <input type="checkbox"/>		

SECÇÃO 2: INFORMAÇÕES BASEADAS NA SUA EXPERIÊNCIA

Por favor, classifique cada um dos seguintes itens sobre a sua estadia no seu Hotel.

ITENS	Discordo bastante	Discordo	Neutro	Concoro	Concoro bastante
Em que grau concorda com as seguintes afirmações, após a sua estadia no Hotel?					
A cadeia de Hotéis é bem conhecida.	1	2	3	4	5
Presto atenção à publicidade do hotel nos media e às informações que me enviam.	1	2	3	4	5
O Hotel tem elevados padrões éticos em relação aos seus clientes e colaboradores.	1	2	3	4	5
Tenho grande participação no programa no programa de fidelidade do Hotel (clientes frequentes).	1	2	3	4	5
O Hotel reconhece-me como sendo cliente especial.	1	2	3	4	5
Existe um sentido de comunidade com outros clientes deste hotel.	1	2	3	4	5
Conheço bem os procedimentos do hotel.	1	2	3	4	5

ITENS Em que grau concorda com as seguintes afirmações, após a sua estadia no <u>Hotel</u> ?	Discordo bastante	Discordo	Neutro	Concoro	Concoro bastante
A qualidade fornecida pelo Hotel, relativamente ao seu preço cobrado pelos serviços é muito boa.	1	2	3	4	5
O Hotel tem boa relação custo-benefício e vai de encontro ao seu nível de serviço.	1	2	3	4	5
A capacidade de acesso ao hotel e de fazer as reservas são boas.	1	2	3	4	5
As férias no Hotel foram agradáveis.	1	2	3	4	5
As férias no Hotel fizeram-me sentir bem.	1	2	3	4	5
As férias no Hotel deram-me prazer.	1	2	3	4	5
Senti-me zangado com a minha experiência no Hotel.	1	2	3	4	5
Senti-me muito descontente com o serviço do Hotel.	1	2	3	4	5
Quanto mais eu pensava sobre isso, mais hostil eu me sentia em relação ao hotel.	1	2	3	4	5
Tive pena de escolher aquele hotel.	1	2	3	4	5
Arrependi-me de escolher aquele hotel.	1	2	3	4	5
Deveria ter escolhido outro hotel.	1	2	3	4	5
Estou satisfeito com a minha decisão de ficar no Hotel.	1	2	3	4	5
A minha escolha para ficar neste hotel foi sensata.	1	2	3	4	5
Estou satisfeito com o desempenho e com a minha experiência no Hotel.	1	2	3	4	5
Estou satisfeito com os preços dos bens e serviços no Hotel.	1	2	3	4	5
Vou dizer coisas positivas sobre a empresa do hotel para outros.	1	2	3	4	5
Recomendo o Hotel para os meus familiares e amigos.	1	2	3	4	5
Farei outra viagem utilizando esta marca de Hoteis novamente.	1	2	3	4	5
Escolhi esta marca de Hoteis várias vezes.	1	2	3	4	5

Por favor, classifique cada um dos seguintes itens sobre seus sentimentos sobre o Algarve.

Itens Como se sente sobre o <u>Algarve</u> ?	Pontuação (1 - Nada para 5 - Bastante)				
	1	2	3	4	5
1. Contente/feliz/alegre	1	2	3	4	5
2. Esperançoso/optimista/encorajado	1	2	3	4	5
3. Amor/proximidade/confiança	1	2	3	4	5
4. Contente/sereno/Pacífico	1	2	3	4	5
5. Orgulhoso/seguro/autoconfiante	1	2	3	4	5
6. Interessado/alerta/curioso	1	2	3	4	5
7. Grato/Agradecido/Reconhecido	1	2	3	4	5
8. Divertido/Brincalhão/tonto	1	2	3	4	5
9. Sensual/Desejo/Namoradeiro	1	2	3	4	5
10. Simpatia/Interesse/Compaixão	1	2	3	4	5
11. Admirado/Maravilhado/Espantado	1	2	3	4	5
12. Envergonhado/humilhado/desonrado	1	2	3	4	5
13. Arrependido/culpado/fracassado	1	2	3	4	5
14. Com desprezo/escarnecedor/desdenhoso	1	2	3	4	5
15. Envergonhado/constrangido/ruborizado	1	2	3	4	5
16. Medroso/temeroso/receoso	1	2	3	4	5
17. Nojo/aversão/repulsa	1	2	3	4	5
18. Surpreendido/maravilhado/espantado	1	2	3	4	5
19. Irritado/zangado/aborrecido	1	2	3	4	5
20. Triste/desanimado/infeliz	1	2	3	4	5

Obrigado.

