An Investigation about Generation Y and its Hotel Choices in Ireland, Spain and Sweden

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Declar

I, Sandra Karlsson, here clarify that I am the unique auditor for this dissertation. This research includes only worlds and conclusions that I have found and discovered by myself. The primary research findings and everything else related to them, are just my own work.

Through my program, Master of Science in Management Practice, is this dissertation delivered to School of Business, at Dublin Business School.

Date……………………………………

Signature………………………………………………………………..
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Commonly used terms and abbreviations

CAGR - Compound annual growth rate

CRM systems - Customer relationship management

Generation Y - People born in 1977 to 1997

Offline reservations technics - e.g. phoning the hotel directly or walk in reservations, the guest is not using Internet for making a reservation

RevPAR - Revenue per ability of rooms, a standard measurement which is used in the hotel industry to compare a hotel success with others, it can be used for benchmarking.

ROI - Return on investment

SPSS - Statistic package for the social science

USP - Unique selling point

YOY - Year over year
Abstract

The branded hotel industry is increasing every year in the world therefore many hotel groups are developing their brand portfolio to match the demand of the world market. (Harvey, 2007) So the main question for this dissertation is: why does generation Y chooses to stay at branded hotels? What is it that makes them choose branded and not independent hotels? The answer to this question could be very beneficial for professionals in the hotel sector worldwide as well as for the researcher who has a genuine interest about brand loyalty and the hotel industry. The research is focusing on three European countries: Ireland, Spain and Sweden.

The primary data collection consists of a mixed method approach. The quantitative data were collected from 155 questionnaire answers from the selected countries and the electable generation group. The qualitative data were extracted from three different interviews, which were gathered from hotel professionals with high managerial positions in marketing and sales from each one of the selected countries. The data program that was used to analyze the quantitative data was SPSS.

The result showed many interesting findings regarding the question why generation Y chooses branded hotels, the main reason being the security that comes with a branded hotel. Generation Y knows what to expect before entering the hotel because of the reputation that the brand is creating. Also because of the services and the unique atmosphere that a brand can radiate. Some conclusions that can be done are: generation Y chooses branded hotels for special occasions and 92 percent of the generation Y respondents prefer to stay at branded hotel than an individual hotel if the hotels are having the same price and standard.
1. Introduction

1.1 Scope

This research is trying to find patterns of how generation Y is choosing hotels today and what it is that makes them choose their accommodation? Is it the price, the services that the accommodation is offering, the brand name or just the occasion that is influencing generation Y’s choice? The research will have the European hotel market in focus, specifically Ireland, Spain and Sweden.

1.2 Themes that will be included in this dissertation

Why generation Y chooses branded hotels
The future of individual hotels according to generation Y
Booking techniques for generation Y
Hotels strategies targeting generation Y
Lifestyle and boutique hotels and their evolution to generation Y
Generation Y and the economic factors that come with a branded hotel

1.3 Researcher’s knowledge in this dissertation subject

There are many benefits to come if the researcher have knowledge about similar areas or at least understands the investigated industry. The researcher of this dissertation has 10 years’ experience in the hospitality industry and, in addition, has a deep interest in hotels. The researcher has been working in Spain and Sweden with branded and independent hotels. The researcher has her Upper Secondary School diploma in Hospitality Management and her Vocational Diploma and Higher Certificate with the title: Service Manager - For Future Tourism. Therefore the understanding of the cultural differences and other aspects in the industry depending on the country and hotels’ niche has been facilitated.

This topic is interesting for the researcher due to the fact that this industry is constantly changing and branded hotels have always fascinated the researcher. What methods are the branded hotels applying to make people stay there and not in an individual hotel or other types of accommodations, which are often less expensive? The previous knowledge that the researcher has will create a more in-depth extended research due to the fact that the research has already experience and knowledge about the industry.
1.4 Context of research

According to O’Neill & Carlbäck (2011) branded hotels are more successful than individual hotels under economic downturns. The study shows that it is for the brand loyalty that guests have to the specific brand. Furthermore, in 1995 there were existing over 80 different hotels brands worldwide whereas in 2007 the amount had increased to 140. New hotel brands are created all the time, according to Harvey (2007). However, Spain is a country that is highly price sensitive, a large amount of the population is choosing an alternative type of accommodations instead of hotels. (Hotels & Motels Industry Profile: Spain, 2014) So what are the branded hotels doing to attract generation Y and how do they keep them? This research will therefore try to:

1. Understand why generation Y chooses to stay at branded hotels

Even though new hotel brands are constantly increasing, Baker (2013) is reporting that in the European hotel industry, individual hotels have a significant advantage in many countries compared to branded hotels. Spain has for example almost 82 percent of individual hotels represented and Ireland is not far behind with almost 80 percent. (Euromonitor International, 2013a & 2013b) How is that possible? Are individual hotels still attracting guests or are the branded hotels soon going to take over? That is why this research will:

2. Understand the individual hotel sector future perspectives in Ireland, Spain and Sweden in the eyes of generation Y

Generation Y stands for 15.6 percent of the total population in the world. (Worldometers, 2014) and will be significantly gain importance in the future. According to Djamasbi et al. (2011) generation Y is one of the most technological generation of all time, which is the reason why some companies have a hard time to reach out to it. How is the hotel industry working to attract generation Y and what are its current strategies? This is why the researcher will try to:

3. Rise awareness on how hotels promote themselves attracting Generation Y
Lifestyle and boutique hotel have been in the industry some years now and are still successful, according to Kwun (2010). There are constantly coming new lifestyle hotel brands, Even Hotels (2014) being one example of them. Even Hotels in the first healthy lifestyle brand but is this trend going to endure? Are lifestyle hotels just a trend that soon will be replaced by something more innovative? The researcher will therefore try to investigate with the hypothesis if:

(H.1) *Lifestyle hotels are here to stay, and are not just a hotel trend, according to generation Y*

The world is more technological and internet based than ever before in history. In the Scandinavian countries 65 percent of hotel reservations are made online. (Euromonitor International, 2014b) Although the online reservations are increasing are the traditional offline reservation systems going to disappear? The second hypothesis will therefore investigate if:

(H.2) *Generation Y will not use offline reservations processes for hotel bookings in the future*

Sweden and Spain are countries that under economic downturns change their way of choosing accommodations. More economical alternatives are then highly more attractive (Hotels & Motels Industry Profile: Sweden, 2014 & Hotels & Motels Industry Profile: Spain, 2014) But Walshe (2010) affirms that if a person is satisfied with a product he will continue to purchase the brand. Generation Y is still a quite young generation, but is it going for more economic alternatives or is it going for its brand loyalty when it is choosing hotels? That is why the third hypothesis is going to find the answer to:

(H.3) *Generation Y doesn't choose brand hotels depending on economic factors*
1.5 Objectives

By using the secondary data presented in this dissertation along with the primary qualitative data findings from the three interviewees from each one of the selected countries. Together with the primary quantitative data findings of the 155 questionnaires with generation Y, this dissertation will try to find answers to:

1.5.1 Aims

1. Understand why generation Y chooses to stay at branded hotels
2. Understand the individual hotels future perspectives in Ireland, Spain and Sweden in the eyes of generation Y
3. Raise awareness on how hotels promote themselves attracting Generation Y

1.5.2 Hypothesis

H.1 Lifestyle hotels are here to stay, and are not just a hotel trend, according to generation Y
H.2 Generation Y will not use offline reservations processes for hotel bookings in the future
H.3 Generation Y doesn’t choose brand hotels depending on economic factors
1.6 Approach of the research

This research is following a three-step approach. First step was to collect valuable and selected secondary data that where creating the literature review. Later on the objectives were finalized and some parts of the literature review were presented together in chapter one.

Step two was to collect primary data from two different approaches. The methodology part was chosen depending on the objectives and due to the research topic. The qualitative findings were collected by three different interviews over email with three different hotel executives with managerial positions in Sales and Marketing, respectively from Ireland, Spain and Sweden. The three interviewees had one month to complete the 37 questions regarding different hotel topics. The quantitative findings were collected from a questionnaire created in Google+ and the survey was available, through social media channels (Facebook, Twitter, LinkedIn and Google+) under a two-week period. The 155 respondents were exclusively belonging to generation Y, with the majority from the three selected countries. The survey answers were successively examined in SPSS. All the primary data were later analyzed, discussed together with the literature review. The overall findings were presented in chapter four.

The third step was to create a conclusion to be able to answer the hypothesis and aims. With help of the literature review findings and the two primary data findings. A recommendation part was also finalized out of the conclusion for both future studies regarding the dissertation subject and for the hotel sector in general.
1.7 Organization of the dissertation

This dissertation has six different chapters.

Chapter one is showing the scope and the topics that will be included in this dissertation. The aims and hypothesis are revealed and key studies that show why the different objectives have been chosen. Furthermore the limitation of the dissertation and the structure of the research are discussed in this chapter.

Chapter two represents the literature review. An extended secondary data research including academic journals, reports and studies from many different e-sources, international newspapers and books will be included. All the data are selected carefully to fit the set objectives.

Chapter three is the methodology part and will show the different methodological choices this dissertation have taken and the reason for the choices. It will also reveal the primary data population, testing, creation and the benefits that come with the selections.

Chapter four is the findings and discussion of the quantitative and qualitative research. The two researches will be separated in the chapter and the discussions are made with the literature review and the findings from each of the approaches. For the quantitative research findings the SPSS system is used to discover more in-depth findings. The last part of the chapter is showing the overall findings from both approaches.

Chapter five is the conclusion part; the aims and hypothesis are answered with the help of the findings from chapter four and the literature review from chapter two. Out from the conclusions the recommendations are made and presented in two parts. First part is for the hotel sector and the second part is for future studies in the subject.

Chapter six is showing the self-reflection part of the researcher and her evaluation throughout the year.
1.8 Limitation of research

The time and size limits

The restrictions for the dissertation have effected the profound and extend on the primary and secondary data research due to the size limits and time limits for submission. For instance the dissertation will not include in-depth information regarding the budget hotel sector.

Secondary data

Earlier research about the branded hotels success in European countries has been found. However it was less studies found regarding the hotel sectors perspectives of the coming generation Y and how new trends e.g. lifestyle hotels future perspectives looks like. That is why some areas are not extensively developed compared to other.

The Validity of the primary data

The sample had a total of 155 answers and due to limitation of time and generation Y interest in the survey, some of the findings could have been more in-depth if the samples were at least 100 answers from each selected country. Moreover, the interviews could have been more in-depth if the one-to-one approach had been used, but due to the large distance between the interviewees and the researcher that approach could not be applied. Furthermore, the amount of interviewees could have been larger due the time, size and light personal interest from the hotel professionals this dissertation will just have three interviewees represented.

1.9 Major contributions of the study

Due to the topic of the research the extensive part of the work has been collected from the Euromonitor International database. Its width in the hotel and travel industry combined with its dashboard, has made it possible to find in-depth information for each of the selected countries. Euromonitor publishes reports regarding generation Y and its amounts around the world. This research is therefore of interest to many people in the hotel industry due to the fact that Euromonitor international services are not free of charge and their studies are worldwide recognized.
2. Literature Review

2.1 Introduction

This chapter is going to present all the secondary data that has been found. These findings are later on going to help the researcher to answer the hypothesis and aims. This data will be the ground to this dissertation.

2.2. Three countries with different hotel trends, occupations and future

2.2.1 Overview Ireland

According to Euromonitor International (2013a) branded hotels in Ireland have just a slim quota of market shares. The Carlson Rezidor Hotel Group is the leading hotel operator in Dublin with 4.6 percent market share in 2012 and its brand Radisson Blue is still the most successful one in Ireland. Followed by Jurys Doyle Hotel Group with its brand Jury Inn had a market share of 4.3 percent and at the third place comes Choice Hotels Ireland Inc with its brand The Clarion with 4.1 percent in 2012. (See appendix 1.1 for hotel market shares in Ireland 2008-2012) However, today, in 2014 according to Dalata hotel group PLC they are the biggest hotel operator in Ireland. Currently they have 39 hotels with a total of 5800 rooms. Delta has almost all its hotels located in Ireland except one. The 39 hotels are 13 Maldron Hotels and 26 Partner Hotels. (Dalata Hotel Group - Maldron Hotels & Partners Hotels, 2014 & Dalata Hotel group plc, 2014)

The individual hotels are representing a large amount on the Irish market and accounted for 80 percent of value revenues in 2012. A negative growth was recorded from all accommodation type in 2012: luxury, middle class and budget hotels. Even though budget hotels were taking some shares from the middle class hotels due to the fact that guests were looking for cost cutting alternatives for their accommodations, they were still declining. The smallest decline came from the chalet, with just one percent. According to the report, fewer families in Ireland were going on holidays abroad in 2012 and that could be one of the reasons why the chalets accommodation type was not showing that big amount of decline compared to the other accommodation types. Hostels had a decrease with just three percent given the fact that many young people and single travelers are still using hostels as their first choice when traveling. (Euromonitor International, 2013a)
The online travel agencies have become really popular in Ireland under the last years and Ireland is one of the countries is Europe that is using online travel agencies the most. Ireland has spent over US$230 per capita on online agencies just in the first half of 2014. (Euromonitor International, 2014a) Furthermore, the offline sales were declining in 2012 with four percent. (Euromonitor International, 2013a)

As mentioned by Euromonitor International (2013a) many customers are today in Ireland using deals from special home pages like Groupon and DealRush to find the best offers for their hotel stays and one of the reasons for that is the guest’s interest of saving money. The perspectives for the coming years are that technology will be an important aspect for hotel accommodations in Ireland and mobile online sales are expected to grow extensively. The economic situation will be a significant factor for international and domestic travelers and even though the tourism in Ireland has made some successful promotions the numbers is still not the same as their peak year in 2008. To summarize Ireland the total travel, accommodation in 2012 fell with three percent and had its total value sale €1.9 billion compared to 2007 when its total value shares was €3.1 billon.

2.2.2 Overview Spain

According to Euromonitor International (2013b) Spain’s hotel sales are showing a stable growth in 2012 and the travel accommodation has gone up by two percent. The hotel industry in Spain has a strong competition composed by a large amount of national hotel chains and by the low cost hotels. However many domestic tourists have completely stopped to stay in hotels due to the economic situation; many people prefer to stay with family and friends. Other types of accommodations like Couchsurfing, house exchange and Airbnb have become really popular under the last year and have made a negative impact for hotels and their occupation. Furthermore, this kind of accommodations had a growth of 28 percent in 2012 and had its growth partly because of travelers changing expectations on accommodations, their interest of discovering more authentic parts of a country and, of course, also because of the economic situation. As a result, the new ways of finding accommodation Spain’s online sales have increased with 36 percent in 2012 in contrast to the offline sales that decreased six percent. Although Barcelona, Madrid, Adjeje and Palma de Mallorca are classified as important tourist locations in Spain having been able to increase their occupancy rate in 2012, many other cities have not had the same success and have shown negative results in 2012.
In Hotels and Motels Industry Profile: Spain (2014) it shows that Spain’s hotel and motels market values are going to decline with 12.6 percent during the coming years; it is calculated for 2013-2018. (See appendix 1.2 Spain’s market value forecast 2012-2018) In addition to that, the Spanish population is today more than ever before price sensitive and many people are choosing other types of accommodation than hotels and hostels. Therefore, the brand recognition in Spain is expected to be more important in the future and hotels are expected to find new ways of attracting guests. Furthermore, the market segmentation in Spain in 2013 was mainly made by leisure travelers with 89.4 percent while the business traveler only stood for 10.6 percent. That makes the Spanish market, like many other countries with similar amount of leisure travelers, really depending on trends. The newest trend, according to Hotels & Motels Industry Profile: Spain (2014) is lifestyle hotels that fulfil people’s needs and demands. Nevertheless lifestyle hotels are so far just a demand in the middle and luxury hotel segment but are expected to grow in the coming years. While lifestyle hotels are popular in the middle and luxury hotel segments, budget hotels and other types of accommodation are as well increasing strongly in the budget segment. Websites like e.g. Couchsurfing and Home Exchange, as previously mentioned, are starting to increase their popularity. These websites are not a threat for the hotel sector today, but can be in the coming years. However, the overall rivalry in the industry is classified as strong. As mentioned by Euromonitor International (2013b) the leading hotel chain that is located in Spain is NH Hotels with a 2.9 percent market share in 2012. At the second place comes Sol Melia with 2.8 percent market share during the same time period. The brand AC Hotels by Marriott is having 1.8 percent and is located at a third place in 2012. See appendix 1.3 Hotel market share in Spain 2008-2012.

The luxury hotel sector is still invested in the Spanish market and is standing for the highest amount of new hotel openings. Starwood as well as AC Hotels, that are international hotel groups, were opening hotels in 2012. Another point is the middle class hotel sector has changed their concept by taking away less used services like laundry to make space for more high tech products as the demanded by the guests. Two hotel groups: Petit Place - Hight Tech Hotels and RoomMate Hotels are national brands which are expanding in this segment. Furthermore, Accor Hotels is still the multinational hotel group that is dominating in the budget segment, although Spain has a new competitor: Hoteles2, which is a national brand that has opened eight hotels during 2012 and has a vision to open more hotels in the future. The Hotel resort trends are still the all-inclusive packages together with packages as romantic weekends and “adult only” hotels. Loyalty programs have not increased significantly in 2012 but different tourist companies are planning to make special
collaborations to gain more guests. Spain’s hotels sector has an un-established experience in social media and it is only the new and innovative hotels that are using social networking campaigns frequently. Travelers are still not using their mobile to reserve and book hotels, but, according to the report, a growth in mobile travel are expected because of the new upcoming Spanish app: Reallylatebooking and Blinkbooking which are targeting people who are already travelling and last minute travelers to be able to make all reservations through the app. (Euromonitor International, 2013b)

Spain was one of many countries that were hit by the financial crisis in 2008. According to Alonso-Almeida & Bremser. (2013) Spain’s hotel industry was not one exception. Some hotel strategies were better than others and some hotels were better prepared and survived the crisis, then other. One of the biggest mistakes a hotel could do was to take away quality and start a cost cutting program. Many hotels that implemented this trend lost a lot of their guests. However, the most successful hotels during the economic crisis were the ones that were focusing on high quality, working with customer loyalty for keeping the right costumers. Furthermore, hotels that were working with their brand image and increased their spending on marketing were also rewarded and were capable to survive the crisis. Branded hotels were overall better to handle the financial crisis than some of the individual hotels because of their loyalty, guest base and because they had a bigger amount of money to spend on marketing campaigns. Even though Spain had some rough years in the past, the future looks really bright. According to Euromonitor International (2014b) Spain is one of two countries in Europe that is expected to have one of the biggest growths in the leisure arrivals in 2014.

