

**A review of studies on luxury hotels over the past two decades**

by

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A thesis submitted to the graduate faculty  
in partial fulfillment of the requirements for the degree of  
**MASTER OF SCIENCE**

Major: Hospitality Management

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2014

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## ACKNOWLEDGMENTS

I would like to thank my mother and father who made the decision to send me to the U.S. so that I could further my study at a higher level. I am extremely grateful for their continuous love and emotional support throughout my life.

My sincerest thanks to my committee chair, Dr. Tang, for her instructions, patience, and assistance. Her guidance has enabled me to complete my program of study. She taught me to stretch my mind to conduct meaningful research. I am also grateful to my committee members, Drs. Zheng and Baytar, for their guidance and support throughout the course of this research.

Finally, I am thankful for my fellow graduate students who have provided me with advice and encouragement throughout my program of study. I am also grateful for my friends, colleagues, and the departmental faculty and staff for making my time at Iowa State University a wonderful experience.

**ABSTRACT**

The purpose of this study was to identify current research trends and clarify the changing direction of studies on luxury hotels. Scholarly studies published between 1994 and 2014 were examined through content analysis, using such keywords as “luxury hotels”, “deluxe hotels”, “upscale hotels”, “high-end hotels”, and “four- or five-star hotels”. The contributions were then screened to focus on luxury hotel-centered topics. The search revealed 70 qualified scholarly research articles. Conceptual studies were limited, with empirical studies representing a majority of the luxury hotel researches. The luxury hotel researches that were identified were categorized into nine groups by research themes: marketing, human resources (HR), finance, strategic management, technology, service quality, food science, tourism and others, with marketing, HR and technology being the most popular research themes. Analysis of methodological trends in luxury hotel research indicated that the majority of the researchers utilized quantitative methods employing various statistical analysis techniques. Overall, luxury hotel research is still limited in the number of publications and diversity of research topics. This study was the first comprehensive content analysis on luxury hotels conducted to date. The findings of this study may provide future researchers and academicians with new insights based on past study as well as ideas for future research. It is hoped this study will contribute to the development of a reliable knowledge base from which practitioners may inform plans and action regarding future luxury hotels.

## CHAPTER 1. INTRODUCTION

### Background of the Study

The luxury hotel industry has become a significant segment of the general hospitality industry and is undergoing expeditious expansions. In February, 2013, the Forbes Travel Guide Star Awards announced 76 five-star hotels and 226 four-star hotels worldwide as the award winners, a yearly increase of 33% and 28.4%, respectively. In September, 2013, the Forbes Travel Guide Star Awards updated the information that the numbers of five-star hotels and four-star hotels increased to 83 five-star and 264 four-star hotels, an increase of 9% and 16.8%, respectively, for each in just six months. This means every week one more new luxury hotel was built in the world during this time period

Smith Travel Research, Inc. (STR) is an American company that tracks supply and demand data for the hotel industry, and provides market share analysis for all major hotel chains and brands in the United States, Canada, Mexico and the Caribbean. Based on data from the STR, *The 2013-2014 Travel & Tourism Market Research Handbook* reported the market situation for each hotel segment, in which the 2012 hotel performance metrics revealed that the luxury hotel market had achieved an increase in all indices, including occupancy, average daily rate, and nominal revenue per available room (RevPAR). It is worth noticing that, while the average room supply remained the same at 106,300, the nominal RevPAR reached \$200.75, an 8.1% increase compared with the previous year. This could be explained by a 3.3% rise in demand.

### Market truths about the luxury hotel industry

The luxury hotel segment can be divided as follows: luxury major, luxury exclusive, and upper upscale (The World Luxury Index, 2013). The most recently updated statistics by the World Luxury Index (2013) revealed that luxury exclusives

embrace the largest market share, accounting for 40.5% of luxury hotels worldwide. Upper upscale stays in second place, with a share of 38.0% and luxury majors, were ranked the last, at 21.4%. Nevertheless, although at the second place, upper upscale captured 75% of total global interest, yet has stagnated at 1.1%, whereas luxury major was the fastest growing category, at 12.1%. Luxury exclusives have also seen a growth of 5.6% in their total global interest. Meanwhile, the index enumerated the top 50 most sought-after hotel brands that can be cross-referenced with the aforementioned results. Such upper upscale hotel brands as Hilton, Westin, and Embassy Suites accounted for the bulk of hotels in the list.