6.Questionnaire in French



Enquête

Cher visiteur,
Je suis une étudiante au doctorat qui fait de la recherche sur les sentiments des visiteurs et leurs séjours dans les hôtels en Algarve. Les répondants au sondage resteront anonymes et aucune information individuelle ne sera publiée. La participation à cette enquête est entièrement volontaire. Merci beaucoup pour votre collaboration à l'avance.

SECTION 1 : INFORMATION SOCIODÉMOGRAPHIQUE

Nationalité : Royaume-Uni Portugal Allemagne Pays-Bas France Espagne
Scandinavie Belgique Autres pays (S'il vous plaît Mention le)

Sexe : Homme Femme **Âge:**

Hôtel : 5* 4* Quelle ville en **Algarve** :

Nombre de voyages par an : national : 1 à 3 Plus de 3 International : 1 à 3 Plus de 3

Vous avez voyagé en Algarve: pour la première fois pour la deuxième fois plusieurs fois

Durée du séjour: jusqu'à de 5 jours 6 à 10 jours 11 à 15 jours plus de 15 jours

Vous voyagez avec: Conjoint amis Famille avec des enfants seul autres

Profession: Employé indépendant Étudiants retraités chômeurs autres

Éducation: Lycée licence Master PhD/Doctoral

Salaire par mois : Moins de 2000 euros Entre 2000 et 5 000 euros entre 5001 et 8000 euros
plus de 8000 euros

SECTION 2 : INFORMATIONS BASÉES SUR VOTRE EXPÉRIENCE

S'il vous plaît noter chacun des éléments suivants sur votre séjour à l'hôtel.

Articles	Fortement en désaccord	Désaccord	Neutre	D'accord	Tout à fait d'accord
Êtes-vous d'accord avec les déclarations suivantes après votre séjour dans l'HOTEL ?					
La marque de l'hôtel est bien connue.	1	2	3	4	5
J'ai remarqué et prêté attention à la publicité des médias de l'hôtel et l'information qu'ils m'envoient.	1	2	3	4	5
L'hôtel a des normes éthiques élevées à l'égard de ses clients et employés.	1	2	3	4	5
J'ai un gros investissement dans le programme de fidélité Hôtel (acheteurs fréquents).	1	2	3	4	5
L'hôtel me reconnaît comme étant un invité spécial.	1	2	3	4	5
Je me sens en harmonie avec les autres passagers de cet hôtel.	1	2	3	4	5
Je connais bien les procédures de l'hôtel.	1	2	3	4	5
La qualité de service fournie par l'hôtel par rapport à leur prix qu'ils ont facturé est très bonne.	1	2	3	4	5
L'hôtel a un bon rapport qualité/prix et correspond à son service.	1	2	3	4	5
La possibilité d'accéder à l'hôtel et faire facilement les réservations sont excellentes.	1	2	3	4	5
Le séjour à l'hôtel était agréable.	1	2	3	4	5

Articles Êtes-vous d'accord avec les déclarations suivantes après votre séjour dans l'HOTEL ?	Fortement en désaccord	Désaccord	Neutre	D'accord	Tout à fait d'accord
Le séjour à l'hôtel m'a fait me sentir bien.	1	2	3	4	5
Le séjour à l'hôtel m'a donné du plaisir.	1	2	3	4	5
Je me suis senti en colère au sujet de mon expérience à l'hôtel.	1	2	3	4	5
Je me suis senti très mécontent du service fourni à l'hôtel.	1	2	3	4	5
Plus j'y pensais, plus je me sentais hostile envers l'hôtel.	1	2	3	4	5
Regrettez d'avoir choisi cet hôtel.	1	2	3	4	5
J'ai regretté d'avoir choisi cet hôtel.	1	2	3	4	5
J'aurais dû choisir un autre hôtel.	1	2	3	4	5
Je suis satisfait de ma décision de séjourner dans l'hôtel.	1	2	3	4	5
Ma décision de séjourner dans cet hôtel était un bon choix.	1	2	3	4	5
Je suis satisfait de la performance de l'hôtel et de mon expérience à ce dernier.	1	2	3	4	5
Je suis satisfait des prix des biens et services dans l'hôtel.	1	2	3	4	5
Je vais dire des choses positives sur la marque de l'hôtel aux autres.	1	2	3	4	5
Je vais recommander l'hôtel à mes amis et membres de ma famille.	1	2	3	4	5
Je vais faire un autre voyage avec cette marque d'hôtel à nouveau.	1	2	3	4	5
J'ai choisi cette marque d'hôtel plusieurs fois.	1	2	3	4	5