2.2.3 Overview Sweden

According to Euromonitor International (2013c) the hotel group Scandic Hotels AB was the Swedish market share leader in 2012 with 15.3 percent, followed by Choice Hotels with 11.8 percent and at the third place Best Western with 8.7 percent market share. (See appendix for hotel market share for Sweden 2008-2012) Scandic Hotels are positioning themselves as a middle class hotels and one of the reasons of their success is their high standard on environment friendly way of working. Even though the Rezidor Hotel Group just had a 6.4 percentage market share in 2012 consequentially being at the fourth place on the market shares they had one of the largest value sales in Sweden in 2012. A result of that is due to Rezidor environmental awareness and they are now planning to reduce their energy use with 25 percent by 2016 in the Swedish hotels. For instance, one thing that they are going to introduce for their staff and for their clients are electric cars.
In 2013 the hostels had a vale growth on three percent, one of the facts for the growth could be that the hostels have in general a lower price range compared to other accommodations such as hotels and many customers have in 2013 become more sensitive to prices. Furthermore Sweden’s campsites were decreasing with one percentage in 2012 due to adverse meteorological conditions and depending on the summer weather the number can increase and decrease for the statistics. Nevertheless, in Sweden the concept of budget hotels is not holding the same development compared to other European countries. There are just a few hotels groups that are on the Swedish budget market and the leader is Accor Hotels. (Euromonitor International, 2013c)

As mention in Euromonitor International (2013c) the hotel trend in Sweden has now been about wellness and some hotels are making strategic alliances with spas and other fitness centers to be able to become more of a niche hotel that can offer health and fitness services. Furthermore, new hotels that are planned to be built in Sweden are normally going to include a fitness center with gym and maybe a sauna or spa facilities just because of the high demand of this facilitates. Another point, the loyalty programs implemented in many hotels in Sweden, they are really successful because guests can use their point to other things than just earning free nights. They can for example buy train or airplane tickets and that trend will continue with more strategic alliances between companies. Furthermore, Swedish hotels are really taking advantage of their social media channels and Scandic Hotels AB was the first hotel in the country to accept bookings of hotels rooms and restaurant reservation through Facebook. Hotels in Sweden are also really advanced in responding in real time to guest’s questions and complains through social media channels, making the hotel more successful.

The Swedish online sales have increased with nine percent in 2012 in contrast to offline sales that dropped 10 percent under the same time period. Additionally the mobile travel is also increasing in Sweden and some branded hotels have already an app for making accommodations reservations. (Euromonitor International, 2013c)
According to Rådlund (2014b) Sweden has increased its weekend visitors and the visitors are most people from the Scandinavian countries like Norway, Denmark and Finland. But the visitors are also from Great Britain and Italy. The weekend visitors want to explore the city, go shopping, find great restaurants and discover the Swedish nature. Rådlund (2014a) continues to speak about Sweden in another article that Scandic Hotels (The largest hotel group in Sweden) has taken over another small hotel group in Sweden, Rica Hotels. This makes Scandic more available in big cities, eliminating at the same time some competition.

In Hotels & Motels Industry Profile: Sweden, (2014) it is mentions that in Sweden 66 percent of the hotel guests were leisure visitors in 2013 and 34 percent were business travelers. Business travelers give normally a better income to the hotel because they are coming more frequently and they normally don't require extra services. But due to the unstable economic climate, companies have nowadays to make cost reductions and because of that the business travel guests are decreasing in the Swedish hotel market. Further more, Euromonitor International (2013c) is mentioning, as a result of the not so high amount of leisure travelers it is important for hotels to find ways to keep guests and attract them to their hotel. Because under economic downturns some people choose to stay in other types of accommodations and spend their disposable income elsewhere instead of staying at a hotel. The buyer power is therefore increasing and for all hotels it is a challenge to create opportunities and attract guests to stay in their hotels. Other accommodations have under the last years become more popular as well, e.g Airbnb and FlipKey. In Sweden today due to the positive future growth, possibilities exist to enter the hotel market with an individual hotel in the budget segment and find a good and enough large hotel clientele. But to open more than one hotel is not looking so beneficial at the moment. While many people today in Sweden like to stay in a up to date, fresh and clean hotel, a demanding Swede also like to see a good investment in decoration and right location is an important aspect when choosing hotels. Furthermore Sweden has a large list of international hotel groups e.g. Accor and Best Western Choice Hotels and Scandic but it does exist many individual hotels as well. Many hotel owners also own other properties and businesses, everything from SPA, casinos and restaurants, to be able to customize the guests demand and wishes.
The increased interest of lifestyle hotels have made Swedish hotels to start to make changes and become more e.g. eco-friendly with social responsibility and special styles and design on the hotel’s interior to fit the guest wishes. Although Sweden’s regality in the industry is moderate, it can start to change in the future due to the economic changes and new competitor entering the market. 
(Hotels & Motels Industry Profile: Sweden, 2014)

In the 'Hotels & Motels Industry Profile: Sweden' (2014) prediction show that the market value forecast for Sweden is looking bright. In the coming four years, the growth will be almost €3.2billion. The growth has been larger in 2013 and will now in 2014 decline a little under the coming two years. However the total market value in Sweden is expected to increase with 35.5 percent in the period 2013 - 2018. (See appendix 1.5 for market value forecast Sweden for 2013-2018) The report continues to show that brand recognition is going to be more important for the Swedes in the future. Furthermore, hotel groups are going to beneﬁciate if the group can offer special brands in different segments, everything from budget hotel to luxury resort brands. However Swedes are still going to be price sensitive except for the luxury hotel segment, therefore innovation and quality are essential for competing in the Swedish hotel market today. Moreover Euromonitor International (2013c) reports that the predictions for the Swedish hotel market are that branded hotels will have the fastest growth in the foreseeable future, therefore the individual hotels are facing difficulties to be able to compete with the chain hotels because of their advantages that comes to be a part of a hotel group.

2.2.4 Comparison between Ireland, Spain and Sweden

The three countries are different on many levels, however also similar in others. All three countries are facing a growth in their travel accommodation even though they have had their ups and downs in the previous years. Spain is expected to have good growth over the coming year in the leisure arrives. Spain has another type of climate compared to Sweden and Ireland which are more similar regarding the climate situation, due to that Spain is the top six on the list with market size of the total travel accommodations worldwide. Further, Spain had some difficult years in the past, but now the trend is changing and the travel, accommodations are showing a 0.9 percent CAGR (Compound Annual Growth Rate) for 2013 to 2018. (See appendix 1.7 for graph over travel, accommodation in Spain) Moreover, Sweden’s travel accommodation growth is also quite stable and will continue in this direction during the following years. The forecast growth for the travel accommodation in
Sweden is the same as in Spain a 0.9 percent CAGR for the same time period. (See appendix 1.8 for graph over travel accommodation in Sweden) However Ireland under the same time period 2013-2018 is showing a larger CAGR at 1.1 percent on its travel accommodations compared to both Spain and Sweden. (See appendix 1.6 for graph over travel accommodation in Ireland) One of the reasons for the growth is the campaign ‘The Gathering’ in 2013 which made many people visit Ireland. (Euromonitor International, 2013a, 2014g, 2014h & 2014i)

Another aspect that divides the countries is the amount of branded and individual hotels that are represent in each country. (See appendix 1.1 for Ireland 1.3 for Spain and 1.4 for Sweden) Sweden has the largest amount of branded hotels. Branded hotels stand for more than half of the hotels in Sweden, to be precise 53.2 percent and the remaining 46.8 percent stands for the individual hotels. Spain and Ireland are the complete opposite of Sweden in that aspect. Spain has 81.9 percent individual hotels and just 18.1 percent of branded hotels, Ireland is showing similar number, 79.9 percent of individual hotels and just 20.1 percent for branded hotels. Even though the future is looking brighter for the three countries, all populations are still sensitive to the world’s influences and financial crisis. (Euromontior International, 2013a, 2013b & 2013c)

2.3 Generation Y

According to Joop, Orhei and Bibu (2012) there are five existing generations today. The oldest generation is the veterans or also named the traditionalist, composed by people born before 1945. Then there are the baby boomers even called the boomers. To be part of that generation you have to be born between 1945 and 1964. The third one is generation X that consists of people born from 1965 to 1976. The fourth generation, is the Y or also named the millennials, consisting of people who are born from 1977 to 1997. This generation will be in focus in this dissertation. The newest generation is generation Z or GenNext, referring to people who is born after 1998.

According to Djamasbi et al. (2011) Generation Y is the not the youngest generation but because it was raised under the Internet evolution, it is a very tech-savvy and up to date generation. Therefore, it is harder for companies to make online marketing and reach out to generation Y because it is already experienced in online marketing. Consequently, it is pivotal for organizations to implement a different kind of marketing adapted to different generations. All generations interpret
communication differently and for example, studies showed that baby boomers are taking more into consideration a website’s design and headlines, spending more time on a website in contrast to generation Y which is more focusing on keywords. For that reason, having a marketing plan that is not suited for generation Y can result in a catastrophic turn if the company would like to attract them to their product or service. Because of that, organizations have to create successful marketing campaigns with the right keywords to attract all generations in a good way. Different marketing plans for diverse generations or a combination of both could be advantageous, all depending on the product or service.

Generation Y has many other generation generalized characteristics. One of them is that it likes receive attentions, to be listened at and understood. It is also not late to tell people when it thinks something is wrong. Furthermore, self-confidence is something most of them have and they are sometimes a little bit egocentric. (Farrell & Hurt, 2014) Moreover Martin and Tuligan (2002) cited in Petroulas, Brown, & Sundin (2010) affirm that generation Y is a trustful generation which like to work in a less hierarchical working structure being a hardworking generation. Another point is that it is one of the most educated generations and it believes that learning is a way to success. Furthermore, Penney (2011) and Noble and Schewe (2003) cited in Petroulas, Brown & Sundin (2010) indicate that Generation Y are working hard but that they like to get credit and rewards for their success. Finally, family and friends are considered fundamental however generation Y careers are also significantly important and they normally follow their own dreams.

According to Euromonitor International (2014c) Generation Y stands for 1 135 325 200 people in the world in 2013 and the highest amount of Generation Y are located in the Asia Pacific region. (See appendix 2.4 for graph with generation Y worldwide) According to Worldometers (2014) the world population 2014-07-03 time: 20:35 (+1h) population was 7 244 364 522. That means that generation Y stands for 15.6 percent of the total population in the world.

In Sweden as mentioned by Euromonitor International (2014f) there are 1 228 300 citizens that are calculated to be generation Y in 2013 (See appendix 2.3 for graph with generation Y Sweden) and the Worldometers (2014) are reporting that Sweden had in total 9 631 261 citizens in 2013, therefore generation Y stands for 12.5 percent of the Swedish population under the same time period. Generation Y had one historic growth in Sweden, under 2008 – 2013, corresponding to 1.5
percent CAGR (Compound Annual Growth Rate). The forecast is lying on 1.1 percent for 2013 - 2018 and that make Sweden at the 15th position of the largest expected growth of generation Y worldwide out of 189 countries. (Euromonitor International, 2014f)

Spain was registered to have 6 025 900 generation Y citizens in 2013 (See appendix 2.2 for graph with generation Y Spain) according to Euromonitor International (2014e) and the Worldometers (2014) Spain had 47 066 402 citizens under the same year. That means that generation Y is holding 12.8 percent of Spain’s population. Euromonitor International (2014e) mentions a historic growth of this generation between 2008 and 2013 corresponding to 0.5 percent in Spain but the future growth is not looking that bright. The forecast growth in 2013 to 2018 is showing a decline of - 0.5 percent.

Ireland, on the other hand, according to Euromonitor International (2014d) is looking good in regards to the expected growth of generation Y, it will be around 0.3 percent. It is not a lot, but Ireland had in 2008 to 2013 a decline of - 1 percent, so the trend is changing. In Ireland in 2013, there were 669 600 citizens belonging to generation Y. (See appendix 2.1 for graph with generation Y Ireland) According to Worldometers (2014) Ireland had under the same year a population of 4 677 340. That means that in 2013, generation Y was representing for 14.3 percent of the total population in Ireland.

2.4 Europe’s future

In Europe there is a large number of hotel groups, the ones dominating the market are Accor, Best Western, InterContinental and NH Hotels. The overall hotel competition in Europe is valued as really hard. (Hotels & Motels Industry Profile: Europe, 2014)

However, the situations in Europe regarding chain hotels in the hotel segment are low penetrated because individual hotels dominate the market. Furthermore the Lodging Econometrics (LE) cited in Boyd Farrow (2008) affirms that Europe as a continent has one of the biggest pipelines in 2014 with over 1 031 new hotel projects. LE’s President, cited in the same article, states that mostly small branded hotels in the middle class and luxury segment are planned. Moreover, Accor hotels are also focusing on the European market and have 46 percent of their expected pipeline located there. See appendix 3.1 the pipeline for Accor hotels. Their pipeline is calculated under a five years’ time and the hotel are planned to be economy hotels. (Euromonitor International, 2012a)
In Euromonitor International (2013d) the figure is illustrating the worldwide hotel growth, showing that many countries in Europe are evidently indicating a hotel growth. Although some countries are showing a decline, Ireland, Spain and Sweden are all demonstrating growths. (See appendix 4.7 Global hotel growth overview)

Almost all hotel groups and individual hotels have today some type of loyalty programs. The statistic from Euromonitor International (2012a) shows that loyal guests stand for more than 30 percent of all the hotel bookings in Europe. Some hotels have also started to offer guest to use their loyalty point for something else than just free hotel nights, one example as previously mentioned Scandic Hotels (Sweden). The sum up is that by finding ways of keeping loyal guests the hotels revenue opportunities are increasing.

In the article from Hotel news recourses (2014) you can see that 2013 was a favorable year for many countries worldwide. International travelers were increasing with five percent worldwide and Europe was a successful continent, with a total growth of 29 million in international travelers visiting in 2013. Central and eastern Europe had as many as seven percent and southern Mediterranean Europe had a six percent growth that will in total be 563 million visitors in 2013. This growth is higher than the previous years; also the regular growth in 2005-2012 has been showing an average of 2.5 percent. Moreover, according to Hotels and Motels Industry Profile: Europe (2014) the overall European hotel and motel market looks relatively beneficial, for the period 2013-2018 the market value is expected to grow 29.4 percent. In figures that is going to be a value over €137 billion and the overall increased growth is expected to be 5.3 percent. Leisure traveller’s stands for as much as 76.2 percent of the total hotel and motel segment and the remaining 23.8 percent stands for business travellers all around Europe.

In summary, the overall trend in Europe, is similar for all the European countries. Branded hotels are going to gain a significant importance in the future and at the same time guests are thinking twice before booking hotels and motels due to the economic instability. That is one of the reasons for the extended websites existing in the market nowadays, offering different type of accommodation to substitute the hotels and motels e.g. Flipkey. Another point is the hotel that creates easier chance to satisfy current and future guests by merging and making strategic alliances with other hotel groups, travel companies and airlines. Moreover, lifestyle hotel is also the new
trend and almost all countries are having at least one hotel group or individual hotel that is offering this kind of accommodation. The growth of lifestyle hotel in Europe looks well and due to the economic downturn, more unique lifestyle hotels and budget alternative have increased. (Hotels & Motels Industry Profile: Europe, 2014)

2.5 A new chapter in the hotel industry?

According to Loken and Roedder-John, (1993), Cline, (2002) Dacin and Brown, (2006) Haussman, (2002) Laforet and Saunders (2005) Varadarajan et al, (2006) cited in Kwun (2010) the individual hotels and the branded hotels have during the last years had an increased interest of each other and that is interesting for both scientists and professionals in the hotel sector. Furthermore Tauber (1981), Aaker and Keller (1990) cited in Kwun (2010) affirm that many people in the hotel sector have understood the benefits to be under a well-known brand and companies are using it for their growth strategies and to illuminate their existence. Another point is Yao, (2007) cited in Bin, Huimin & Haiying (2010) that hotel industry has during the last 20 years, started a strong and a growing competition and hotels have understood the importance to be under a well know brand. However, in Manasakis, Apostolakis, & Datseris (2013) study about the efficiency of branded hotels in Crete another conclusion was investigated. The conclusion was that operating under a national brand was more successful compared to operating under an international brand that was less efficient. To run a hotel under a local brand or independent brand came in second place. The study was made in 2008 and included 50 superior and luxury hotels.

According to Harvey (2007) in 1995 there were approximately 80 different hotel brands whilst in 2007 the numbers had grown to more than 140 and the trend is expected to continue. Technology has influenced the hotel industry and in the future the technological competitive advantage is going to have a big impact on hotels’ performance. CRM systems (Customer Relationship Management) are one example and by working with the right technology, it will create better guest loyalty and increase the hotels ROI (Return on Investment)
More and more companies are nowadays looking for new ways and opportunities to develop in new market segments. According to Westgarth (2014) one example is IKEA, the Swedish furniture retailer company that is now penetrating the hotel market. It is entering the hotel industry with the brand Moxy Hotels which is going to be a part of Marriott International. Even though the hotel’s furniture is not coming from Ikea, the company is creating another type of relationship with its clients, showing them the corporate values: you will get excellent value for the money you are spending. IKEA is not the first furniture company that is expanding in the hotel market, Laura Ashley is another example, opening the Manor Hotel at Elstree in the UK, a prominent example of Laura Ashley’s style, both in design and furniture.

2.5.1 Online reservations and social media usage

Online booking is another breakthrough for the hotel industry. During the last years online booking has increased and as a consequence the offline sales have suffered. Some online sales are more profitable for the hotels because they are taking away all intermediates fees and have a greater opportunity to make up-sells to their guests. Some hotel groups have also started a best price guarantee to show their guest that they have the lowest price and if customers find a cheaper price online the hotel are maxing the price or give the first night free. Euromontior International (2012a)

Another interesting concept is Roomkey.com (see appendix 3.2 for screenshot of website) a website created by six of the biggest hotel groups in the world. Choice, Hilton, Hyatt, IHG, Marriott and Wyndham, which have together created a homepage, were guests can find hotels for the best prices. By creating this webpage the hotel groups don't have to pay commissions to intermediaries, offering affordable rates to their guests. It is a win-win situation. Hotels can nowadays pay up to 25 percent just in commissions, so it is a considerable cost for both individual- and branded hotels. Moreover, when the online sales are increasing, the mobile usage is doing the same and some hotels have at the current moment created apps with the ability to check in and reserve dinner table. The mobile use is increasing and many hotel groups are planning to develop these kinds of apps as a tool to online sales and for other usages such as using a smartphone instead of a traditional room key to be able to have a faster and closer customer forum or GPS functions to find the hotel. Additionally, according to Accor hotels cited in the same article, the hotel group believes that in a near future reservations will mainly come from mobile devices. Furthermore, social media is another tool used by several hotels to attract and communicate with their customers. Although sometimes it can be
hard to use social media. To understand the line between attracting and using the worldwide standards, for example a branded hotel and, at the same time, keep it personal to attract local guests. Finally, hotels also have to choose the right social media channels for their business and needs. (Euromonitor International, 2012a)

According to Euromonitor International (2014b) Europe’s largest travel group TUI shows a statistic illustrating that Scandinavian countries are using 65 percent online reservations compared to other countries like the UK with just 40 percent online reservation.