### **Overview of the regional luxury hotel market**

Based on country of origin, 75.5% of the world's luxury hotels are located in the United States, with the rest of the top five being the U.K., Canada, Hong Kong, and France (The World Luxury Index, 2013). According to a recent industry report by The Global Luxury Hotels Market- Key Trends and Opportunities to 2017, some cities in the U.S. are among the leading, and fastest-growing tourism destinations (Timetric, 2013). For instance, Washington, DC, is one of the fastest-growing global tourism destinations, while New York is among the largest in terms of inbound tourist volumes. Other cities that have continued to report continuous growth in the travel and accommodation industries include Chicago, San Francisco, and Los Angeles (Miller et al., 2013).

Major economic records in the Asia-Pacific region indicated economic slowdowns over the past two years. Despite these challenges, the luxury hospitality industry in the Asia-Pacific region revealed a significant growth of 18% in 2010 and 11% in 2011 (Timetric, 2013).

Major cities in Western and Central Europe and the Nordic countries continued to see growth. Higher growth was recorded in 2011 as compared to 2010, despite the economic uncertainty in Europe (The World Luxury Index, 2013). In Western Europe in particular, the luxury hospitality segment witnessed growth of 9% in 2011. The European region experienced an overall increase in revenue per available room (RevPAR) and average daily rate (ADR) in 2012, although the occupancy rate was expected to remain largely unchanged in 2013 (Timetric, 2013).

In addition, current research has been paying more and more attention to the emerging luxury hotel markets such as BRIC countries. BRIC is an acronym for four countries that have seen an incredible amount of economic growth during the past few years, namely, Brazil, Russia, India, and China. Economic growth also generates a considerable number of global business travelers, which explains the increase of international travel from BRIC countries as well as the increasing preference for luxury hotel accommodations (The World Luxury Index, 2013).

In conclusion, the global luxury travel market has recorded strong growth in 2011-2012, after a significant decline in 2009 and modest recovery in 2010 (Timetric, 2013). Apart from this consideration, consumer interest globally for luxury hotels has grown by 1.5% (The World Luxury Index, 2013). One of the key drivers for this aforementioned growth has been the increasing number of high net worth individuals (HNWIs) globally, primarily in the BRIC countries, namely Brazil, Russia, India, and China. This growth in global luxury travel is expected to continue over the forecast period to 2017 (Timetric, 2013).

### **Purpose of the Study**

Knowledge of the most updated luxury hotel market situation helps to lay the foundation for studying the research trends of the same subject matter. There have been numerous research studies of luxury hotels during the past 20 years. While industry reports concentrate on data that imply on the market situation and predict future development of luxury hotels, academic studies focus on more diversified and specific aspects. For example, Min (1996) used analytic hierarchy process to advance benchmarking of Korean luxury hotels. Narteh et al. (2013) looked into the relationship marketing and customer loyalty in the Ghanaian luxury hotel industry. Okumus et al. (2012) studied the career paths of women in luxury hotels. However, when compared with the abundance of market reports and statistics from business institutions, academic research appears to be small in number, loose in content, and random in subject matter. Despite the increasing significance of the luxury hotel sector in the tourism and hospitality industry as well as the general economy, a systematic review of related research has not been conducted. Therefore, ideas have not been formed as to what is the current research trend of luxury hotels, or if there are any gaps between them that could be fulfilled by further study.

The current study identified research trends in luxury hotels by analyzing the content of published studies in related fields from 1994 to 2014. A systematic review was carried out to examine several primary variables, including year of publication, subject, area, methodology and country of origin, to determine if there is any relationship among these variables. The identified areas of study included marketing, finance, food service, strategic management, technology, and others. This study was also conducted to propose ideas for future studies by creating a profile by assessing studies during the past 20 years

(1994-2004) to identify areas and topics that have been ignored, and suggest future research directions.

### **Significance of the Study**

The Luxury hotel sector is truly a breed apart in different ways when considering the lodging industry. These hotels provide guests top-line service and opulent facilities that are among the most complex to operate, and present a high degree of risk for developers and owners. Luxury hotels are generally among the most volatile in the industry, enjoying strong performance in good times and often suffering significantly in times of economic downturn.