S'il vous plaît noter chacun des éléments suivants selon vos sentiments au sujet de l'Algarve.

Articles Que pensez-vous d'ALGARVE ?	La notation de (1- Pas du tout à 5- Extrêmement)				
Content/ Heureux/ Joyeux	1	2	3	4	5

Articles Que pensez-vous d'ALGARVE ?	La notation de (1- Pas du tout à 5- Extrêmement)				
Espoir/ Optimiste/ Encouragé	1	2	3	4	5
Amour/ Proximité/ Confiance	1	2	3	4	5
Contenu/ Sérénité / en paix	1	2	3	4	5
Fier/ Confiant/ Sûr de soi	1	2	3	4	5
Intéressé/ Alerté/ Curieux	1	2	3	4	5
Reconnaisant/ Apprécier/ Merci	1	2	3	4	5
Amusé / plein d'Ameur/ ridicule	1	2	3	4	5
Sensuel I/ Désiré / Flirtant	1	2	3	4	5
Sympathie /concerné / Compassion	1	2	3	4	5
Éblouie / Émerveille/ Étonnement	1	2	3	4	5
Honteux/ Humilié/ Déshonoré	1	2	3	4	5
Repentant/coupable/ blâmée	1	2	3	4	5
Condescendant / Mépris/ Dédaigneux	1	2	3	4	5
Embarrassé/ rougir	1	2	3	4	5
Peur/ terrifié / hésitant	1	2	3	4	5
Dégoût/ déplaisant / Révulsion	1	2	3	4	5
Surpris/ Étonné/ émerveillé	1	2	3	4	5
Colère / Irritant / agacé	1	2	3	4	5
Triste/ déprimé/ Malheureux	1	2	3	4	5

Je vous remercie.

7.Questionnaire in Spanish

	Encuesta
	<p>Estimado visitante,</p> <p>Soy una estudiante de doctorado que está investigando sobre los sentimientos de los visitantes y su estancia en hoteles en el Algarve. Se preservará el anonimato de los encuestados y no se publicará ninguna información personal. La participación en esta encuesta es totalmente voluntaria. Muchas gracias de antemano por su colaboración.</p>

SECCIÓN 1: INFORMACIÓN SOCIODEMOGRÁFICA

Nacionalidad: Reino Unido Portugal Alemania Países Bajos Francia España
 Escandinavia Bélgica Otros países (Por favor, mencione)

Género: Masculino Femenino **Edad:**

Hotel: 5* 4* **Ciudad en Algarve:**

Número de viajes por año: Nacionales: 1 a 3 Más de 3 Internacionales: 1 a 3 Más de 3

Usted viajó al Algarve: por primera vez por segunda vez en varias ocasiones

Duración de la estancia: hasta de 5 días 6 a 10 días 11 a 15 días más de 15 días

Usted viaja con: Pareja Amigos Familia con niños Solo Otro

Ocupación: Empleado Autónomo Jubilado Estudiante Desempleado Otro

Educación: Secundaria Grado Postgrado Doctorado

Salario mensual: Menos de 2000€ Entre 2000 y 5000€ Entre 5001-8000€ Más de 8000€

SECCION 2: INFORMACION BASADA EN SU EXPERIENCIA

Por favor, evalúe cada uno de los siguientes aspectos sobre su estancia en el hotel.