There are many different types of accommodations to choose from nowadays and as previously mentioned a larger amount of guests are looking for alternative kinds of accommodation than just hotels. The aforementioned Airbnb is a suitable example, a booking site for customers that are looking for accommodations and for people that would like to rent out different kinds of accommodation. (See Appendix 4.1 for screenshot of website) It offers an extended list with everything from rent your own island in Sweden to a small shared room in the USA. All people that are registered on the webpage have their own profile where new guests can find all information they need. Airbnb has over 600 000 accommodations worldwide, located in over 190 countries and with over 15 million guests. (Airbnb, 2014)

FlipKey (2014) is another website offering similar services as Airbnb. At FlipKey you can register your own properties for renting and find the best deals and accommodations worldwide. It has over 300 000 vacation homes located in 11 000 cities around the world. (See appendix 4.2 for screenshot of website) FlipKey owned by TripAdvisor, the largest travel community in the world. (TripAdvisor, 2014)

Moreover, Couchsurfing is another type of website that is created as a give and take website. Members can offer a sofa, bed or air mattress free of charge. Of course a symbolic amount could be given, but it is not necessary. Couchsurfing, has 6 million members in over 100 000 cites. (Couchsurfing, 2014) Its mission is: making friends by open up your home, let people stay in your house to be able to discover your culture and later on you can go around the world and do the same. (See appendix 4.3 for screenshot of website) Furthermore, there are also websites that are offering
house switches. Some home pages are also offering the ability to rent their accommodation without doing a swap with your own accommodation. There are various websites in this segment e.g. HomeExchange, Love Home Swap and Knock with the last one specialized for families. (HomeExchange, 2014 & Love Home Swap, 2014 & Knock, 2014) (See appendix 4.4, 4.5 and 4.6 of screenshot’s of the webpages)

In conclusion, by calculating the amount of members on the different websites that are offering other accommodation solutions than just staying at hotels and hostels, these websites are extremely popular. Although not everyone is happy and thinks it is a positive outcome, according to the report Hotels and Motels Industry Profile: Sweden, 2014 the International Hotel and Restaurant Association is describing this websites as a not fair game and that they should be monitored more accurately than they are today.

2.5.2 Branded versus individual hotels

According to Wright (2013) the hotel industry has changed considerably during the last 30 years. The competition has increased and to be able to be successful, innovation is the tool to use. Moreover Harvey (2007) also believes that innovation is important affirming that the hotels of today have to meet and understand the different requests and requires depending on the hotels chosen target segment. In addition to earlier statements regarding innovation Wright (2013) assert that the multi branded hotels had their breakthrough during the last five years and is growing strongly nowadays. Multi branded hotels are a building hosting two hotels (usually from the same brand family) that are sharing restaurants, meeting rooms and housekeeper’s team. The hotels have different entrances and lobbies and by sharing building they are maximizing their capacity. By implementing this solution the hotel’s RevPAR (Revenue per Ability of Rooms) can increase significantly. Primarily because of the optimal variability that the two hotels are offering more, secondly because of the ROI (Return on Investment) that the hotel is achieving and finally, because it is cost effective to divide all expenses on two instead of one.
To find the right brand for a hotel is one of the most important keys to success. In a study made by Love, Walker & Sutton (2012) by removing a brand name the hotels’ revenue fell by more than 39 percent. Moreover, the authors also mention that around 70 percent of all hotel guests are having their first time experience in a hotel, but the guests have knowledge about the brand earlier and have maybe stayed in other hotels under the same brand in the past. Furthermore, independent hotels have a reduced RevPAR compared to hotels, which operate with a brand name. The differences are approximately 25 percent. Additionally, the study also showed that branded hotels in Texas stand for 85 percent of the total revenue in 2010 and the remaining percentage stood for individual hotels. RevPAR (Revenue per Available Room) is one of the most common ways for hotels to calculate their performance in the hospitality industry. It is helping the hotel to calculate its own financial performance of rooms and occupancy. (Investing Answers 2014)

Baker (2013) states in his article about Europe’s hotel industry that individual hotels have a significant advantage in many of the countries compared to branded hotels. In Germany, branded hotels stand for just 20 percent of all properties according to CEO of Best Western Germany, Marcus Smola (2013) cited in the same article. Italy has less branded hotels than Germany, just around six percent according to the CEO of Best Western Italy, Giovanna Manzi, also cited in the same article. Nevertheless, Europe is nowadays a target for hotel groups to expand on and they are all working differently. Finding hotels which want to become a branded hotel or launch a new brand suitable for the European market are some of the ideas. Marriott with their Moxy Hotels, Scandic with their new HTL Hotels and Hilton with their Curio are all new hotel brands that will soon open in Europe and were created to fit the European market. (Moxy Hotels, 2014 and HTL Hotels, 2014 and Source Weekly, 2014) Baker (2013) explains that finding hotels wanting to make strategic alliances and become part of a brand can sometimes be harder than expected. An individual hotel often has small rooms, several different room categories and has not the technological equipment that is necessary to be able to make a transition to a brand hotel. For example, according to Hilton Worldwide CEO and president Christopher Nassetta (2013) cited in the same article, Hilton’s hotel brand Hampton hardly finds any individual hotel that is fitting their brand standard therefore Hilton is building its own new properties in Europe.
However, the individual hotels will still be successful as long as they create interesting marketing strategies to keep their loyal guests. (Harmer, 2013) Moreover, individual hotel that creates a specific niche and attracts specific guests has a better change to stay in today’s competitive hotel environment, for instance a chocolate themed hotel for chocolate lovers. (Cnn, 2014b)

2.5.3 Brand loyalty

What exactly is a brand and what is a brand doing to achieve loyal customers? According to Wright (2014) some brand identities are in their logo, others have a kind of virtual identification that is transcribing their values of the brand. Doctor Irene Scopelliti cited in the same article illustrates studies on the human brain, for which just by looking at a brand that is attractive and beautiful for the individual, the person could feel happy and satisfied. In conclusion, brands have a way of making people feel better, for example, during a celebration, the individual feel ”happier” when opening a bottle of Moët and Chandon champagne compared to a bottle of un-branded sparkling wine. This is how branded companies are working, they exist because people feel good when they are buying their products. Brand value is everything. The idea behind brands is finding people that are being, believing in the brand and are in the end going to buy it. Brands are also treating needs creating a sense of belongingness. Nowadays people wants to own, wear and stay at places that are saying something about themselves, like a statement.

Furthermore, one exceptional way to create brand loyalty, according to Walter, Mueller, and Helfer, 2000 cited in Won-moo, Minsung & Hanna, 2014) is by making guests explore positive experiences to the brand. Moreover, O’Neill and Carlbäck (2011) affirm that branded hotels are more successful under economic recessions than individual hotels. The study shows that the hotel brand value and their loyalty programs are one of the reasons why guests are choosing branded hotels over individual hotels.

According to Walshe (2010) brand power is when customers are choosing the company’s brand instead of the competitors’. The key is obtaining a successful relationship to loyal guests. Everything is about satisfaction for the customers and if the customers are happy they will also continue to purchase the brand. Additionally, Dinghile (2013) states that in order to enhance successfullness, the luxury industry is creating mysteriousness around brands, increasing interest and curiosity about them. This mechanism will consequently make more people buy the product.
2.6 Lifestyle and boutique hotels

The trend with the lifestyle hotel brands in the hospitality industry has been going on for some years now and is still very successful. (Kwun, 2010)

According to Euromonitor International (2011) boutique and lifestyle hotels have increased during the last years and now an association has been created for it. The boutique and lifestyle lodging association was created in 2009 and is working to define the differences between the two new hotel segments. To become a boutique hotel the accommodation cannot have more than 100 rooms whilst a lifestyle hotel has to have less than 300 rooms. Both have to have a special and unique design and style, they have to reflect the hotel atmosphere. The hotels also have to have an on-site food and beverage section. Additionally, travelers are nowadays searching for something unique and different when they are choosing an accommodation. The growing needs are creating opportunities and that is one of the reasons why lifestyle and boutique hotels exist. Furthermore, the boutique and lifestyle hotels are at times more profitable because they can charge up to 12 percent more than hotels in the same segment and class. In the future and especially with the demanding Generation Y, the hotels will have to change to a more kind of a lifestyle atmosphere. Additionally, all hotels have to be a more flexible and quicker at making changes to fit their guests’ needs. The design of hotels will maybe change more often to create innovation and to be number one on people’s mind. Other hotels are also starting to adapt their design to a more local touch to increase the uniqueness in the hotels. As a result, the competition will grow considerably in the coming years.

According to Boyd (2008) the “lifestyle hotel” concept was created already in 1984 when Ian Schrager (also funder of the nightclub Studio 54) opened Morgans, a small hotel in New York’s Madison Avenue. The hotel became a success and the rest is history. After this breakthrough many hotel groups were looking over their brands and wanted to create something similar. Starwood has its brand W that is a typical boutique hotel, located in the bigger cities and is including a wide range of service and treatments. Marriott’s brand Edition, designed by Ian Schranger, is as well a luxury and top modern brand, which offers almost anything for their clients. However, nowadays there is another generation of lifestyle hotels that is coming along. They are not focusing on five star treatment, instead they focus on what their clients’ needs and wants are. One example is Starwood’s brand, Aloft, which accommodate mostly generation Y as guests. Its concept is affordable, modern with high tech products and a 24/7 deli available. Furthermore, Intercontinental Hotel group brand Indigo, is more about fresh and modern luxury, but still not to the highest level. According to Brian McGuiness, Aloft’s global brand leader, cited in Boyd (2008) individual- and small hotels and
chains should connect, in order to be a part of the bigger brands and hotel groups, being extremely difficult to stay in the trendy pattern in the long run. Although, according to Stephan Brandman, Sixty Hotels CEO, cited in the same article, affirms that small boutique hotel chains and individual boutique hotels are not afraid, feeling no competition from the larger hotel groups. He states that all larger hotels have the same features, free Wi-Fi and high-tech products. The real question is how to create the best service in order to attract loyal guest.

According to Euromonitor International (2012b) today’s consumers are more interested in healthy lifestyles and that has made the hospitality industry change its strategies. Organic foods, fair-trade products, packaging and carbon footprint are some aspects that guest today are demanding. Customers are looking for a healthy alternative and well-balanced meals when they are staying at hotels. As a result varied healthy lifestyle services are also expected. Fitness center, spas and relaxing possibilities are as well in high demand. Moreover, many hotels are trying to offer more healthy or “green” menus together with spa and gym facilitates to attract new guests whilst keeping the existing clientele. Several branded hotels have tried to implement this trend and IHG has opened the first fitness lifestyle hotel brand, Even Hotels (2014) a completely new niche for the lifestyle hotels. Even Hotels are offering everything from fresh and healthy food menus to their own workout space in each room. It adopts a healthy thinking concept, even when it comes to the late snacks they offer are good food alternatives like smoothies and fresh salads. However, It is not the only brand with this features though, Marriott's brand Courtyard introduced listing calories on their menus and Hilton started to offer low-calorie and low-fat options on their breakfast menu. Furthermore, Hilton also upgraded more than 25 percent of its gyms, introducing for example two with different rooms, the “yoga room” and the “cardio room” with a special workout area. Starwood was also trying in 2012 with its brand Westin, to introduce the campaign “For a better you” with a special welcome, super food menus and healing spa. (Euromonitor International, 2012b)

According to The Telegraph (2014) hotels are trying in different ways to reach out to clients making their stay unique trough different techniques. For example, the Cheval Blanc Randheli hotel in the Maldives has built its uniqueness, through a specific luxury boutique located in the resort. The store is offering exclusive limited edition jewelries and watches. The prices are starting from USD 38 000 and the items just exist in 25 copies.
Cnn (2014a) article about the new stylish hotels investigates Europe’s new trend: the boutique and lifestyle hotels. 2014 is the year when a lot of interesting niche hotels was going to have their opening ceremonies. Two of them are located in the island Mallorca, in Spain. Hotel Son Ametler is nearby the mountains on the island, away from the big tourist attractions and huge crowds, as a guest you are literary living immersed in nature, next to lemon, fig and olive trees. Poles apart from this green oasis is the OD Port Portales, a luxury hotel which offers junior suites guests a cabriolet available during the stay or a personal driver at the customer’s disposal.

As previously mentioned several hotels are implementing different strategies to stick out from all competitors, many are boutique and lifestyles hotel others are just offering unique, customized experiences. For example Forte Village (2014) targeted specifically the youngest members of families, by discovering a world of Barbie: a complete VIP experiences with everything from catwalk classes to get the whole hotel room decorated in pure Barbie style. Furthermore, other hotels, mentioned by Cnn (2014c) are offering game experience, everything from an exploration in the nature with kayaking to courses on how to survive in the wild nature. Today’s hotels have a lot to offer and are not late to let you know about it.

2.7 Summary

The hotel industry in Europe is changing and some countries have a more extended portfolio of branded hotels than others. The innovation and new technology interest that hotel guests have has been one of the main reasons why lifestyles and niches hotels were created. Both lifestyles hotels and the different websites with alternative accommodation have been created to serve and fulfill guests’ needs and expectations. Further, the future in Europe looks bright, although branded and individual hotels have to work hard and find the right techniques for them to keep a competitive advantage. Lifestyles hotels are going to continue to grow and many hotels have understood the importance to be unique proposing special features to attract a specific target of people. Moreover, Spain and Ireland are reporting a larger amount of individual hotels represented in their countries compared to Sweden that has an increased amount of branded hotels. Finally Generation Y is getting older and will represent a big amount of the new and current hotel guests, therefore it is essential for hotels to recognize that and attract them in the right way.
3. Research Methodology

3.1 Introduction

This chapter is going to take up the methods and design that are going to be used in this dissertation. The chapters order will be followed by the research onion layers starting with the first layer (philosophies) and continuing step by step into the middle (data collection and data analysis). First the various options of each method will be explained carefully and at the end of each sector the method or methods that this dissertation are going to use will be revealed. The methodology choice of a dissertation is significantly important because it is the heart of the whole investigation.

*Figure. 1* (Saunders, Lewis & Thornhill, 2012, p. 128, figure 4.1)
3.2 Research philosophy

The first layer in the research onion is the selection of the right research philosophy or philosophies for the research. According to Saunders, Lewis and Thornhill (2013, p.128) in all research, people make assumptions and out of their assumptions they are choosing a way of seeing things and that will consequently support the person’s choice of philosophy. There are different kinds of research philosophies that can be chosen and applied in a research some of them will be mentioned hereby.

One of them is Pragmatism, that stands for that it exist more that just one correct answer and it is acceptable to choose more than one philosophy to find the best answers, but it doesn’t mean that researcher always choose to do so. Furthermore, the philosophy pragmatism also believes that there are so many different ways to see things and that one point of view cannot give the full picture of something. Positivism is another research philosophy, which believes that there is just one correct answer and that is the evidence. However, positivism doesn’t have to be grounded in an existing theory, but it works in depth with data collection and research to find proof to the hypotheses. Realism is the philosophy that believes in reality, hence the name, and that a person’s sense is the reality. There are two types of reality, direct realism and critical realism. Direct realism is what you explore with your eyes and what your senses are telling you. Critical realism means that direct realism is truth, but you also have to consider the mental process and analyze what your senses are telling you. Interpretivism is the philosophy that believes that the world is too complex to think and trust only the evidences that exist, like for example positivism. Interpretivism also believes that it is important to understand the differences in all people and that human beings are not objectives. (Saunders, Lewis and Thornhill 2013, p. 130, 134, 136, 137 & Bryman and Bell, 2011, p. 16)

After some evaluation and comparison with the different philosophies Interpretivism is the philosophy that has been chosen for this dissertation. One of the reasons is because of the mix between theoretical facts and the understanding of the reality. (Saunders, Lewis & Thornhill, 2009 p. 115) Secondly, because of the fact that this philosophy understands the social actions rather then just analyzing the external forces. (Bryman and Bell (2011, p. 16) Interpretivism is also a philosophy that understands other aspects not only facts that have evidence behind it. It has another emotional existence against the data and has a deeper knowledge about the social actions as Bryman mentions above. The hotel industry is a changing industry with an innovative environment and by choosing this philosophy, the research is going to be more effective and be able to find more in-depth information. Other philosophies are more evidence-based and in a modified industry interpretivism is a better choice for this research.
3.3 Research approach

The second layer is to select one or some of the different approaches. There are three different kinds of research approaches: inductive, deductive and abduction. Deductive is logical and believes in facts and regarding the decisions making the evidences that are collected are important for making a decision. The deductive approach starts with the theory and ends with a confirmation of the observations and findings that has been discovered. Compared to inductive that is more focusing on observations and making conclusion without having all evidence in the hand. Inductive is there for going from just observations to finding patterns, to later on discovering the theory for that.

Abduction is a combination of both; the approach is going forward and back with the surprising fact in the decisions instead of the promises. Abduction is working in a reasonable way with no specific facts and is more interested in why something is happening instead of being able to describe what is happening. (Suddaby, 2006 cited in Saunders, Lewis and Thornhill, 2013 p. 147 & Saunders, Lewis and Thornhill, 2013 p. 145, 146, 147 & Bryman and Bell, 2011 p. 10, 13 & Björklund and Paulsson, 2003, p.62)

This dissertation is going to be a mix of two approaches, inductive and deductive. According to Saunders, Lewis and Thornhill, 2013 p. 148 it often can be more beneficial to use these two different approaches because of the overall discovery and at the same time eliminate changes to miss out on important information. Furthermore, Bryman and Bell (2011) also mention that the two approaches, deductive and inductive, are thinking in different ways and a mix of them could be an advantage due to the eliminated risk as mention above and because it creates a more open minded way of thinking when collecting data and discover the findings.