In this sense, it would be of great interest to determine the most recent trends in luxury hotel research and seek potential gaps that may lead to further research ideas. Most of the literature the present author identified were articles that assessed the performance of luxury hotels on specific perspectives (e.g., consumer behavior, finance performance, and others), whereas few studies have investigated the notion of luxury hotel and luxury brand per se. One of the few who have studied luxury hotel brands in their own right was Bernstein (1999), who posited that luxury should be defined at both an emotional and experiential level. Luxury is not all about hotel décor or amenities because the experience of luxury is active and conscious, which means customers' opinions and feelings are part of it too (Bernstein). Bernstein's study was just a tip of the iceberg that evoked more inspiration for me to explore this unique segment of hotel industry.

The literature review is acknowledged as providing a valuable contribution to the advancement of science. When done well, a literature review can aid future scholars to summarize where we have been and where we need to proceed. Such a review can be used to identify gaps in the present knowledge base and suggest new directions for future

research. That such endeavors are considered useful is reflected in the number published each year on this topic (Guzzo et al., 1987).

Reviews of research literature are carried out for several reasons. One reason is to assess the state of current knowledge. Relatively speaking, a literature review assesses what is not known—the gap in knowledge. Second, it is quite common in a literature review to discuss the directions for future research on a topic. Such discussions are of value to the extent that they define productive lines of research and promote the integration of future findings with current knowledge. A third reason for conducting a literature review is to advance theory. Good literature reviews can make strong statements about the validity of theories and can stimulate new theoretical development. The fourth reason is to answer the "so what" question. That is, literature reviews can provide statements about the policy implications of research findings, the practices that can be justified on the basis of research (Guzzo et al., 1987).

### **Research Questions**

This study was conducted to answer the following research questions:

1. What is the current research trend in relation to luxury hotels? (Research themes, year of publication, methodology, etc.)
2. What gaps can be detected from the current study?
3. What suggestions can be advanced for further study?

### **Definition of Terms**

The following terms were defined for use in the study: [must be in ABC order]

**Content Analysis:** Defined by Babbie (2010) as, “The study of recorded human communications, such as books, websites, paintings and laws.” Content analysis is

considered a scholarly methodology in the humanities by which texts are studied as to authorship, authenticity, or meaning (Joubish, 2011).

***Hotel – Luxury:*** A hotel that is upscale and typically costs more than the average accommodation. (Mobile Travel Guide, 2013)

***Hotel – Upscale:*** The hotel and lodging sector is generally classified into six categories: luxury hotels, upper-upscale, upscale, upper-midscale, midscale and economy (Miller et al, 2013). Upscale is sometimes categorized as part of luxury hotel sector as well (World Luxury Index, 2013).

***Star-rating System:*** Generally refers to the one launched by Forbes Travel Guide, formerly Mobil Travel Guide (see Appendix A).

***Diamond-rating:*** Generally refers to the system launched by AAA (American Automobile Association) (see Appendix B).

***Systematic Review:*** Review studies, which usually come in the form of systematic review, are an attempt to summarize the current state of understanding on a topic. They analyze or discuss research previously published by others rather than reporting new experimental results (Review Article, n.d.).

## CHAPTER 2. LITERATURE REVIEW

### Luxury Hotels

It is hard to give a single universal definition for a luxury hotel for the simple reason that it is even harder to first explain what exactly is entailed in the word luxury (Danziger, 2005). Luxurious experiences are largely interconnected with each person's hopes and dreams, which, as described in utterly fancy terms by some scholars, are tied to individuals striving to reach self-actualization and self-fulfillment through greater knowledge, appreciation of beauty, spiritual sophistication, peace, art, culture and aesthetics (Michman & Mazze, 2006).

This makes "luxury" a highly subjective notion since people are different regarding ethnical belonging, culture of origin, educational background and personal experience (Becker, 2009). One person's luxury can be another person's necessary, vice versa. Nevertheless, the lexical abstractness did not stop researchers from trying to understand it and many have talked about their study results about luxury ideals in published articles, each having a unique angle (Talbot, 2004).

Danziger (2005) categorized luxury into four dimensions that place luxury ideals into perspective, that is, "luxury as a brand", "luxury as luxe product features", "luxury as non-necessities", and "luxury as the power to pursue your passions". Obviously, luxury hotels, as substantial existence of certain established luxury brands, fall into the "luxury as a brand" category, which is about individuals consuming luxury products and services because they are perceived as a symbol of luxury and the best quality (Danziger, 2005). The same dimension applies to the general luxury industry, where we have spotted various products like clothing, jewelry and cars, and luxury brands like Gucci, BVLGARI, and Rolls Royce (Becker, 2009). "Luxury as luxe product features" looks on the specific

attributes of the product or service, which in our case means such things like the inner and outer décor of the hotel building, or the quality and fanciness of hotel amenities.