Aspectos a evaluar	Totalmente en	En desacuerdo	Neutral	De acuerdo	Totalmente de
Hasta qué punto está de acuerdo con las siguientes afirmaciones tras su estancia en el <u>HOTEL</u> ?					
La marca del hotel es muy conocida.	1	2	3	4	5
Presto atención a la publicidad expuesta en el hotel y a la información que me envían.	1	2	3	4	5
El hotel tiene altos estándares éticos con respecto a sus clientes y empleados.	1	2	3	4	5
Hago una gran inversión en el programa de fidelización del hotel (clientes frecuentes).	1	2	3	4	5
El hotel me trata de forma especial.	1	2	3	4	5
Tengo sensación de comunidad con otros huéspedes de este hotel.	1	2	3	4	5

Aspectos a evaluar Hasta qué punto está de acuerdo con las siguientes afirmaciones tras su estancia en el <u>HOTEL</u> ?	Totalmente en	En desacuerdo	Neutral	De acuerdo	Totalmente de
Conozco bien los procedimientos del hotel.	1	2	3	4	5
La calidad ofrecida por el hotel en relación con el precio de los servicios es muy buena.	1	2	3	4	5
El hotel tiene una buena relación calidad-precio y coincide con su servicio.	1	2	3	4	5
El medio de acceso al hotel y de reservas es bueno.	1	2	3	4	5
Disfrutamos las vacaciones en el hotel.	1	2	3	4	5
Las vacaciones en el hotel me hicieron sentir bien.	1	2	3	4	5
Las vacaciones en el hotel fueron placenteras.	1	2	3	4	5
Me sentí disgustado por mi experiencia en el hotel.	1	2	3	4	5
Me sentí muy disgustado con el servicio prestado por el hotel.	1	2	3	4	5
Mientras más lo pensaba, más hostilidad sentía hacia el hotel.	1	2	3	4	5
Sentí haber elegido este hotel.	1	2	3	4	5
Me arrepentí de haber elegido este hotel.	1	2	3	4	5
Debería haber elegido otro hotel.	1	2	3	4	5
Estoy satisfecho con mi decisión de alojarme en este hotel.	1	2	3	4	5
Fue una sabia elección alojarme en este hotel.	1	2	3	4	5
Estoy satisfecho con el funcionamiento y mi experiencia en el hotel.	1	2	3	4	5
Estoy satisfecho con los precios de los productos y servicios en el hotel.	1	2	3	4	5
Hablaré bien a los demás sobre la marca del hotel.	1	2	3	4	5
Recomendaré el hotel a mis amigos y familiares.	1	2	3	4	5
Haré otro viaje con esta marca de hotel en el futuro.	1	2	3	4	5
He elegido esta marca de hotel varias veces.	1	2	3	4	5

Por favor, evalúe cada uno de los siguientes aspectos sobre los sentimientos que te provoca el Algarve.

Qué sentimiento te provoca <u>el ALGARVE</u> ?	Puntuaciones (1- No, en absoluto a 5- Extremadamente)				
	1	2	3	4	5
Alegría / Felicidad	1	2	3	4	5
Esperanza/ Optimismo	1	2	3	4	5
Amor/ Cercanía/ Confianza	1	2	3	4	5
Serenidad/ Paz	1	2	3	4	5
Orgullo / Confianza / Seguridad en ti mismo	1	2	3	4	5
Interés/ Alerta / Curiosidad	1	2	3	4	5
Agradecimiento/Gratitud	1	2	3	4	5
Entretenimiento / Diversión	1	2	3	4	5
Deseo / Coqueteo	1	2	3	4	5
Empatía / Preocupación / Compasión	1	2	3	4	5
Asombro/ Sorpresa	1	2	3	4	5
Vergüenza/ Humillación/ Des honra	1	2	3	4	5
Arrepentimiento / Culpa	1	2	3	4	5
Desprecio / Desdén	1	2	3	4	5
Timidez / Cohibición / Rubor	1	2	3	4	5
Miedo / Temor	1	2	3	4	5
Desagrado / Aversión/ Repulsión	1	2	3	4	5
Sorpresa / Asombro	1	2	3	4	5
Enfado/ Irritación/ Molestia	1	2	3	4	5
Tristeza/ Desánimo / Infelicidad	1	2	3	4	5

Gracias.