Consequently, inductive is going to be used in this research because of the subject and the importance of exploratory aspect of the proposed research. Furthermore, inductive because the topic is reasonably new and it is not so much relevant theories available in the specific field of branded and individual hotels and generation Y and also about the new trends like, lifestyle hotels. Moreover, inductive is also going to be used because of the open-ended questions in the interview to allow future elaboration by the interviewees, alongside some flexibility during the interview to permit the discovery of further important themes and issues. However, deductive is also going to be used because of the structure within the interviews derived from the specific themes extracted from the literature review. Moreover, deductive is going to be used because the structure and the design of the questions in the survey and for this dissertation that will create a good base for the findings. Finally, deductive is also beneficial for this research due to the set of structure that the literature review will be creating first and later set the definitive hypothesis and aims.
3.4 Methodological choices

The third layer is for choosing the right methodical method. According to Saunders, Lewis and Thornhill (2012 p. 165) there are many different methodological choices for a researcher to select from. Mono method quantitative and qualitative, multi-method both qualitative and quantitative and mixed methods, both simple and complex, to name a few. The methodological choice for this dissertation is a **mixed method research**. According to Saunders, Lewis and Thornhill (2009, p.155) a mixed method research is used when both the qualitative and quantitative primary data are collected at the same time or one after another. As mention in Bryman and Bell (2011 p.631) by combining both qualitative and quantitative researches the outcome and the conclusion could improve compared to when the researcher is only using one mythological choice.

According to Backman (2008, p. 54) the qualitative philosophy is focusing more on individual people and is more interested in the individual’s own perspective. Moreover Björklund and Paulsson (2003, p. 63) are continuing with the qualitative approach and affirm that it is for collecting more in-depth information. Compared to the quantitative approach that is more focusing on collecting measurements, that also could be beneficial information depending on the research topic.

The researcher is going to collect primary data from both qualitative and quantitative data under the same time schedule and that is why the mixed method research is the best strategy for this dissertation. To be able to find the best and most valuable information as possible are both an in-depth primary data research as interviews and a more extended primary data from a survey going to be conducted. Because of the subject width and trends it would be a beneficial combination by both understanding the business people view of the sector as well as the customer’s views. Moreover Björklund and Paulsson (2003, p.p. 63) state that interviews are beneficial to use for the qualitative perspective and that surveys are useful to use with quantitative data collection. Finally, the next section will represent the dissertations aims and hypothesis.
3.4.1 Aims for this dissertation

1. Understand why generation Y chooses to stay at branded hotels

2. Understand the individual hotels future perspectives in Ireland, Spain and Sweden in the eyes of generation Y

3. Raise awareness how hotels promote themselves attracting Generation Y

3.4.2 Hypothesis for this dissertation

H.1 Lifestyle hotels are here to stay and are not just a hotel trend according to generation Y

H.2 Generation Y will not use offline reservations processes for hotel bookings in the future

H.3 Generation Y doesn’t choose brand hotels depending on economic factors

3.5 Research strategy

This research onion layer is about finding the right research strategy for the research. There are different kinds of strategies that can be chosen to apply in a research, everything from interviews, experiments, survey, archival research, case studies, focus groups, ethnography, action research, grounded theory and narrative inquiry. (Saunders, Lewis and Thornhill, 2012, p.173) The research strategy should be chosen carefully and depending on the research topic, own preferences, personal value and what is most suitable for the researcher. This dissertation is going to use interviews for collecting the qualitative primary data and a survey to gather the quantitative primary data. Due to the long distance that exists between the three countries, alternative strategies could not be chosen. For example, a focus group for the qualitative research would have been beneficial due to the fact that it could create a better discussion than in the one-to-one interviews.

The interviewees were selected carefully and because of the topic that is focusing on three countries, Ireland, Spain and Sweden, one interview is going to be from each selected country. The people that are going to be interviewed are professionals in the hospitality industry with a broad knowledge of branded and individual hotels. The interviews are going to be held through a semi-structured approach with standardized open-ended interview questions to be able to collect as much as information as possible. (See Appendix 5 for interview questions) The interviews are going to be held over e-mails, internet-mediated interviews (Saunders, Lewis & Thornhill, 2009, p. 321) because of the long distances between the interviewee and the researcher and due to that the best
solution is internet-mediated interviews. The interviews are join to follow a funnel sequences of questions and are first going to consist of general questions and later on go in to the specific aim and issues that the researcher is investigating to find more information about. The qualitative strategy is going to help the researcher to get a clearer picture about the main research question and be able to gain beneficial information from branch professionals in the specific sector.

The survey was created to be for individuals belonging to generation Y and specific for the three selected countries for the research, but other nationalities were also welcome to answer the questionnaire but are going to be calculated as other nationalities. The self-report questionnaire was searching for information about generation Y ways of choosing a hotel and what hotels can do to change their opinions on a selection of hotels. (See appendix 6 for survey questions) People’s attitude, knowledge, behavior and attributes are going to be captured. One part of the survey is to try to understand how generation Y are choosing their hotels and how their behavior is changing, depending on previous experiences, recommendations and best price or because of the hotels name or brand? The other part is gathering information to be able to make conclusions about how generation Y can change its opinion and by that choosing other hotels. The survey is also collecting information about generation Y’s personal details, like gender, age and country of origin and the person's beliefs about brand hotels. The questionnaire is made by some point along a scale and independence alternatives questions to be able to gain as much information as possible through the survey.

3.6 Time horizon

This layer of the research onion is about choosing the time horizon approach for the dissertation. Cross-sectional and longitudinal are two types of time horizon approaches that a researcher can use to collect primary data. Cross-sectional is when some information is just collected one time from the same person (Saunders, Lewis & Thornhill, 2009 p.155) Longitudinal is the opposite, when information is collected more then one time from the same person. (Bryman and Bell, 2011, p.p 63) The longitudinal approach is beneficial due to the fact that more information can be collected and a more extended research can be applied. Due to this research time limitations and the mixed method research approach, the time horizon design that is going to fit this dissertation best is the cross-sectional. This research will both collect the survey answers and the interview respondents information, from a specific time period and specific person just one time and due to that the cross-sectional is most suitable. Also, according to Bryman and Bell (2011 p.53) when a research is using interviews and questionnaires, the preferable design is the cross-sectional.
3.7 Techniques and procedures

3.7.1 Primary data collection

The last layer of the onion has some sub topics, but it is regarding the data collection and data analysis. There are different kinds of ways to find an appropriate access for primary data. One is the traditional access, which means that the researcher is finding the data through, face-to-face or over telephone, for instance, interviews or experiments. Internet-mediated access is another one that is focused on finding the primary data, through for example, email or social media channels. (Saunders, Lewis and Thornhill, 2012, p. 210) The researcher has chosen the inter-mediated access way for the qualitative primary data collection due to the long distance that occur between the interviewees and the researcher. Furthermore, the interviews were sent through email and the interviewees were given one month to complete the questions. The interview consisted of 37 questions plus eight questions about the interviewee so the total amount of questions was 45. The interviewee that was working on the individual hotel was given two extra questions. (See appendix 5 for the interview questions) The interview questions were divided into different topics:

A) About the interviewee, consisted of eight questions
B) Your hotels clientele, 11 questions
C) Branded hotels versus individual hotels, 12 questions
D) Lifestyle hotels and brand loyalty, four questions
E) Different targeting for different generations groups and todays demands, six questions
F) Social media, three questions
G) A last input, one questions

The qualitative primary data collection as mentioned earlier is going to consist of three interviews from the selected countries Ireland, Spain and Sweden. The interviewees are selected through a purposive technique where the two of them know the researcher and have a good relationship with and their third one the researcher do not know personally but they have some friends in common. Because of that the researcher knows that these specific persons are key people in each of their organizations and that are the best-selected people to conduct an interview with. The analysis of the interviews is going to be a comparative part, to see if the answers are showing cultural differences depending on countries and how the interviewee sees different things depending on earlier experience and similar. Also see how hotels are working, depending on the brand and the organizations they are working for.
The researcher has also chosen the inter-mediated access way for the collection of the quantitative primary data because according to Saunders, Lewis, and Thornhill (2012 p. 215) it is beneficial for a researcher to use community websites and groups, online to find primary data, because the chance to find individuals that share the common interests as the researcher are higher. The researcher was promoting the questionnaire to her friends and followers at her social media channels, Facebook, LinkedIn, Twitter and Google +. The total amount of answers that were collected under a two-weeks period was 155. The researcher was promoting her questionnaire every three days with different messages and techniques. Moreover, the researcher was also finding key people, for example a friend that lives in Spain and has a lot of Spanish friends and the key people were sharing the questionnaire forward to their friends. Additionally, the researcher was also promoting the survey on different groups that the researcher is a member in, for example in the DBS Master student group. The researcher is going to use the SPSS to be able to get an in-depth understanding of the sampling results.

The questionnaire was created in Google + survey function, after considering other survey tools. Google + is a reliable tool because many people recognize the Google brands and they are also offering unlimited numbers of questions. Furthermore Google + is also free of charge, in contrast to other websites that are offering just a limited number questions for free. Google+ is creating some models and calculations when the answers are coming in from the survey, but with SPSS the researcher is going to be able to see other assumptions and understand the sampling answers in another way and be able to find more in-depth findings and conclusions. The sampling consisted of 22 questions and five more questions to people that were business travelers. The survey was created for generation Y in particular to Irish, Spanish and Swedish citizens. (See appendix 6 for the survey questions)
3.7.2 Data analysis

3.7.2.1 Population and Samples
The interviews are going to be approached through a purposive technique. A specific person that is a key person or a person that is important in the researcher judgment is going to be selected for interviews (Saunders, Lewis & Thornhill, 2009 p. 237) The interviewee population are branch people in the hotel industry that holds managerial positions in sales and marketing. Two hotels are from recognized worldwide hotel groups and one is from a company that owns one individual hotel. All the interviews were held over e-mails as an internet-mediated interview. The samples are going to be three interviews one from Ireland, one from Spain and one from Sweden, to be able to compare and find out most difference and similarities between the countries.

The questioner sampling is going to be conducted through a snowball technique. The snowball sampling is beneficial because the researcher can identify key persons that the researcher would like to reach out to and at the same time gain new information about potential future people that can conduct the sampling as well. (Saunders, Lewis & Thornhill, 2009 p. 240) There is going to be questions that are going to reveal important information, like age, economic situation and how generation Y chooses hotels. (See survey questions in Appendix 6) The goal was to collect data from three specific countries, Ireland, Spain and Sweden, due to factors like: age, country of origin, economic income, if the person is a business traveler etc. The questionnaire can try to gain interesting patterns and findings. The questionnaire was created just for Generation Y. Finally, the researcher was setting a sample size minimum of 100 answers and the total amount was in the end 155.

3.8 Ethics
It is important to considerate the ethics when you are conducting a research (Bryman and Bell, 2011, p 122) Both ethical issues that can occur, the data protection and security when the researcher is collecting the primary data and the confidential and anonymous part is represented.
3.8.1 Ethical issues

The ethical issues that can occur in the qualitative research approach are that the interviewer regrets its participation to the interview and would like to make the interview invalid. To prevent that the researcher has had a long dialog with the interviewees and the interviewees had got an extended amount of time so that they would not feel stressed about the interview. The ethical issues related to the data collection in the quantitative research could be that the respondents that made the questionnaire will regret their participation in the survey. The solutions for that were to mention at the start and end of the questionnaire reminding the participated that if they for any reason regretted their participation they could just contact the researcher and their answers would be eliminated. (See appendix 6.1 for a copy of the information) Moreover, another issue could be that the people misunderstand the survey questions and to prevent the issue the questions are going to be designed correctly and the words are going to be selected carefully. The questionnaire has been pilot tested with people that have non-or little experience of the hospitality industry. The survey was later face validity to minimize the chance that people misapprehend the questions and also allow the questions to be examined and understand their values to the survey. (Saunders, Lewis & Thornhill, 2009 p. 394) It was five people that were pilot tested the questionnaire and after that some corrections were made; none of the questions were changing, just rewritten. Furthermore, the interview questions were also tested on two branch professionals who have knowledge of the hotel sector, due to the beneficial outcomes that creates when pilot testing is applied. In additional, pilot testing is a beneficial way to prevent failure, according to Saunders, Lewis & Thornhill (2009 p. 394) Another aspect that must be considered, related to making errors when entering valuable data, the researcher could type in the wrong number in the SPSS system. (The SPSS numbers are going to be for example 1, 5 and 9 so the possibility to type in the wrong number is reduced)

3.8.2 Confidentiality and anonymity

The protection of the individuals’ anonymity is highly prioritized and the generation Y that made the questionnaire were not asked to many personal questions and the survey was not collecting names, email addresses or similar. Furthermore, the respondents to the questionnaire are not tractable and are totally anonymous. Moreover, the interviewee has also anonymity, only their job title, ages and what kind of hotel they are working in will be revealed, they will be given fake names to protect their identity.
3.8.3 Data protection and security

The information that is collected under the research will be totally protected and will after the research be deleted. The only person having access to all information is the researcher that has all the information online, that is protected with a personal code and Google+ that are protecting the information through their security policy.

3.9 Conclusions

This methodology chapter is explaining the researcher’s way of choosing how to conduct this research and the reasons behind the choosing strategies and approaches. Interpretivism with both a qualitative and quantitative approach was selected to be most suitable due to the research topic and the researcher own preferences. The collection of data was chosen to be a questionnaire and three interviews. The ethics and other issue were also taking in consideration and are also presented in this chapter. Chapter four will represent the findings and discussion with the result of the primary data collections and the literature review.
4. Research Findings and Discussion

4.1 Qualitative research finding and discussion

4.1.1 Introduction

This part of the chapter is going to explore and discuss the primary qualitative data that has been collected through three interviews. Interviewee answers and questions are located in Appendix 5, 5.1, 5.2 and 5.3. Due to the anonymous aspects the interviewees have been given other names, see below:

Irish woman: Maria - Head of Marketing and Communications (boutique hotel)

Spanish man: Raul - Marketing Manager (branded resort hotel)

Swedish woman: Sara - Director of Sales (branded boutique hotel)

4.1.2 Limitations

There are many questions that could be analyzed thoroughly but due to the word count and time limitations the fundamental important ones are placed in this chapter. Also three interviewees can give an insight in trends and what is going on in their hotel segments, but the total picture will never be found due to the small amount of interviews.

4.1.3 Why guests choose branded hotels

Addressing to the first aim, all three interviewees are agreeing one the question: why do people choose to stay in branded hotels? Customers are choosing branded hotels due to the fact that they know what they want and what to expect of a branded hotel compared to an individual hotel. A branded hotel is also giving more security by the brand standards and guests can image their stay in the hotel before they are actually on site. These answers were expected because according to Wright (2014) individuals know what to expect from a brand and that is why they are choosing it. The brand value for customers is everything from making a statement to defining whom they are and at the same time feel satisfied with their choice. Raul (Spanish interviewee) continues and says that
guests are choosing his hotel due to the brand name. Maria (Irish interviewee) is agreeing and reports that many people like to know what they get before entering a hotel and a recognized hotel brand can just offer that. Finally, the three interviewees are agreeing that the brand name, the values that a brand is offering and the services are reasons that lead guests to book a branded hotel.

4.1.4 The future of individual hotels

This part is for the second aim. Sara (Swedish interviewee) believes that individual hotels will decline in market share in Europe because the hotel groups are really powerful. However, Maria (Irish interviewee) is disagreeing with Sara and says that meanwhile branded hotel will be growing individual hotels will have their USP (Unique Selling Point) that branded hotels can’t create. Moreover, individual hotels can also change and adapt faster to the guest’s demands, therefore individual hotels will still be attractive and be growing according to Maria. Sara’s answer (Swedish interviewee) were not expected because according to Baker (2013) has many individual hotels an advantage in Europe and that many countries have just a small amount of branded hotels in contrast to the individual hotels. Furthermore, according to Euromonitor International (2013a, 2013b and 2013c) individual hotels are having a percentage of 81.9 percent in Spain, 79.9 percent in Ireland in contrast to Sweden that has just 48.6 percent of individual hotels.

Maria (Irish interviewee) says that people are choosing individual hotels because they want a new experience and a uniqueness that branded hotels can’t offer. Furthermore Raul (Spanish interviewee) is saying that many young people in Spain are choosing other types of accommodations, due to the price that branded hotels have and therefore individual hotels still can be successful if they have the right niche and prices. It was expected that Spain have a limited amount of young people staying in branded hotels because according to Euromonitor International (2013b) the majority of guests, due to the economic downturn, are choosing more affordable accommodation. Furthermore, according to figure 8, (quantitative findings) it is also showing that Spanish guests prefer individual hotels to braded hotels when the branded hotels are 10€ more expensive. Moreover, figure, 13 demonstrate that especially Spanish men in the lowers income group thinks that branded hotels are more expensive than individual ones. This data can be used to understand the third hypothesis.
4.1.5 Lifestyle hotels

All three interviewees are affirming the same: lifestyle hotels are going to exist in the future and are not just a hotel trend. This part is addressed to the first hypothesis. Maria (Irish interviewee) states that as long as the guests are satisfied with the lifestyle hotels they will be there. Raul (Spanish interviewee) affirms “I am really a fan of lifestyles hotels, these kinds of hotels are creating good investments for the hotels and guests are generally really satisfied with these hotels” he also adds that he believes that new lifestyles brands and hotels are going to be created in the future. Additionally, Sara is finishing by saying that they are no doubt that they will not exist in the future. These answers were expected due to Kwun (2010) statements that lifestyle hotel brands have been on the market for some years and are still really successful. Furthermore The Telegraph (2014) reports that many hotels are starting to create more uniqueness in their hotels due to the fact that it is what the guests are demanding today. Moreover, according to the qualitative findings, figure 18 and 21, it is showing that generation Y is interested and likes the lifestyle concepts.

4.1.6 Hotel strategies towards generation Y

This part is searching data for aim number three. Raul (Spanish interviewee) and Sara (Swedish interviewee) state that they don’t do any particular marketing for Generation Y more than using their social media channels to attract them. However, Sara mentions that her hotel group has recently launched a new app for generation Y. Furthermore, Maria (Irish interviewee) is reporting that her hotel is working constantly with targeting new guests and specific young ones by working closely with both her organizations other brands and with other activities.

Maria continues to say that the room prices in her boutique hotel are not for generation Y but by creating loyalty to the other brands that her organization owns, that can later on create a loyalty to her hotel. Maria’s answer was expected due to reports from Harmer, (2013) and Cnn (2014b) affirming that individual hotel will still be successful on the market as long as they work with the right strategies to create loyal guests. Furthermore, the new app that Sara’s hotel group launched, for generation Y is according to Djamasbi et al. (2011) an expected creation due to the fact that generation Y is one of the most tech-savvy generation today.
4.1.7 Online reservations future perspective

This part is to find information for the second hypothesis. Sara (Swedish interviewee) affirms that most of her hotel reservations are coming from online bookings and that the numbers are increasing. In contrast to both Maria (Irish interviewee) and Raul (Spanish interviewee) that stating that they also seen an increased pattern in online booking but they still have many offline bookings as well. Moreover, Maria is also mentioning that it is mainly young people that are using online bookings. Moreover, Raul (Spanish interviewee) continues to say, “More bookings are coming in online but many guest are still phoning because our call center for the hotel group is still going strong”

This increased online reservation pattern in Sweden was expected because according to Euromontior International (2013c) Sweden has increased its online reservations with over nine percent during 2012. However, it was not expected that still Ireland and Spain should have such a big amount of offline reservations due to the fact that Euromonitor International (2014a and 2013b) has records of Ireland to use the online travel agencies a lot more than other countries in Europe and Spain has increased their online booking with 36 percent in 2012. Moreover Euromonitor International (2013b) is reporting that Spain’s online reservations are increasing and that an expected growth in mobile booking are expected due to the launch of the new travel apps that were targeting the Spanish hotel market.