The third dimension, “luxury as non-necessities”, defines luxury as something above the basic need. For hotel industry, accommodation and food are the basic needs, whereas four- or five star hotels that provide services more than just that are considered luxury (Becker, 2009). The last dimension, “luxury as the power to pursue your passions,” refers to the purchase of luxury products to make life more comfortable, examples like spa treatment. To conclude, all four dimensions of luxury apply to luxury hotels and explain the foundation of people’s need for luxury and what customers essentially expect from a luxury hotel experience (Danziger, 2005).

Other scholars, like Kapferer (1997) presented the semiotics of the word “luxury” as “Luxury defines beauty; it is art applied to functional items,” which emphasize that luxury products as an art form brings more psychological satisfaction, like esteem on the owner, than functional utility. In the book, *Luxury and the Hotel Brand*, Bernstein (1999) suggested that luxury be defined as a form of waste and quoted William Tabler, arguably the most influential architect in functional American hotel, that “luxury is simply not necessary at any level.” This takes us back to what has been mentioned before: one person’s luxury might be another’s necessary, vice versa. Laurence (1999) concluded luxury has different meanings and connotations under different circumstances.

While the hospitality and tourism industry arose through the growth of capitalism, freedom and tentative relations to geographic areas, which increased the need for travel accommodations (Sandoval-Strausz, 2007), the luxury hotel industry has progressed as an outlet for travelers to dream of and fantasize about other lifestyles (Curtis, 2001). It is for this reason that the luxury hotel industry places a large focus on the guest experience along with their satisfaction. That is, luxury is more of an experience than a product.

Barbara Talbott (2004), former Chief Marketing Officer of Four Seasons Hotels, suggested that there are four key factors that contribute to a luxury hotel experience; style, comfort, service, and pampering. In this way any hotel, either chained or independently-owned, rated or non-rated, can be considered as a luxury one as long as it suffices whatever is required in the four dimensions and the four key factors.

Nevertheless, most of the studies on luxury hotels only checked those rated as four- or five- star hotels, because for one thing, four- and five- star hotels are highly competitive, are described in superlative terms and far exceed normal expectations in design, level of luxury, service, elegance and uniqueness (Mobile Travel Guide, 2013); For the other, most of the rated hotels are part of a larger chained hotel group and it is just easier to get data from these hotels. But apparently, there are good loads of privately owned hotels, though not globally branded, that still live up to the criteria of being a luxury one.

### **Hotel Rating System in the U.S.**

Although the United States embraces a highly developed hotel rating system as a result of a dynamic hotel industry, there is no official hotel rating system, and only non-official system existed. The two most prestigious U.S. hotel rating systems are from American Automobile Association (AAA) and Forbes Travel Guide (formerly known as Mobile Travel Guide). The AAA Diamond classification lists lobby design features for a four-diamond hotel as:

Area size and placement of appointments provide an obvious degree of spaciousness allowing increased ease of movement for many guests;  
Multiple conversational groupings, including one or more privacy areas;  
Identifiable guest service area and bell stand (American Automobile Association, 2008, p. 12).

Five-Diamond hotel lobbies are featured as:

Area size and placement of appointments provide a free flowing abundance of space that contributes to the ultimate level of comfort and relaxation for many guests; Identifiable concierge area. (American Automobile Association, 2008, p. 12)

The guestrooms, according to the AAA Diamond requirements for a four-diamond hotel, “reflect current industry standards and provide upscale appearance” (AAA, 2008, p. 17). For a Five-Diamond hotel, the guest rooms are required to reflect the same standards and provide a luxury appearance. Further information about the AAA diamond standards can be found in Appendix A.

The Mobil Travel Guide’s five star system indicates that the design features of five star hotels include well-furnished guestrooms, fitness facilities, often with at least one pool, and usually having restaurant dining available on site (Mobile Travel Guide, 2013). The design features of five-star hotel include extravagant lobbies, with stylish furniture, and quality linens in guest rooms often along with technological entertainment devices, Jacuzzis and/or garden tubs, and possibly heating pools. Some examples of five-star hotels are Mandarin Oriental Hotel in Miami, FL, the Four Seasons in Chicago, IL and The St. Regis, San Francisco, CA (Forbes Travel Guide, 2014). More information about the Mobil Travel Guide’s star ratings can be found in Appendix A.