4.1.8 Conclusions

This part of the chapter has shown the qualitative primary data findings and by thanking in the literature review and the quantitative primary data a discussion has been made. Next part of this chapter is demonstrating the quantitative primary searcher findings and discussion.
4.2 Quantitative research finding and discussion

4.2.1 Introduction

This part of the chapter is going to discover the research findings from the 155 questionnaire answers that have been collected under the last two weeks in June 2014. The answers are mainly from three countries, Ireland, Spain and Sweden. All of the respondents were Generation Y and if no other thing is mentioned the respondent rate was 100 percent.

4.2.2 Limitations

Some of the questions could be more in-depth and some questions could be examined better. Business travelers were not analyzed due to the lack of trustable data. Other questions would be interesting to analyze, but due to the word and time limitation that was not an option. Swedish is the dominant nationality in this survey and that is why some answers will not be relevant due to that factor. The gender is also an issue due to the fact that there are more women than men. Another limitation for this analysis is that the respondent’s number is not larger.

4.2.3 Respondents information

4.2.3.1 Nationality

Swedish respondents were a total of 50, followed by Spain with 40 and Irish with 38. Other nationalities have 27 respondents and were included countries like Germany, Brazil and India.

Figure 1 Reflection on the respondent’s nationality
4.2.3.2 Gender

Women were the majority of respondents, to be precise 88 women and 67 men.

![Figure 2 Reflections on the respondent’s gender](image)

4.2.3.3 Age

The respondents could choose the age group they belonged to. The total amount of group 1: (17-25) were 64, age group 2: (26-31) were 60 and group 3: (31-37) had 31.

![Figure 3 Reflections in the respondent’s age group](image)
4.2.4 Generation Y knowledge of branded hotels

A total of 140 Yes, 11 No followed by 4 don’t know. That shows that the respondents have knowledge of branded hotels even though both Ireland and Spain have around 80 percent of individual hotels in their countries. (Euromonitor International 2013a & 2013b)

Figure 4 Have you ever stayed in a branded hotel?
4.2.5 Branded versus individual hotels

The following three questions were made in the attempt to find how generation Y is choosing between branded and individual hotels. These questions are addressed to the third hypothesis and the first aim.

4.2.5.1 Part one

This figure (5) shows that 143 responders were saying branded hotels and just 12 individual hotels. That shows that branded hotels are highly estimated. According to Wright (2014) people like to connect themselves to brand names that will show how the person are and that a brand can actually make people happier and satisfied. Moreover Walshe (2010) says that everything is about satisfaction to create brand loyalty and if a customer is satisfied with the brand they will continue to buy the brand. Moreover, Maria (Irish interviewee) says that people are choosing brand hotels: “Because they know what they are getting before they ever arrive and if they trust the brand they know the standard that the hotel will present, no matter where in the world it is. The offering is safe”

![Figure 5 Branded or individual hotel part 1](image-url)
4.2.5.2 Part two

Second question is the same but the branded hotel are now 10€ more expensive. We can see that the respondents are price sensitive, but still with the majority, 82 respondents would still choose a branded hotel compared to the 73 people that would choose an individual hotel, see figures 6,7 and 8.

![Figure 6 Branded or individual hotel part 2](image-url)
The following figure (7) is adding depth to figure 6, showing that generation Y in the lowest income group is still choosing branded hotels over individual hotels. Furthermore, Swedish men in the same economic group prefer branded hotels over individual once in contrast to Spanish men in the same economic group that have a double amount in choosing individual hotels over branded. However, men’s choices are in contrast to the Spanish and Swedish women that have almost the same amount in both categories. Moreover, the Irish men and women in the lowest income group are agreeing that they prefer to stay in branded hotels compared to an individual hotel even though they have to pay 10€ more.

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</tbody>
</table>

| Individual hotel Man 0-25000 | Irish | 2 |
| Spanish | 10 |
| Swedish | 2 |
| Other nationalities | 4 |
| Total | 18 |
| 26000-35000 | Total | 8 |
| 36000-44000 | Total | 2 |
| +45000 - and more | Total | 2 |
| Individual hotel Woman 0-25000 | Irish | 5 |
| Spanish | 6 |
| Swedish | 10 |
| Other nationalities | 4 |
| Total | 25 |
| 26000-35000 | Total | 14 |
| +45000 - and more | Total | 4 |

*Figure 7 The Nationalities are choosing branded or individual hotels for a one night’s stay*
Figure (8) is the total calculation of figure (7) with both men and women from all income groups. Spanish men and women prefer to stay at individual hotels. The opposite results for Swedish men and women that believe that branded hotels are better to stay in. Furthermore, Irish respondents are having the same amount in both hotel options. Moreover, we can also see that other nationalities both men and women are choosing branded hotels. The result for the Swedes were expected due to the fact that branded hotels have higher percentages than individual hotels in Sweden (Euromonitor International 2013c) Additionally, the Spanish outcomes were also expected due to the factor that they believe that branded hotels are more expensive in general (see figure 12) and due to Spain’s large amount of individual hotels. (Euromonitor International 2013b) Also, the trend is going toward that Spanish guest are choosing other types of accommodations both according to Hotels & Motels Industry Profile: Spain (2014) and the Spanish interviewee Raul.

<table>
<thead>
<tr>
<th>Branded hotel</th>
<th>Total</th>
<th>Man and Woman</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Irish</td>
</tr>
<tr>
<td></td>
<td></td>
<td>19</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Individual hotel</th>
<th>Total</th>
<th>Men and woman</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Irish</td>
</tr>
<tr>
<td></td>
<td></td>
<td>19</td>
</tr>
</tbody>
</table>

Figure 8 the total amount of the nationalities choosing branded or individual hotels for a one night’s stay
4.2.5.3 Part three

Instead of a one night’s stay the occasion is now a romantic weekend with someone you love. Branded hotels were this time receiving 100 and individual hotels 55. See figures 9, 10 and 11.

![Figure 9 branded or individual hotel part 3](image)

The growing parts came from all the nationalities but the highest one came from the Spanish men in the economic group 1. As shown in figure 7, Spanish men were having 5 respondents choosing branded hotels, but now they have doubled it to 10.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Economic Status</th>
<th>Nationality</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Branded hotel</td>
<td>Man</td>
<td>0-25 000</td>
<td>Spanish</td>
</tr>
</tbody>
</table>

*Figure 10 Spanish men are choosing branded hotels for a romantic weekend*
The result of both men and women of all income groups are showing that the branded hotel choice increased from 82 to 100. Irish respondents increased by nine followed by Spanish with eight and Swedish with five.

<table>
<thead>
<tr>
<th>Branded hotels</th>
<th>Total man and woman</th>
<th>Irish</th>
<th>Spanish</th>
<th>Swedish</th>
<th>Other nationalities</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Branded hotels</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Individual hotels</th>
<th>Total man and woman</th>
<th>Irish</th>
<th>Spanish</th>
<th>Swedish</th>
<th>Other nationalities</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Individual hotels</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>55</td>
</tr>
</tbody>
</table>

Figure 11 total amounts of nationalities choosing branded or individual hotels for a romantic weekend.

This shows that all three countries are choosing branded hotels for special occasions like a romantic weekend even though all of them are not in the highest income group.
4.2.6 Generation Y and the economic factor that comes with a brand hotel

A total of 119 respondents, almost 77 percent believe that it is more expensive to stay in branded hotels and is linked to hypothesis 3.

Figure 12 Respondents believes regarding that brand hotels are more expensive
The figure (13) is an in-depth figure of previous figure 12, showing that Spanish men and Swedish woman from the income group 1 are recording the highest amount of the answers Yes in each of their sections. The overall results are clear, Spanish men think brand hotels are more expensive than the Spanish women. Moreover, Swedish men don’t think that brand hotels are so expensive in contrast to the Swedish women. The figure can also show a small trend that Irish woman thinks it is more expensive compared to the men.

<table>
<thead>
<tr>
<th>Yes, more expensive</th>
<th>Total man</th>
<th>Irish</th>
<th>14</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Spanish</td>
<td>22</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Swedish</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other nationalities</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>58</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Yes, more expensive</th>
<th>Total woman</th>
<th>Irish</th>
<th>19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Spanish</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Swedish</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other nationalities</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>61</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Economic Status</th>
<th>Nationality</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, more expensive</td>
<td>Man</td>
<td>0-25 000</td>
<td>Spanish</td>
</tr>
<tr>
<td>Yes, more expensive</td>
<td>Woman</td>
<td>0-25 000</td>
<td>Swedish</td>
</tr>
</tbody>
</table>

Figure 13 Respondents believes regarding that brand hotels are more expensive per country
4.2.7 Booking technics for generation Y

93 percent of the respondents are using online booking sites. To be precise, it is 104 through booking sites, second place 48 through hotels homepage and third 36 by offline options. This question was a multiple response with 202 answers as total. This question is addressed to the second hypothesis.

![Pie chart showing booking methods]

*Figure 14 The respondent’s reservations choices*
Figure (15) is showing more in-depth information about the respondent’s answer from figure 14 and the offline ways of making reservation. The total 36 respondents were mostly from Spain and Ireland and the women have doubled their amount of preferences compared to men. This outcome was not expected because according to Euromonitor International (2014a) Ireland is one of the countries in Europe’s that is using online travel agencies the most. Furthermore, Spain is increasing their online sales in 2012 with over 36 percent (Euromonitor International, 2013b) However according to Maria (Irish interviewee) and Raul (Spanish interviewee) this was expected because they still have many offline reservations to their hotels.

<table>
<thead>
<tr>
<th>Trough offline reservations</th>
<th>Nationality</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. phoning the hotel directly</td>
<td>Irish</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Spanish</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Swedish</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Other nationalities</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>36</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Offline reservations</th>
<th>Gender</th>
<th>Nationality</th>
<th>Age</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Woman</td>
<td>Irish</td>
<td>17-25</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>26-30</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Spanish</td>
<td>17-25</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>26-30</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>31-37</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total</td>
<td>10</td>
</tr>
</tbody>
</table>

*Figure 15 Respondents offline reservation choices*
This figure (16) shows that Swedes normally don’t use offline reservation options when they book hotels and especially Swedish women. This was expected, as mentioned by Sara (Swedish interviewee) her hotel is mostly receiving online reservations. Moreover, also Sweden’s online sales were increasing with nine percent in 2012 (Euromonitor International, 2013c)

<table>
<thead>
<tr>
<th>Through offline reservations</th>
<th>Nationality</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. phoning the hotel directly</td>
<td>Irish</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td>Spanish</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Swedish</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>Other nationalities</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>119</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Offline reservations</th>
<th>Gender</th>
<th>Nationality</th>
<th>Age</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>Woman</td>
<td>Swedish</td>
<td>17-25</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>26-30</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>31-37</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total</td>
<td>32</td>
</tr>
</tbody>
</table>

*Figure 16 Respondents online reservation choices*
4.2.8 Lifestyles and boutique hotels and their evolution to Generation Y

60 respondents have been staying in a lifestyle and boutique hotel and that 67 have not and 28 don’t know. This question is addressed to the first hypothesis.

Figure 17 Respondents choice regarding lifestyle hotel
Of the 60 respondents that has stayed in this kind of hotels most of them are willing to stay there again, the two highest choices (4 and 5) have together almost 82 percent. 11 respondents did not choose any of the two alternatives Yes or No that is presented in figures, 18 and 21.

![Pie chart showing responses to staying in lifestyle or boutique hotel again](image)

*Figure 18 Respondents that have stayed at lifestyle or boutique hotel*

This figure (19) is continuing on figure 18, but more in-depth, showing that the most part of respondents comes from the second age group (26-30). One factor could be the price. According to Maria (Irish interviewee), her boutique hotel room rates are too expensive for the majority of young people.

<table>
<thead>
<tr>
<th>If yes, how likely would you choose to stay in a lifestyle or boutique hotel again from a scale from 1 to 5?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>1-5</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

*Figure 19 The age group that have visited lifestyle or boutique hotel the most*
Continuation of figure 18, this figure (20) demonstrates that Swedish men would like to stay there again. However Swedish women prefer the lifestyle and boutique hotels more than men due to the factor that they have been given them higher points.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Nationality</th>
<th>Age</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Yes love it</td>
<td>Man</td>
<td>Swedish</td>
<td>17-25</td>
</tr>
<tr>
<td>4</td>
<td>Man</td>
<td>Swedish</td>
<td>26-30</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>31-37</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>4</td>
<td>Woman</td>
<td>Swedish</td>
<td>17-25</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>31-37</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>5. Yes love it</td>
<td>Woman</td>
<td>Swedish</td>
<td>17-25</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>26-30</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>31-37</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total</td>
</tr>
</tbody>
</table>

*Figure 20 Comparison between Swedish men and women on their satisfaction regarding staying at lifestyle and boutique hotels*
A total of 80 yes and just 4 no, would like to stay at a lifestyle or boutique hotel in the future. That demonstrates that lifestyle and boutique hotels are still popular and even though people have not explored them yet, they are inclined to do so in the future.

![Pie chart showing responses to whether respondents would consider staying in a lifestyle or boutique hotel in the future.](image)

*Figure 21 Respondents that have not stayed at a lifestyle and boutique hotel*

4.2.9 Conclusions

This part of the chapter has shown the quantitative primary data findings and the charts created with the SPSS program. To make a discussion on the findings the literature review and the qualitative primary data was taken in. Next section is going to present the overall findings of the primary data analysis.
4.3 Overall findings

4.3.1 Qualitative findings

• Individual hotels will still be successful as long as they are creating a special niche to their hotel creating a clientele with loyal guests.

• Offline reservation channels are still quite successful in Ireland and Spain

• Lifestyles hotels will still be successful in the future

• The economic situation is playing a big role in the way people chooses hotels

• Branded hotels are successful due to the security the hotel brand instills
4.3.2 Quantitative findings

- People belonging to the older generation Y (25-37) are showing a higher rate of preference for stays at lifestyle and boutique hotels than younger generation Y between 17-25
  - Swedish women love the lifestyle and boutique hotels more than Swedish men

- 93 percent of the asked generation Y are using online reservation tools when booking hotel rooms
  - Spanish women and Irish women are the ones that are most frequently using offline alternatives

- Almost 77 percent of generation Y thinks branded hotels is more expensive to stay in than individual hotels
  - Swedish women and Spanish men in partial

- 92 percent of Generation Y like to stay at branded hotels more than individual hotels when the hotels are offering the same price and standard
  - When the brand hotels gets 10€ more expensive the percentages are changing to just 53
  - Spanish men in particular are changing their opinion

- Generation Y like to stay at branded hotels under special occasions, even though the branded hotel is more expensive
  - Spanish men in particular are changing their opinion

4.3.3 Conclusions

Chapter four has demonstrated the primary findings and made an analysis and discussion together with the literature review. The next chapter is going to answer the aims and hypothesis and make conclusions with the help of the literature review and the two primary research analysis.
5. Conclusions

5.1 Introduction

This chapter will describe the conclusion that can be made from the qualitative and quantitative findings together with the literature review. The aims and hypothesis will also be answered in this chapter.

5.2 Aims

1. Understand why generation Y chooses to stay at branded hotels

People choose branded hotels mainly because of the loyalty that guests have to a specific brand. Wright (2014) states that people like to show whom they are through a brand and that brands make people happier. Satisfaction is the key to keep guests to a specific hotel brand, and the loyal guests are the ones to invest more time and effort in, as Walshe (2010) affirms. Furthermore, every hotel has different strategies although, according to the three interviewees, branded hotels are creating something that individual hotels can’t. The security that comes with a branded hotel which means that people knows what to expect from the hotel ahead of their stay. Moreover, the services and the values that a brand is creating and offering are some of the features that make people choose branded hotels. According to the quantitative research (see figure 5) over 92 percent of the respondents would choose a branded hotel over an individual hotel, if they had same price and conditions. That demonstrates that branded hotels have a trusted reputation and that generation Y likes to stay in branded hotels, for the right price. Continuing on figure 7 that is showing that many generation Y, especially Spanish men and Swedish women, are extremely price sensitive, but that still more than the average are choosing branded hotels over individual even though the branded hotels were in this question 10€ more expensive. However figures 9, 10 and 11 demonstrate that when generation Y is going away on a romantic weekend the hotel choices are changing, with the majority selecting branded hotels, especially Spanish men belonging the lowest income group. The conclusion that can be done here is that branded hotels are creating an atmosphere that gen Y wants to be in. On special occasions price doesn’t matter for generation Y just like Wright (2014) affirmed, showing other people their identity by purchasing a brand and be more satisfied with their decision, as previously mentioned, open a bottle of Moët and Chandon champagne or a bottle of non-branded cava on your birthday, what do you prefer? Generation Y will chose the Moët and Chandon.
2. Understand the individual hotels future perspectives in Ireland, Spain and Sweden in the eyes of generation Y

According to Harvey (2007) several new hotel brands have been created in the last years and the trend is continuing. Moreover, the Spanish interviewee Raul has mentioned that when new hotel brands are created they have to gain guests from somewhere. In addition, Hotels and Motels Industry Profile: Europe (2014) reports that due to the economic situation people are more price sensitive than earlier and are choosing alternative types of accommodations than hotels. However, Baker (2013) reports that individual hotels have still a consistent advantage in many European countries. Spain has the highest percentage of individual hotels of the three countries, with an 81.9 percent and Ireland is not far behind with 79.9 percent. That shows that individual hotels have a strong guest loyalty in Spain and Ireland in contrast to the Swedish hotel market where individual hotels just have a 46.8 percent and the number is expected to decline in the coming years. (Euromontior International, 2013a, 2013b & 2013c) According to the quantitative findings (see figure 12) almost 77 percent of generation Y believes that branded hotels are more expensive to stay in compared to individual. Furthermore, the Irish interviewee Maria mentioned that individual hotels are creating an USP that branded hotels can’t achieve and that all guests don’t like the, knows what to expect, experience that comes in a brand hotel. Raul (Spanish interviewee) stated that, with the right rates, individual hotels could remain strong in the market. In conclusion, everything comes down to if the individual hotels are implementing a successful strategy, creating a loyalty connection with their guests.

Although, regardless the fact that individual hotels are the vast majority in Ireland and Spain, more than half of generation Y would still choose branded hotels over individual hotels when branded hotels are more expensive, (figure 6) Moreover, figure 5 demonstrates that only eight percent of generation Y would chose an individual hotel over a branded hotel if the hotels had the same price and conditions. As a result, all organizations have up and down periods and the individual hotels will have their challenges in attracting generation Y. Finding the right niche and price settings will also be significant factor for the future of the individual hotel’s existence.
3. Rise awareness how hotels promote themselves attracting Generation Y

According to Djamasi et al. (2011) generation Y is a hard generation to attract and reach out to, due to its greater awareness of the internet and the usage of online marketing. Different marketing strategies adapted to different generations are a key to generation Y because of its difference in thinking from older generations. Moreover, according to the Swedish interviewee Sara, her branded hotel has recently launched a travel app to satisfy the new generation, with everything from abilities to make table reservations, to using the app as a room key.

However, both Sara and the Spanish interviewee Raul stated that they don’t work with specific strategies towards this generation because they have other types of guests belonging to different generations, in their hotels. The Irish interviewee Maria, on the other hand, affirmed that her organizations are working constantly with different concerts and events to attract generation Y. Even tough her hotel is not attracting generation Y, her company is building a strong loyalty connections with future customers. Additionally, all three interviewees are reporting that they are using their social media channels to attract the generation due to the fact that generation Y are a tech-savvy generation that is not afraid to express their feelings (Farrell & Hurt 2014) Generation Y stands for almost 16 percent of the worlds’ population (Euromonitor International, 2014c) so not taking advantage and see the generations needs and wants could create devastating results for hotels in the future.
5.3 Hypothesis

H.1 Lifestyle hotels are here to stay, and are not just a hotel trend, according to generation Y

According to Hotels and Motels Industry Profile: Europe (2014) lifestyle hotels are increasing all over Europe and the segment is growing even tough the economic downturn is affecting several countries. Euromonitor International (2011) shows that the trend is now so extensive that an association has been created to be able to control that the hotels are fulfilling all the requirements to be a lifestyle and boutique hotel. The report explains that generation Y and other generations, like the uniqueness that these hotels are offering and as we can see in the future, both the Telegraph (2014) and Cnn (2014a) says the guests will look for unique experiences and hotels that will offer features that fits the guests’ personality. Moreover, Even hotels are one example, the first fitness lifestyle brand that has created a healthy lifestyle niche for their guests. (Even Hotels, 2014)

According to all three interviewees, there is a strong belief that these kinds of lifestyle hotels will still be successful in the future. Furthermore, as we can see in the quantitative findings (see figure 16, 17, 18 and 19) 60 individuals belonging to generation Y who have previously stayed in a lifestyle or boutique hotel, are around 82 percent of them really excited to stay in these hotels again, especially generation Y in the second age group (26-30) and Swedish women. The number of generation Y that has not been staying at a lifestyle and boutique hotels are showing that over 95 percent would like to do so in the future (see figure 20) To sum up, that demonstrates that even though some individuals from generation Y have not experience these hotels by themselves they still have the interest to do so in the future because these hotels have something special to offer. As Kwun (2010) states, the lifestyles branded hotels have been really successful under some years now and the trend is not going to change. This hypothesis is therefore accepted.
H.2 Generation Y will not use offline reservations processes for hotel bookings in the future

According to Euromonitor International (2013a, 2013b, 2013c and 2014a) the online usage has significantly increased in the last years and that the trend is continuing in the same pattern. Sweden had in 2012 an offline sale that was declining with 10 percent and during the same time period the online sales were growing with nine percent. The same decline occurred in Ireland and in Spain. Spain had a six percent decline in the offline sales, but an extended growth of the online sales with 36 percent. Ireland had a four percent decline in the offline hotel sales and during the same time period Ireland was reported to be one of the European countries with most usage of online travel agencies. Furthermore, this shows that the online hotel sales are taking percentages of the offline sales. However, the interviewees Raul and Maria stated that the offline sales have declined in their countries, but that offline reservations are still widely used. Moreover, looking at the quantitative findings (see figures 13, 14 and 15) a 93 percent of generation Y is using online technology to book hotels. But the 36, generation Y that was reporting that they were using offline alternatives were, not surprisingly, from Spain and Ireland, especially women, just like Maria and Raul have explained.

However, seeing the conspicuous number of new websites offering alternative types of accommodations, for example Airbnb, (2014) and its growth in members weekly, the trend is going forward in the online usages advantages. Another point is, the hotel group Accor, that is stating that it believes that soon all its hotel reservations will be online and made through the mobile phones (Euromonitor International, 2012a) Further more Euromonitor International (2014b) is showing records that Sweden and Scandinavia are making as much as 65 percent online reservations already. Finally, some countries are changing faster than others, but under the coming years more and more guests will understand the benefits that come with making online reservations. If already 93 percent of generation Y book hotels online today, what will the percentages be in the coming years? That is why this hypothesis is accepted.
H.3 Generation Y doesn’t choose brand hotels depending on economic factors

Hotels and Motels Industry Profile: Europe (2014) reports that more and more people are price sensitive due to the current worldwide economic situation. In Ireland, many people are looking for special offers online, with the idea of saving money (Euromonitor International (2013a). Furthermore, Sweden and Spain have an increased interest of finding better alternatives. The Spanish market has a large growth in online accommodation, like Flipkey and Airbnb, which are often offering more economic alternatives to branded hotels. This kind of rivalry in Spain is expected to increase in the coming years. Swedes affected by the economic downturn are careful when choosing accommodations and the online accommodations are also growing in Sweden (Hotels and Motels Industry Profile: Sweden, 2014 & Hotels & Motels Industry Profile: Spain, 2014)

Due to the fact that Generation Y grew up under the Internet evolution it is really up to date and tech-savvy. (Djamasbi et al. 2011) That is why generation Y knows where to find convenient offers regarding accommodations. For example, the Swedish interviewee Sara mentioned that her hotel group was launching a specific app for generation Y because of their extended Internet usage compared to other generations. Taking a look at the quantitative findings (see figure 12) almost 77 percent of the respondents think that branded hotels are more expensive than individual hotels, in particular Spanish men, Swedish women and Irish women. Moreover, the figures 5, 6 can also demonstrate that many generations Y are price sensitive. Although, if a brand hotel and an individual hotel are offering the same price more than 92 percent would stay at a branded hotel, but when the brand hotel is 10€ more expensive the generation Y decisions are changing. Over 39 percent would then choose an individual hotel over a branded one due to the price differences. Furthermore, according to the Irish interviewee Maria her boutique hotel doesn’t accommodate many generation Y due to the high price level they have in her hotel. The Spanish interviewee Raul stated the same: many young people in his country are choosing alternative types of accommodations because of the price. All this demonstrates that generation Y is price sensitive and often doesn’t choose branded hotels due to the price.

However, figure 9 shows that generation Y is choosing to stay at branded hotels for special occasions, like a romantic weekend or similar, even though the hotel is 10€ more expensive. By changing the occasion from a ‘one night’s stay’ figure 6, that 52.90 percent of generation Y chose,
to a ‘romantic’s weekend with someone you love’ the amount increased to 64.52 percent. To sum up, the worlds’ constantly changing environment and unsafe economic situation have influenced many people and especially generation Y, to choose more economical alternative than branded hotels. But regardless the economic situations, Generation Y is choosing branded hotels when it comes to special celebrations and important occasions, therefore this hypothesis is rejected.
5.4 Recommendations

5.4.1 Hotel sector

- The branded hotel market in Spanish, could target Spanish men belonging to generation Y and make specific marketing campaigns and offers for them

- The Swedish lifestyle hotels could make strategic marketing towards generation Y both men and women in the age group 26-30

- Promote lifestyle hotels to generation Y due to the high amount of ‘no’ and ‘don’t know’ if they have to stay in a lifestyle and boutique hotel, to build up a long-lasting connection with the future generation of hotel guests

5.4.2 Further studies

- This research investigates solely three countries and specifically generation Y. Further studies could be made in other regions of the world or include other countries in Europe and also with other generations to see if the same conclusions can be find.

- Investigating generation Y’s believes regarding budget hotels and the budget hotels actual importance in Europe and the future perceptions in that segment would be really interesting.

- Would be highly interesting to make a new analysis in a couple of years regarding the same subjects of this dissertation, about the hotel brands importance and how the evaluation of lifestyle hotels is looking then and also see if many countries have the same extensive amount of individual hotels.
6. Self-reflection

Introduction

During this year’s stay in Dublin and my Master degree studies at Dublin Business School, I have acknowledged some aspects that I feel I have improved that I would like to mention here. I will also discuss how I have changed my way of working and how that has influenced my writing style in this dissertation and my life in general.

According to Muscat and Mollicone (2012) it can be really useful to use Kolb’s learning cycle to understand your own individual learning style as well as seeing what you can try to improve when it comes to learning. The most beneficial way to learn is to use all four styles from the learning cycle: doing, thinking, feeling and watching. I have done one of Kolb’s tests in my course Management Simulation and Personal and Professional Development to see what learning style I had. I scored 5 doing, 5 thinking, 4 feeling and 4 watching, which meant that I am using all of them quite frequently. Moreover, Swailes and Senior (1999) state that the learning cycle from Honey and Mumford’s are also helpful to use. Both theories are similar but Honey and Mumford’s is composed by four different parts that are: having an experience, reviewing the experience, concluding from the experience and planning the next step. With these two theories I have been able to understand my improvements academically and personally, see sections below.

Increased level of self-confidence

I personally feel that after this year in DBS I have gained much more self confidence regarding writing assignments as well as doing presentations in English. My writing skills, spelling and sentence structure have improved and, even though I am not perfect, I have still changed a lot since last year. I feel that the two research methods courses have given me a good base to start this dissertation and my program and especially this dissertation has helped me to trust myself, consenting me to think that I have done something I can be proud of, something that I have accomplished all by myself.
The importance of trusting others

During these two academic semesters in DBS I have been writing six group assignments with different people and that has made me understand that I have to trust other people’s knowledge. I am an open minded and social person but when it comes to important things like writing an assignment, I become really controlling, wanting to check if everything is okay all the time. Before starting in DBS I had a hard time to trust people but after this year I have started to trust that other people’s opinions and ideas are actually good and can beneficial for overall work, also that many people are taking academic studies seriously, like the way I do. This knowledge helped me a lot when I was making my pilot testing on both my questionnaires and interview questions. If I haven’t trusted other people’s opinion, my two primary data collections would not have been as complete as they are today. Furthermore, it also helped me understand that in my personal life I have to give people time so that they can show me that I can trust them. I am really thankful to have discovered that.

Importance of personal interest in the research topics

In all the assignments that I have done in DBS I have always tried to do my best but some subjects are always more interesting than others. If you have a personal interest in a subject the work is so much fun and more interesting and the assignments become so much better in the end. That is why I selected a topic for my research that I have a personal interest in and that can also enhance my future career possibilities. I feel really satisfied with my choice because I have learned many interesting things about my industry that I would never have known nothing about if I haven’t written this dissertation, so I have increased my own knowledge about my work sector thanks to this research.
Time management

During my time at DBS I have learned that all people are working differently with schedules and planning, to finish with deadlines. I really had to compromise when I was working in some of my study groups due fact that I am a good planner whilst other weren’t. Therefore, it was clear to me to have a strict schedule to be able to make this dissertation as good as possible. It all depends on the person but I have to have a plan for everything. I had an overall schedule and then week for week I was checking and see what I needed to finish and if I could start on the next part. This has helped me to stay focused the entire time and helped me to decline my stress regarding not finishing in time.

Development of Research skills

I have learned the basics of researching secondary data through my assignments although, when I started my dissertation I have really learned how to find the most appropriate secondary data and how important it is to find suitable sources. Seeing the data from a critical perspective and understand their way of validly. I have also increased my knowledge on how to make primary data collection. I have never designed a questionnaire before and I have just done one interview before. Next time I will definitely use the pilot testing again because I could see it was really useful. If I am going to make interviews again I would strongly like to make them though a face-to-face approach due to the fact that I think you can maybe found out other things by seeing and understanding how the interviewee are reacting and answering. This kind of information you can’t get through the chosen internet-mediated access way. But due to the distance between the interviewee and me the other approach were not available this time.

Conclusions

This part described my personal experiences during my year at DBS and what has helped me develop better skills and knowledge that could help me in my future career and in my private life.
7. References

7.1 Books


7.2 Websites information sources


Euromonitor International (2011) ‘Boutique hotels continue to grow’ Passport (Online) (Accessed 8 June 2014)

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Love home swap (2014) ‘Use your home to travel the world for free’ Available at: www.lovehomeswap.com (Accessed 6 June 2014)


Westgarth Jane (2014) ‘Will Ikea’s move into the hotel business inspire furniture shoppers?’ Mintel oxygen reports platform (Online) (Accessed 20 May 2014)


8. Appendix

1.1 Hotel market share in Ireland 2008-2012

<table>
<thead>
<tr>
<th>Company</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carlson Rezidor Hotel Group</td>
<td>-</td>
<td>5.8</td>
<td>5.3</td>
<td>4.7</td>
<td>4.6</td>
</tr>
<tr>
<td>Jurys Doyle Hotel Group</td>
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<td>3.7</td>
<td>3.6</td>
<td>4.7</td>
<td>4.3</td>
</tr>
<tr>
<td>Choice Hotels Ireland Ltd</td>
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<td>3.9</td>
<td>4.7</td>
<td>4.3</td>
<td>4.1</td>
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<td>White Hotels Group Ltd</td>
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<td>1.3</td>
<td>1.3</td>
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</tr>
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<td>-</td>
<td>-</td>
<td>-</td>
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<td>Total</td>
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<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Euromonitor International from official statistics, trade associations, trade press, company research, trade interviews, trade sources

1.2 Spain’s market value forecast 2012-2018

![Table 5: Spain hotels & motels industry value forecast: $ billion, 2013–18](chart1.png)

<table>
<thead>
<tr>
<th>Year</th>
<th>$ billion</th>
<th>€ billion</th>
<th>% Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>11.1</td>
<td>8.4</td>
<td>(4.4%)</td>
</tr>
<tr>
<td>2014</td>
<td>11.0</td>
<td>8.3</td>
<td>(0.5%)</td>
</tr>
<tr>
<td>2015</td>
<td>10.7</td>
<td>8.1</td>
<td>(3.0%)</td>
</tr>
<tr>
<td>2016</td>
<td>10.4</td>
<td>7.8</td>
<td>(3.2%)</td>
</tr>
<tr>
<td>2017</td>
<td>10.0</td>
<td>7.6</td>
<td>(3.2%)</td>
</tr>
<tr>
<td>2018</td>
<td>9.7</td>
<td>7.3</td>
<td>(3.2%)</td>
</tr>
</tbody>
</table>

CAGR: 2013–18: (2.6%)

![Figure 5: Spain hotels & motels industry value forecast: $ billion, 2013–18](chart2.png)

### 1.3 Hotel market share in Spain 2008-2012

<table>
<thead>
<tr>
<th>Company</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
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<td>NH Hoteles, Grupo</td>
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<td>1.8</td>
<td>2.9</td>
<td>2.9</td>
<td>2.9</td>
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<td>3.2</td>
<td>3.1</td>
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<td>2.8</td>
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<td>AC Hotels by Marriott - ACHM Spain Management</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.9</td>
<td>1.8</td>
</tr>
<tr>
<td>H10 Hotels, Group</td>
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<td>1.5</td>
<td>1.5</td>
<td>1.6</td>
</tr>
<tr>
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<td>1.1</td>
<td>1.1</td>
<td>1.3</td>
</tr>
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<td>Barceló, Grupo</td>
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<td>1.3</td>
<td>1.2</td>
<td>1.2</td>
<td>1.2</td>
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<td>Riu Hoteles SA</td>
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<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
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<tr>
<td>Fiesta Hotels &amp; Resorts SL</td>
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<td>1.0</td>
<td>0.9</td>
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<td>Nacional Hoteleria SL</td>
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<td>0.8</td>
<td>0.7</td>
<td>0.8</td>
<td>0.9</td>
</tr>
<tr>
<td>Iberostar SA, Grupo</td>
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<td>0.9</td>
<td>0.9</td>
<td>0.9</td>
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<tr>
<td>Paradores de Turismo de España SA</td>
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<td>1.6</td>
<td>1.6</td>
<td>1.6</td>
<td>0.7</td>
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<td>0.5</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Hoteles Hesperia SA</td>
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<td>1.3</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>1.1</td>
<td>1.0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Marriott Hotels SL</td>
<td>0.8</td>
<td>0.9</td>
<td>0.9</td>
<td>-</td>
<td>-</td>
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<td>Others</td>
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<td>81.0</td>
<td>81.1</td>
<td>81.9</td>
</tr>
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<td>Total</td>
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<td>100.0</td>
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</tr>
</tbody>
</table>

Source: Euromonitor International from official statistics, trade associations, trade press, company research, trade interviews, trade sources

1.4 Hotel market share for Sweden 2008-2012

<table>
<thead>
<tr>
<th>Company</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scandic Hotels AB</td>
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<td>21.6</td>
<td>21.3</td>
<td>16.1</td>
<td>15.3</td>
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<td>Choice Hotels International Inc</td>
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<td>13.1</td>
<td>11.4</td>
<td>11.8</td>
</tr>
<tr>
<td>Best Western International Inc</td>
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<td>8.1</td>
<td>8.3</td>
<td>8.7</td>
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<tr>
<td>Rezidor Hotel Group AB</td>
<td>4.9</td>
<td>5.3</td>
<td>5.7</td>
<td>6.0</td>
<td>6.4</td>
</tr>
<tr>
<td>Elite Hotels of Sweden AB</td>
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<td>4.8</td>
<td>4.6</td>
<td>4.8</td>
<td>4.9</td>
</tr>
<tr>
<td>Tribe Hotel Management AB</td>
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<td>3.1</td>
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<td>2.6</td>
<td>2.8</td>
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<td>2.0</td>
<td>1.9</td>
<td>1.7</td>
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<td>Rica Hotels AB</td>
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<td>1.8</td>
<td>1.6</td>
<td>1.7</td>
</tr>
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<td>Others</td>
<td>42.2</td>
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<td>47.4</td>
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<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Euromonitor International from official statistics, trade associations, trade press, company research, trade interviews, trade sources