It is imperative to understand that star ratings available on online travel websites such as Travelocity, Expedia, Orbitz, Priceline, and Hotwire are somewhat different from the Mobil Travel Guide’s star ratings. Booking websites often create their own criteria for star levels, but they typically refer AAA, Forbes Travel Guide ratings, along with customer feedbacks (Becker, 2009).

### **Rise of Luxury Hotels**

Hotels are one small piece of the broad picture of hospitality industry, which arguably derived from the need to receive and cater to people temporarily away from their home who in another word are called travelers (Dittmer, 2001). With the start of industrial revolution, which brought tremendous technological advance to the world, including invention of long distance transportation vehicles like ship, hotels began to be built across Europe and the U.S. on account of dramatic increase of travelers and migrants.

The word “hotel”, when it first came to the United States in the late 18<sup>th</sup> century, was defined as taverns and inns that serve upper class clients (Sherman, 2007). Tremont hotel in Boston was opened in 1829, and has long been believed to be the first modern upscale hotel in U.S that was furnished with “inside toilet, locks on the door and an “a la carte menu”. In New York City, the Holt Hotel was the first to provide its guests with a lift for their luggage whereas the New York Hotel was the first to be equipped with private bathrooms (Levy-Bonvin, 2003).

Ever since then, more and more hotels like Tremont hotel were built around the U.S. and other corners of the world until the Great Depression in 1930s. Before the depression, the level of luxury in those hotels had been proved to have a close relationship with the extent of technological achievements at the time. In her book, *Class Acts: Service and inequality in luxury hotels*, Rachel Sherman (2007) described this process of technological evolution:

“The Tremont and other hotels that followed it ... demonstrated impressive technical achievement in architecture, services, and amenities. In the early years, there included gas lighting, private rooms, and indoor plumbing; later, hotels introduced electricity and elevators marveling guests. (p. 26)

At this time luxury hotels were defined, as illustrated in Sherman (2007), by large size, tasteful aesthetics, cleanliness, high-quality food, and prime location, as well as the privacy and security they afforded and service marked by faultless personal attention. In the book there was an interesting description of what the highest achievement of a first class hotel should be like, which is that “each guest may easily fancy himself as prince surrounded by a flock of courtiers” (Sherman).

Nevertheless, this definition was later considered “obsequious” and “racialized”, and was replaced with a new ideal of “personalized service” (Sherman, 2007). The old selling point of technological innovation also gave way to managerial concerns in such grand hotels like the Waldorf-Astoria.

In the 1950s, palace hotels declined substantially with the advent of “motor hotel” on the roadside due to the growing national highway system and suburbanization (Sherman, 2007). In the 1960s, convention hotel boomed. Limited service and budget hotel emerged in 1970s. At this time hotels began to offer fine dining. The turning point for upscale full-service hotels happened after 1980s when the rising international travel boosted the demand to cater for wealthier clientele (Levy- Bonvin, 2003). Some popular examples include the Ciragan Palace in Istanbul. That seemed to be an era when the development of luxury hotel industry was a global scene. International chains were expanding across Europe, the Middle East, and Asia. Far East countries such as China and Japan began to develop luxury hotels for wealthy tourists and business travelers (Dittmer, 2001). Meanwhile, the diversification of the whole industry fostered segmentation and branding, which further codified the luxury segment. New ideas of luxury came to the force, including concierge services, laundry, fitness center and spas, and others. International luxury chains appeared at this time as well (Sherman, 2007).

The luxury segment continues growing in the years after in spite of intermittent recessions, like the one between 1980s and early 1990 (Sherman, 2007). In 1995, construction began in Dubai on one of the most luxurious hotels in the world, the Jumeirah Beach Hotels, which boasted, “they offer a five-star lifestyle destination that’s dedicated to delighting senses of every guest” (p. 33). In 1997, the Hotels Adlon in Berlin was renovated to be much like its luxurious heritage that was destroyed in the Second World War. In 2004, the new Emirates Palace Hotel in Abu Dhabi was built aimed to offer the most exceptional services. The idea of personalized service in luxury hotels has been redefined again and again by hoteliers of various luxury establishments around the world (Sherman). Until today the luxury hotel has evolved to the point where all involved in the design, building, and management, are catering to the tastes, preferences and desires of their guests. They continue to follow new styles and adapt to meet changing trends.