1.5 Market value forecast Sweden for 2013-2018

Table 5: Sweden hotels & motels industry value forecast: $ billion, 2013–18

<table>
<thead>
<tr>
<th>Year</th>
<th>$ billion</th>
<th>SEK billion</th>
<th>€ billion</th>
<th>% Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>3.1</td>
<td>20.4</td>
<td>2.4</td>
<td>8.0%</td>
</tr>
<tr>
<td>2014</td>
<td>3.4</td>
<td>22.0</td>
<td>2.5</td>
<td>7.5%</td>
</tr>
<tr>
<td>2015</td>
<td>3.6</td>
<td>23.3</td>
<td>2.7</td>
<td>6.1%</td>
</tr>
<tr>
<td>2016</td>
<td>3.8</td>
<td>24.6</td>
<td>2.8</td>
<td>5.4%</td>
</tr>
<tr>
<td>2017</td>
<td>4.0</td>
<td>25.9</td>
<td>3.0</td>
<td>5.5%</td>
</tr>
<tr>
<td>2018</td>
<td>4.2</td>
<td>27.4</td>
<td>3.2</td>
<td>5.7%</td>
</tr>
</tbody>
</table>

CAGR: 2013–18 6.0%

SOURCE: MARKETLINE

Figure 5: Sweden hotels & motels industry value forecast: $ billion, 2013–18

1.6 Travel accommodation Ireland

1.7 Travel accommodation Spain

Euromontior International (2014) 'Travel accommodation Spain' Passport dashboard (Online) (Accessed 29 May 2014)

1.8 Travel accommodations Sweden

Euromontior International (2014) 'Travel accommodation Sweden' Passport dashboard (Online) (Accessed 29 May 2014)
2.1 Generation Y Ireland


2.2 Generation Y Spain

2.3 Generation Y Sweden


2.4 Generation Y worldwide

3.1 Pipeline for Accor hotels

<table>
<thead>
<tr>
<th>Hotel</th>
<th>Number of rooms in the pipeline</th>
<th>Pipeline focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>IHG</td>
<td>167,485</td>
<td>Americas (45%)</td>
</tr>
<tr>
<td>Hilton</td>
<td>161,177</td>
<td>Americas (approximately 63%)</td>
</tr>
<tr>
<td>Wyndham</td>
<td>113,900</td>
<td>International markets (53%)</td>
</tr>
<tr>
<td>Starwood</td>
<td>95,000</td>
<td>Asia Pacific (64%)</td>
</tr>
<tr>
<td>Marriott</td>
<td>90,000-105,000</td>
<td>North America (55%)</td>
</tr>
<tr>
<td>Accor</td>
<td>N/A</td>
<td>Europe (46%)</td>
</tr>
<tr>
<td>Hyatt</td>
<td>38,000</td>
<td>International markets (70%)</td>
</tr>
</tbody>
</table>

Source: Company reports


3.2 Roomkey screenshot of webpage

4.1 Airbnb screenshot of webpage

![Airbnb Screenshot](image1)


4.2 Flipkey screenshot of webpage

![Flipkey Screenshot](image2)

4.3 Screenshot Couchsurfing webpage


4.4 HomeExchange screenshot of webpage

4.5 Love home swap screenshot of webpage

Love home swap (2014) ‘Use your home to travel the world for free’ Available at: www.lovehomeswap.com (Accessed 6 June 2014)

3.6 Knok screenshot of webpage

4.7 Global hotel growth overview

5. Interview questions

About the interviewee
Work position:
Age:
Gender:
Country of origin:
Country you are currently working in:
Have you been working abroad earlier in your career and if yes where:

Your hotels clientele
1. Which kind of clientele typically frequents your hotel? (e.g. the typical guests, male/female, old/young, family, business)

2. How many of your guests in your hotel are first time guests and how many are regular guests?

3. How do you and your company work to gain new clients? Please list your top 3 new guests finders.

4. Are you trying to gain new guests from individual hotels or are you trying to gain them from branded hotels or both?

5. Are there and differences how to promote your hotel and how to act towards guests that normally don't stay in branded hotels compare to guests who normally stays at branded hotels?

6 Does the split between business and leisure travellers vary from midweek to weekend?

7. If you have business travellers, why are they choosing your hotel? Special agreements with the hotel? Best service and price? brand loyalty? other?

8. The business travellers that your hotel have are they coming back for their leisure holidays as well?

9. Why are leisure travellers choosing your hotel?
10. Are you and your hotel receiving a lot of booking and reservation online or are your guests still using the offline ways of making reservations

11. Do your hotel ask your guests “how did you here about us?”, if yes that is the answers to that?

**Branded hotels vs Individual hotels**

12. Do you believe that it is better to be part of an international hotels group than a national hotel group? Why?

13. Do you believe that it is an advantage to be a part of a brand / hotel group? Why?

14. In your opinion, why do people choose to stay in branded hotels?

15. Do you believe that branded hotels can find new guests more easily than individual hotels? Why?

16. What leads guests to book a brand hotel in your opinion? the brand name? the values? service? other?

17. What can individual hotels offer that branded hotels can’t?
   (Question just for Maria)

18. In your opinion, why do people choose to stay in individual hotels?
   (Question just for Maria)

19. Do you believe that RevPAR varies depending on the hotels brand? Why? 20. Studies in 2012 show that some hotels lost as much as 39% of their RevPAR just by taking away their brand logo and becoming an individual hotel. Does that surprise you?

21. Do you believe that you and your hotel would have the same success if the hotel were a brand hotel? Why?
22. What is your personal belief about individual hotels? Are they struggling, more than branded hotels or are they equal? Why?

23. What do you think about the future of branded hotels in Europe? Are branded hotels going to increase or decline in terms of market share? Why?

24. Same question as 21 above, but this time for individual hotels.

25. Same question as 21 above, but this time for budget hotels (both branded and individuals)

Lifestyles hotels and brand loyalty
26. What is your personal believes about lifestyles hotels

27. Are lifestyles hotels going to exist in the future or is it just a hotels trend?

28. Do you think guest are finding brand loyalty important?

29. Please describe your efforts to build brand loyalty, the degree of success you are having and your view of its importance in the coming years.

Different targeting for different Generations groups and todays demands

30. Is your hotel promoting or doing anything particular to attract Generation Y? (Individuals born between 1983 - early 2000) Special offers on your social media channels or other?

31. Can you give examples of how your marketing strategy varies by age groups?

32. What are your expectations about the newest generation (Y) and what do you personal think that they will demand in the future?
33. What things are your hotel guests currently demanding?

35. What do you personal believe will be of a high demand in the future in your hotel segment?

**Social media**

36. Which social media channels are you and your hotels currently using and for what propose? (i.e. information, marketing, ability of booking rooms, others?)

37. Do you personal believe that you are gaining more guests and revenue by using social media?

38. What are your personal thoughts about how we will use social media in the future in the hotel sector?

**A last input**

39. If you have any further information or extra in puts to this interview that could be helpful for analyzing the hotel market better please feel free to write it here.
5.1 Answers from Interviewee, Ireland (Maria)

About the interviewee
Work position: Head of Marketing & Communications
Age: 41
Gender: Female
Country of origin: Ireland
Country you are currently working in: Ireland
Have you been working abroad earlier in your career and if yes where: No

Your hotels clientele
1. Which kind of clientele typically frequents your hotel? (i.e the typical guests, male/female, old/young, family, business) We get a very broad spectrum of guests to the hotel, there isn’t one defining word for them. Our guests would be corporate in the earlier part of the week and leisure in the later part of the week, as with most hotels. We get many guests who are looking for a central base for exploring Dublin with a touch of luxury.

2. How many of your guests in your hotel are first time guests and how many are regular guests? I would say 60/40

3. How do you and your company work to gain new clients? Please list your top 3 new guests finders.
Online Hotel searches
Booking engines
Strong identity at home and abroad

4. Are you trying to gain new guests from individual hotels or are you trying to gain them from branded hotels or both? As a boutique hotel, we concentrate on our own USPs and pushing those out to the public rather than identifying hotels where we could gain guests and attempting to appeal to them. We endeavor to retain our own individuality. That’s why our guests like staying with us.

5. Are there and differences how to promote your hotel and how to act towards guests that normally don’t stay in branded hotels compare to guests who normally stays at branded hotels?
6. Does the split between business and leisure travellers vary from midweek to weekend?

*Our guests would be corporate in the earlier part of the week and leisure in the later part of the week, as with most hotels.*

7. If you have business travellers, why are they choosing your hotel? Special agreements with the hotel? Best service and price? Brand loyalty? Other? *Much of it is brand loyalty, corporate clients who travel a lot and stay away from home like to go to a hotel where they know what they are getting each time they stay and where they have a personal relationship with the people in the hotel. All hotels offer corporate deals, it’s just part of the business. You will always reward loyalty in order to retain the business.*

8. The business travellers that your hotel have are they coming back for their leisure holidays as well? *Sometimes people return with their families or on a special trip with a partner*.

9. Why are leisure travellers choosing your hotel? *Many reasons but primarily location, a luxury hotel in the city centre at affordable prices is a good choice for people who are only here for a few days. It’s easier to explore Dublin when you are starting in the centre of the city.*

10. Are you and your hotel receiving a lot of booking and reservation online or are your guests still using the offline ways of making reservations? *There are a lot of people who book online, mainly younger people but we still have a huge amount of business from people picking up the phone. People like to ask questions and it is great to be able to interface with potential customers and not rely solely on descriptions and photographs.*

11. Do your hotel ask your guests “how did you here about us?”, if yes that is the answers to that? *No, it’s not part of our current interaction, though many people do volunteer the information.*

**Branded hotels vs Individual hotels**

12. Do you believe that it is better to be part of an international hotels group than a national hotel group? Why? *I don’t think it’s better or worse in either instance. Each has its pros and cons. They are two different beasts!*
13. Do you believe that it is an advantage to be a part of a brand / hotel group? Why? There are of course advantages – there is greater spending power in branded groups in terms of operations, marketing etc, there is wider recognition of a branded hotel especially for an international traveler who wants to know exactly what they are getting before they ever set foot in the hotel.

14. In your opinion, why do people choose to stay in branded hotels? Because they know what they are getting before they ever arrive and if they trust the brand they know the standard that the hotel will present, no matter where in the world it is. The offering is safe.

15. Do you believe that branded hotels can find new guests more easily than individual hotels? Why? Yes, because there is a large market segment who want to know what they are getting before they travel and when you have international brand or group, it will present a specific homogenous product that is a safe choice for travelers who are not particularly looking for an individual experience from the hotel.

16. What leads guests to book a brand hotel in your opinion? the brand name? the values? service? other? All of these are what makes them choose. You trust the brand, you trust there will be a set standard, you know the product, it’s a safe choice.

17. What can individual hotels offer that branded hotels can’t? Individuality! Many people want a new experience when they travel, they don’t want to stay in generic rooms, they want something new and fresh, a local experience.

18. In your opinion, why do people choose to stay in individual hotels? For this reason, for an ‘experience’ while travelling, to enjoy something different.

19. Do you believe that RevPAR varies depending on the hotels brand? Why? 20. Studies in 2012 show that some hotels lost as much as 39% of their RevPAR just by taking away their brand logo and becoming an individual hotel. Does that surprise you? –

21. Do you believe that you and your hotel would have the same success if the hotel were a brand hotel? Why? –
22. What is your personal belief about individual hotels? Are they struggling, more than branded hotels or are they equal? Why? I think the struggle is similar but I think that branded hotels have an inbuilt USP in that they are what the brand defines them as. However individual hotels can move and adapt with market demands much quicker. You make a decision, you act on it. With a branded hotel, it is the wider group that make the decision and it can take a while for these to be acted on and they may not represent the needs of each hotel in the chain as markets are different.

23. What do you think about the future of branded hotels in Europe? Are branded hotels going to increase or decline in terms of market share? Why? –

24. Same question as 21 above, but this time for individual hotels. I think that while branded hotels will be on the rise, a lot of smaller hotels will open offering USPs that branded hotels just don’t offer. They can also adapt to market changes and customer demands with quick decision and action.

25. Same question as 21 above, but this time for budget hotels (both branded and individuals)
I think budget hotels will always do well if they can maintain their pricing and offering and work tightly with low costs and quick turnover of guests.

**Lifestyles hotels and brand loyalty**

26. What is your personal believes about lifestyles hotels? I think it’s simply an evolution in the hotel market. Chains have realized that many travelers want a hotel experience rather than simply a bed and they are giving guests what they want and oftentimes at a more affordable price of a boutique hotel, as they can leverage costs with their purchase power.

27. Are lifestyles hotels going to exist in the future or is it just a hotels trend?
I think they will exist into the future, if the demand is there why wouldn’t they, as long as they provide the service that they say they are, then they will.

28. Do you think guest are finding brand loyalty important? I think many guests are loyal to brands but there is definitely a value element. People are more careful about what they spend and demand value for money so while people want to remain loyal to brands, they can be enticed if they feel they can have a similar experience elsewhere for less.
29. Please describe your efforts to build brand loyalty, the degree of success you are having and your view of its importance in the coming years”

*Developing brand loyalty is always a key factor in retaining business. We work hard to provide a consistent offering and service, this builds confidence in the brand and allows for repeat business. Reaching out to past customers and reminding them of their stay and creating offerings specific to past customers allows us to create brand loyalty.*

**Different targeting for different Generations groups and todays demands**

30. Is your hotel promoting or doing anything particular to attract Generation Y? (Individuals born between 1983 - early 2000) Special offers on your social media channels or other? *We have just begun to increase our social media activity and have slightly updated our branding to reflect a new dynamic in the hotel in an effort to target a younger market. While our bed night price range is beyond many GenY, we have other offerings in the complex that can and do appeal to this market and it is important to bring this market to the hotel, albeit for purposes other than selling beds in the immediate. If we can build affinity with the hotel and it’s offerings, we would hope to create a future market.*

31. Can you give examples of how your marketing strategy varies by age groups?

*For a younger demographic it is the link in with the restaurants and clubs within the complex that we push first and foremost. Also aligning ourselves with an ideal of a ‘new Dublin/new Ireland’.

The part of Dublin we are in is undergoing a seachange in regeneration and it is this that we link to, to speak to the youth market. We would also work closely with relevant outside activities across a spectrum of interests (concerts, festivals, clubs, restaurants, bars) in order to align ourselves with this specific market. We would do discount deals with specific events and activities in all age brackets. These are carefully chosen to reflect the brand of the hotel and as such the market we wish to speak to.

We work our database consistently with focused offers that tie into Dublin and events that are on. Social media has become a very important outlet for speaking to a broad audience.

We also work alongside international media to drive profile of the hotel abroad. And we also work closely with Failte Ireland and Tourism Ireland to push the hotel to international and home markets.*
32. What are your expectations about the newest generation (Y) and what do you personal think that they will demand in the future?

I think Gen Y are much more travelled and independent that any generation before. They are also vastly more connected through social media and they have a wealth of information, honest feedback and critique at their fingertips. Because of this they are a more demanding customer and as such in the years to come, this will translate into demanding clientele. This is a good thing, it means everyone has to up their game. Because young people travel so much nowadays, they are more open to having ‘experiences’, they aren’t afraid to try something on spec, they aren’t necessarily looking for a generic product. Plus they have the channels at their disposal to really recce a hotel before committing to staying. I think they will be demanding, seasoned travelers who know what they should be getting for their money and who are willing to speak with their feet if they are unsatisfied with an offering or feel they have been oversold a product. I think this will make for better hotel products and will really push all markets to get creative with their product.

33. What things are your hotel guests currently demanding?

Good value and proper service, which is only right. They want independence, they don’t want to be constrained by set times – food and drink when they want it, at a high level, to know they and their belongings are super secure. Also lots of customers want the full spec tech (see below)

34. Have the high-tech products become more of a demand in your hotel nowadays then earlier? (i.e wifi access, business centers and iPad docks) free wifi is almost a given these days and I really believe the days of charging for it are gone. If you can get wifi in one touch on the bus, why shouldn’t you get it at the hotel that you are paying to stay in! People do like iPod docks etc but most people bring their own in-room set ups – mini cube speakers, iPads etc, we don’t really need to provide them, we just need to provide a nice, positive environment for them to use them in!

35. What do you personal believe will be of a high demand in the future in your hotel segment?

It’s all about service. If you are paying to stay somewhere ‘luxury’, people want luxury and if your idea of what that is, is not the same as their idea of what it is, then you are overselling what you offer. Ultimately, you can have all the cosmetics but it’s the service in the hotel that makes the hotel: the friendliness, the attitude, a home away from home in a sense.
Social media

36. Which social media channels are you and your hotels currently using and for what propose? (i.e. information, marketing, ability of booking rooms, others?)

Facebook, Twitter, Instagram – pretty much all for marketing and positioning purposes.

37. Do you personal believe that you are gaining more guests and revenue by using social media?

It’s very hard to tell if there is an actual revenue gain, we don’t do SM offers at all but I do believe it builds profile and awareness.

38. What are your personal thoughts about how we will use social media in the future in the hotel sector? I think it’s hugely important and I think it will keep evolving. It’s a massive public interface, an opportunity that the sector has never had before. It allows for creativity and really impactful positioning and targeting.

A last input

39. If you have any further information or extra in puts to this interview that could be helpful for analysing the hotel market better please feel free to write it here.
5.2 Answers from interviewee, Spain (Raul)

*Translated from Spanish:*

**About the interviewee**

Interviewee name:
Hotel name:
Work position: *Marketing Manager*
Age: 42
Gender: *Male*
Country of origin: *Spain*
Country you are currently working in: *Spain*

Have you been working abroad earlier in your career and if yes where: *No just different parts of Spain*

**Your hotels clientele**

1. Which kind of clientele typically frequents your hotel? (i.e the typical guests, male/female, old/young, family, business) *Most holiday and leisure guest are visiting our resort. Many families and couples are our guest at both weekdays and weekends. The businesses we have are most one or two day’s conferences. Weeding’s are also something we have quit frequently.*

2. How many of your guests in your hotel are first time guests and how many are regular guests? *Many hotel guests are regular guests that comes all year around but in summer we also have more first time guests. Many first times guest coming because of our hotel brand.*

3. How do you and your company work to gain new clients? Please list your top 3 new guests finders. 1. *Through promoting of the hotel and making new connection.* 2.*Through the hotel group we are apart of, this hotel that I am working for are a franchise hotel.* 3. *Through the international hotel groups contacts, due to our brand name.*

4. Are you trying to gain new guests from individual hotels or are you trying to gain them from other branded hotels or both? *We are trying to find new guests everywhere.*
5. Are there and differences how to promote your hotel and how to act towards guests that normally don't stay in branded hotels compare to guests who normally stays at branded hotels? We always try to give the same standard to all guests but regular guests that comes many times a year normally gets more attention from the stuff because they are in away apart of our family. But it is in a good way.

6 Does the split between business and leisure travellers vary from midweek to weekend? Yes, if we have business guests they are normally on weekdays.

7. If you have business travellers, why are they choosing your hotel? Special agreements with the hotel? Best service and price? brand loyalty? other? I think that the business travelers are choosing us because of that hotel brand.

8. The business travellers that your hotel has are they coming back for their leisure holidays as well? Maybe, I don’t have any record on that but many people get to know us and later on they are choosing us for their summer family holiday or for their wedding or events.

9. Why are leisure travellers choosing your hotel? Location (close to everything), standard (the only 5 star hotel in the hotel group) SPA (is really famous and people comes from other hotels just to be at our spa.)

10. Are you and your hotel receiving a lot of booking and reservation online or are your guests still using the offline ways of making reservations? More bookings are coming in online but many guest are still phoning because our call center for the hotel group is still going strong.

11. Do your hotel ask your guests “how did you here about us?”, if yes that is the answers to that? Yes, many find us on our hotel brand homepage or our hotel group website and of course through our promotions.

**Branded hotels vs Individual hotels**

12. Do you believe that it is better to be part of an international hotels group than a national hotel group? Why? I know that our hotel is getting more guests because our hotel has an international recognized hotel brand compared to the other hotels that exist in out hotel group.
13. Do you believe that it is an advantage to be a part of a brand / hotel group? why?
As mention, earlier to be apart of a hotel group is beneficial because you have another way of
doing marketing and the hotels are getting more publicity BUT I personally think that it is even
better to be apart of an international brand like our hotel. A lot of people are choosing hotels
depending on the hotel brand.

14. In your opinion, why do people choose to stay in branded hotels? They know the brand that they
are choosing, are have a good reputation and they like the security behind it. The knows what they
are getting because the hotel have to have a certain standard to be able to have the specific brand
hotel name.

15. Do you believe that branded hotels can find new guests more easily than individual hotels?
Why? Just because of the brand people have an other kind of awareness of the hotel, compared to
an individual hotel, so tese it can be easier.

16. What leads guests to book a brand hotel in your opinion? The brand name? The values? service?
other? Guests are choosing a brand hotel because all of the things that are mention in the question.
They choose it because they know what they can expect.

17. Do you believe that RevPAR varies depending on the hotels brand? Why? Absolutely, one
successful brand name is more attracting then an individual hotel. I can just say that I can see
differences on our brand hotel compared with out hotels in the group, and people are willing to pay
more for a brand hotel.

18. Studies in 2012 show that some hotels lost as much as 39% of their RevPAR just by taking
away their brand logo and becoming an individual hotel. Does that surprise you? It is not surprising
me at all due to the earlier statement that I was doing.

19. Do you believe that you and your hotel would have the same success if the hotel were an
individual hotel? Why? As I was saying earlier, No I don’t think that, we would have been
successful but not as much as now, in my point of view.

20. What is your personal belief about individual hotels? Are they struggling, more than branded
hotels or are they equal? Why? It depends on location, type of hotel and more, but it could have a
point. Generally branded hotels in my experience have an easier time to gain clients.
21. What do you think about the future of branded hotels in Europe? Are branded hotels going to increase or decline in terms of market share? Why? Branded hotels will increase in the future and more branded hotels both brands and new brand hotels will be created in the future. The reason for that is: people like to know what to expect from a hotel, the like to choose something that is in a way is representing themself. Branded hotels are a type of statement e.g. “I stay at Westin”.

22. Same question as 21 above, but this time for individual hotels. Depending, specific individual hotels that have a niche will probably still be on the market, branded hotels is increasing all the time and they have to take market share from somewhere. But due to the economic situation in the world, with the right prices they can still be playing in the game.

23. Same question as 21 above, but this time for budget hotels (both branded and individuals) It will still be on the market, due to the economic situation. Budget hotels will be more important in the future.

Lifestyles hotels and brand loyalty

24. What is your personal believes about lifestyles hotels? We can see a big change in the hotel industry and many new hotel brands are entering the world market. A lot of them are lifestyle and boutique hotels and I personally just see good things for them in the future. I am really a fan to lifestyles hotels, these kinds of hotels are creating good investments for the hotels and guests are generally really satisfied with these hotels.

25. Are lifestyles hotels going to exist in the future or is it just a hotels trend? Absolutely, there are here to stay. In the coming years more lifestyle brands and new hotels will be created and built.

26. Do you think guest are finding brand loyalty important? Off curse it is, for most of the people yes, but some people cant afford to be brand loyal, but that don’t mean that they are not going to be brand loyal in the future. But in general people are really brand loyal to a lot of things.

27. Please describe your efforts to build brand loyalty, the degree of success you are having and your view of its importance in the coming years”. We are creating brand loyalty both to our gusts and to our employees. To our employees: we are offering great deals and discounted stays for all our brand hotels that belong to our hotel group. Our international hotel group has also a loyalty
program that is really successful worldwide. Our guests earn points on many things and can later use to pay tings.

Different targeting for different Generations groups and todays demands

28. Is your hotel promoting or doing anything particular to attract Generation Y? (Individuals born between 1983 - early 2000) Special offers on your social media channels or other? We are active though the social media channels but we have no special offers to generation Y, many young people in our area are choosing other types of accommodations due to our price rates.

29. Can you give examples of how your marketing strategy varies by age groups?
We do not have any particular marketing depending on age groups we are doing our marketing to all age groups. In off-season we do have more senior couples.

30. What are your expectations about the newest generation (Y) and what do you personal think that they will demand in the future? They will play a big roll in the coming years and they are one of generations that are demanding a large dose of high technology and innovation.

31. What things are your hotel guests currently demanding? At our hotel they are demanding good connection on the Wi-Fi and they like to get a fast check in and early checkouts so they can eat later on, calmly eat their breakfast buffet.

32. Have the high-tech products become more of a demand in your hotel nowadays then earlier? (i.e. Wi-Fi access, business centers and iPod docks) We have our business centers since years back that are really successful, but the demand on fast Wi-Fi has grown.

33. What do you personal believe will be of a high demand in the future in your hotel segment? More Internet based choices (like available to check in and book things online) even tough the offline ways (like phoning) will not disappear in a long time, at least not in the Spanish market.

Social media

34. Which social media channels are you and your hotels currently using and for what propose? (i.e. information, marketing, ability of booking rooms, others?) Facebook Instagram and Twitter
35. Do you personal believe that you are gaining more guests and revenue by using social media? *I believe that more people are finding us and “knows” about us through our websites and that makes more revenue! So the answers is Yes*

36. What are your personal thoughts about how we will use social media in the future in the hotel sector? *The social media will be significant but maybe the media will change a little bit to new steps and not just the “old fashion Facebook advertising”*

**A last input**

37. If you have any further information or extra in puts to this interview that could be helpful for analyzing the hotel market better please feel free to write it here. *My last input is, I believe that the future of the European hotel industry look bright, Spain is starting recuperate from the financial crisis but they still have a long way to go. Some hotels are recuperating better then others depending on hotel brand and a lot on location of the hotels but then overall a situation is looking bright for my hotel under the coming years (if the trend is continuing as last year)*
5.3 Answers from interviewee, Sweden (Sara)

About the interviewee
Interviewee name:
Hotel name:
Work position: Director of Sales
Age: 40
Gender: Female
Country of origin: Sweden
Country you are currently working in: Sweden
Have you been working abroad earlier in your career and if yes where: Yes. The UK (London and Newcastle)

Your hotels clientele
1. Which kind of clientele typically frequents your hotel? (i.e the typical guests, male/female, old/young, family, business) Corporate guests and conference guest male and female

2. How many of your guests in your hotel are first time guests and how many are regular guests? I would estimate 60% of our guests are new guests.

3. How do you and your company work to gain new clients? Please list your top 3 new guests finders. 1. Through media and info on new established local companies 2. Sales calls and blitzes 3. Through Marriott’s internal contacts.

4. Are you trying to gain new guests from individual hotels or are you trying to gain them from other branded hotels or both? Both

5. Are there and differences how to promote your hotel and how to act towards guests that normally don't stay in branded hotels compare to guests who normally stays at branded hotels? No

6. Does the split between business and leisure travellers vary from midweek to weekend? Yes
7. If you have business travellers, why are they choosing your hotel? Special agreements with the hotel? Best service and price? brand loyalty? other? *A mix between brand loyalty, prestige to stay at one of the best hotels in the city and value for money.*

8. The business travellers that your hotel have are they coming back for their leisure holidays as well? *Some, not many*

9. Why are leisure travellers choosing your hotel? *Brand loyalty, great price for a high standard hotel, location, great references on Trip Advisor.*

10. Are you and your hotel receiving a lot of booking and reservation online or are your guests still using the offline ways of making reservations? *Majority are done online and are increasing.*

11. Do your hotel ask your guests “how did you here about us?” if yes that is the answers to that? *Not usually but most guest find us on the OTAs (on line travel agents).*

**Branded hotels vs Individual hotels**

12. Do you believe that it is better to be part of an international hotels group than a national hotel group? Why? *Yes, much stronger selling point towards the customer and more internal contacts.*

13. Do you believe that it is an advantage to be a part of a brand / hotel group? Why? *Yes, you have more possibilities as an associate to move on somewhere else within the chain, customers also tend to have heard about you if you’re part of a chain.*

14. In your opinion, why do people choose to stay in branded hotels? *They are familiar and customers know what they will get it’s also a sense of feeling secure.*

15. Do you believe that branded hotels can find new guests more easily than individual hotels? Why? *Yes, usually people in the local market tend to be aware of the chain and it could be easier to get in to a company if they already know you.*

16. What leads guests to book a brand hotel in your opinion? the brand name? the values? service? other? *All of the above*
17. Do you believe that RevPAR varies depending on the hotels brand? Why? Yes, some well established brands can charge higher rates and people will still pay these rates since they believe it’s worth it. I would say Marriott is one such brand.

18. Studies in 2012 show that some hotels lost as much as 39% of their RevPAR just by taking away their brand logo and becoming an individual hotel. Does that surprise you? No

19. Do you believe that you and your hotel would have the same success if the hotel were an individual hotel? Why? No please see answer on 15 and 17.

20. What is your personal belief about individual hotels? Are they struggling, more than branded hotels or are they equal? Why? It depends and varies a lot.

21. What do you think about the future of branded hotels in Europe? Are branded hotels going to increase or decline in terms of market share? Why? They are going to increase marketshare, people are travelling more than ever and the hotel companies have of course picked up on this.

22. Same question as 21 above, but this time for individual hotels. They will probably decrease in market share, since the chains are very powerful

23. Same question as 21 above, but this time for budget hotels (both branded and individuals) They will increase in market share

**Lifestyles hotels and brand loyalty**

24. What is your personal believes about lifestyles hotels? I tend to like these types of hotels since they are different and have a great modern vibe about them. These hotels also tend to have modern decor and stand out compared to other hotels.

25. Are lifestyles hotels going to exist in the future or is it just a hotels trend? The trend is leaning towards lifestyle and budget hotels. So they will without a doubt exist in the future.

26. Do you think guest are finding brand loyalty important? Yes definitely
27. Please describe your efforts to build brand loyalty, the degree of success you are having and your view of its importance in the coming years. Marriott rewards (Marriott’s loyalty program) is our biggest tool to keep our customers loyal. Marriott rewards is one of the largest loyalty programs in the world with over 50 million members. We work constantly with offers and promotions to our members to keep loyalty.

Different targeting for different Generations groups and todays demands

28. Is your hotel promoting or doing anything particular to attract Generation Y? (Individuals born between 1983 - early 2000) Special offers on your social media channels or other? Nothing specific for this generation, but we are active in social media.

29. Can you give examples of how your marketing strategy varies by age groups? We do not market by age group. We market by business segment mostly.

30. What are your expectations about the newest generation (Y) and what do you personal think that they will demand in the future? Huge expectations. That is why Marriott is developing everything from booking procedure to hotel types to suit this new generation. We will next week launch a new app where members can check in and out, book food and beverage they will also be able to use their mobile phone as key to get into their room. Technology plays a big part when it comes to Generation Y.

31. What things are your hotel guests currently demanding? 
High speed internet, smooth and fast check-in and out.

32. Have the high-tech products become more of a demand in your hotel nowadays then earlier? (i.e wifi access, business centers and iPad docks) Only High Speed internet so far

33. What do you personal believe will be of a high demand in the future in your hotel segment?
Online check in and check out, online possibility to request for room service, chose your room etc.

Social media

34. Which social media channels are you and your hotels currently using and for what propose? (i.e. information, marketing, ability of booking rooms, others?) Instagram, Facebook and Twitter

35. Do you personal believe that you are gaining more guests and revenue by using social media? 
Yes
36. What are your personal thoughts about how we will use social media in the future in the hotel sector? *That will be the main advertising and marketing tool.*

A last input

37. If you have any further information or extra in puts to this interview that could be helpful for analysing the hotel market better please feel free to write it here.

6. Survey questions (see 6.2 for survey questions specification)

- **Gender **

- **Age **

- **Nationality** *(If you have dual citizenship, please tick both)*
  - [ ] Deutsch
  - [ ] English
  - [ ] Español
  - [ ] Français
  - [ ] Italiano
  - [ ] Svensk
  - [ ] Irish
  - [ ] Övrigt: ___________________________

- **Economic status** *(Earning before tax, yearly in (£) Euro)*

- **Have you ever stayed in a branded hotel? (A hotel group or company that owns more than one hotel)*
  e.g Hilton, Marriott, Ibis, Scandic and Best Western. It can both be local, national and international brands and hotel groups.

- **If yes, was the brand a:**
  You can choose more than one answer
  - [ ] International brand
  - [ ] National brand
  - [ ] Local brand
What can a hotel do to attract you to their accommodation? *
You can choose more than one answer

☐ Best price on the market
☐ Best reputation
☐ Special offers
☐ Brand name
☐ Övrigt: 

If you are choosing between an individual hotel and a branded hotel in which you have never stayed in before, with the same room type and facilities, which hotel are you most likely to choose, if the occasion is a one night’s stay? *

☐

If you are choosing between an individual and a branded hotel you never stayed in before, with the same room standard and facilities although the branded hotel is 10 euro more expensive. Which would you prefer, if the occasion is a one night’s stay? *

☐

Is your decision going to change if the occasion is changing from a one night’s stay to a romantic weekend with someone you love? Which one would you choose? *

☐

Do you personally believe that the hotel standard is superior in branded hotels compared to individual hotels? *

☐

If yes, what does it depend on?
You can choose more than one answer

☐ You know what to expect in a branded hotel
☐ Service and quality on staff
☐ Restaurant and bar
☐ Room
☐ Quality control overall
☐ Övrigt: 
Do you believe that a branded hotel is offering better services than an individual hotel? *
☐ Yes
☐ No

Do you believe that branded hotels are more expensive to stay in compared to individual hotels within the same hotel category? *

Have you ever stayed in a lifestyle or boutique hotel? *
(A property that gives guests the opportunity to explore the experience they desire)

If yes, how likely would you choose to stay in a lifestyle or boutique hotel again from a scale from 1 to 5?

1 2 3 4 5

Absolutely not ☐ ☐ ☐ ☐ Yes, I love it

If no, would you considerate choosing to stay in a lifestyle or boutique hotel in the future?

What is your opinion about budget hotels? *

What is your favourite hotel? *
(Could both be a brand hotel name or an individual hotel name)
How do you book hotels? *
☐ Through booking sites (e.g. booking, expedia and triago)
☐ Through the hotels homepage
☐ By phoning the hotels directly
☐ Through an app (could both be hotel groups own one or bookings sites)
☐ Övrigt: 

How many nights a year do you normally stay in hotels, roughly calculated? *

Are you a regular business traveller? *
(If the answer is NO, you can scroll down and send away the survey)

Who are choosing the hotel you are staying in under your business trips?
☐ Yourself
☐ The company
☐ Övrigt: 

If you decide, how do you choose?
☐ Earlier experience
☐ Best price
☐ Depending on loyalty cards
☐ Special agreements with hotels
☐ Övrigt: 

If the company decide, how do they choose hotel?
☐ Agreements with hotels
☐ Policies and brand choose
☐ Don't know
☐ Övrigt: 

What hotels do you normally stay in under you business trip?

Which hotel do you prefer to stay in under you business trip?
6.1 Text in questionnaire

Text in the start of questionnaire:

Hello everyone!

My name is Sandra Karlsson and right now I am writing my Master dissertation and the topic is: Why do people choose to stay in branded hotels? I am focusing on Generation Y (people born between 1977 and 1997) so if you are a Generation Y, please do my survey, it will take just a few minutes and I will really appreciate it.

The information will be totally anonymous but if you for any reason later on don't like to be apart of this survey just e-mail me at: 10033572@mydbs.ie and just inform me about the exact time you were submitting your answers, I will take away your participation.

Thank you for your time!

Kind Regards

Sandra Karlsson

Text in the end of questionnaire:

Thank you so much for making this survey. As I mention earlier, this information will be totally anonymous but If you for any reason later on don't like to be a part of this survey just e-mail me at: 10033572@mydbs.ie and just tell me the exact time you were submitting your answers and I will take away your participation.

Take care and have a wonderful day!

Kind Regards

Sandra Karlsson
6.2 Survey question, specification

Gender
- Man
- Woman

Age
- 17-25
- 26-30
- 31-37

Economic status
- 0 - 25 000
- 26 000 - 33 000
- 35 000 - 44 000
- + 45 000 - and more

Have you ever stayed in a branded hotel? A hotel group or company that owns more than one hotel
- Yes
- No
- Don’t know

If you are choosing between an individual hotel and a branded hotel in which you have never stayed in before, with the same room type and facilitates, which hotel are you most likely to choose, if the occasion is a one night’s stay?
- Branded hotel
- Individual hotel

If you are choosing between an individual and a branded hotel you never stayed in before, with the same room standard and facilities although the branded hotel is 10 euro more expensive. Which would you prefer, if the occasion is a one night’s stay?
- Branded hotel
- Individual hotel

Is your decision going to change if the occasion is changing from a one night’s stay to a romantic weekend with someone you love? Which one would you choose?
- Branded hotel
- Individual hotel

Do you personally believe that the hotel standard is superior in branded hotels compared to individual hotels?
Do you believe that branded hotels are more expensive to stay in compared to individual hotels within the same hotel category?

Yes
No

Have you ever stayed in a lifestyle or boutique hotel?

Yes
No
Don’t know

If no, would you considerate choosing to stay in a lifestyle or boutique hotel in the future?

Yes
No

What is your opinion about budget hotels?

I normally don’t stay in budget hotels prefer other accommodations like hostels, air-beds or at a friends house
I like their concept and I normally choose budget hotels to stay in
Good to stay in under a short time (one to three nights)
I normally don't stay in budget hotels prefer to stay in middle class or luxury hotels

Are you a regular business traveller?

Yes
No

What hotels do you normally stay in under you business trip?

Branded hotels
Individual hotels

Which hotel do you prefer to stay in under you business trip?

Branded hotels
Individual hotels