## **Overview of the Global Luxury Hotel Industry**

### **Market segmentation**

The lodging industry sector is generally classified into six categories: luxury hotels, upper-upscale, upscale, upper-midscale, midscale and economy (Miller et al, 2013). The current study examined the luxury hotel segment, which can be further divided into luxury major, luxury exclusive and upper upscale (The World Luxury Index, 2013).

Luxury major refers to luxury brands of a major integrated chain, examples including Sofitel, Ritz Carlton, and many others. Luxury exclusives are luxury brands of a small/ medium sized exclusive luxury hotel chain, such instances being Four Seasons, Kempinski, Mandarin Oriental, etc. (The World Luxury Index, 2013).

Upper upscale brands are primary segments from integrated chains such as Hilton, Hyatt and Sheraton. Bobby Bowers, Senior V. P. of Smith Travel Research, stated, “Upper upscale hotels are among the most challenging to finance, develop, and operate. These properties involve significant risk, barriers to entry are often formidable, and development and construction time is lengthy” (Miller et al, 2012). Upper upscale is also included as part of luxury category due to the fact that “luxury” is a very subjective notion and no single criteria could comprehensively define whether a property is luxury or not. Hotels like Hilton and Hyatt are obviously luxury in a lot of people’s eyes even they are specifically categorized as upper upscale in the academia of hospitality management.

### **Branding of luxury hotels**

To better understand luxury hotel segmentation, the current author selected one brand from each segment of luxury hotels to explain its characteristics and brand focus. Hilton, No.1 Upper Upscale Chain hotel brand (in all categories) with 22.8% of Global demand, operates more than 550 Properties with a total of 193,064 Rooms in 80 countries in 6 Continents (World Luxury Index, 2013). Hilton brand enjoys strong brand awareness and brand recall in most of its key markets where it operates, including U.S. (87%), Mexico (90%), Europe (91%), and Asia Pacific (90%). In addition, Hilton has a diverse profile of Convention Center Hotels, Resorts, Airport Hotels and Casino Hotels with a global sales mix: 34% Leisure, 32% Business, and 34% Group (Miller et al., 2013).

Representative in the category of luxury exclusive, Four Seasons is the top sought after exclusive hotel brand, with 4.8% of global demand. The fastest growing market of Four Seasons is in the U.K., with a growth rate of 12.4% (World Luxury Index, 2013). Four Seasons manages the operations of 90 hotels in 36 countries and is only targeted at

the luxury segment of the global marketplace. Four Seasons derived 69% of its sales from business travelers and groups and 31% from the leisure sector (Timetric, 2013).

The top hotel in luxury major category is Ritz- Carlton, which embraces 4.6% of global demand. Ritz-Carlton has become a leading luxury hotel brand by rigorously developing and implementing unique standards. One of its remarkable policies is to permit every employee to spend up to \$2,000 to respond to guests' wishes and making any single guest satisfied (World Luxury Index, 2013)

### **Summary of Studies in Hospitality Management**

Summary studies, also called review studies, have become a common practice in a great diversity of areas, tourism and hospitality management included (Tsang & Hsu, 2011). There are even specified journals, such as The Hospitality Review (FIC) that encourage scholars and researchers to submit academic review articles. The analyses in these studies can be classified into three major streams: authorship and institutional contribution analysis; research method analysis; and profile analysis. The first stream refers to identifying the authors or institutions that produced the greatest number of research articles, with the primary purpose of ranking institutions and authors (Jogaratnam et al., 2005). Research method analysis refers to analyzing research within the discipline by looking at statistical methods used (Palmer et al., 2005). Profile analysis refers to summarizing the work that has been published, the topics covered, and the places of publication. Previous studies have focused on such elements like subject matter, research design, country of origin, and statistical technique. For example, in their review of tourism research in China, Tsang and Hsu (2011) focused on research theme, discipline, institutional contribution, authorship information, and research method. The identification

of articles included journal title, year of publication, name of author(s), author type (university faculty, students, or industry professionals), and institution(s) of the author(s).

As advised by existing hotel studies using content analysis, the methodology of systematic review can be concluded as follows. The first section is to list the databases and citation indexes searched as well as any hand searched individual journals (Tsang, & Hsu, 2011). Next, the titles and the abstracts of the identified articles are checked against pre-determined criteria for eligibility and relevance. This list depends on the research problem. This process will be described in greater details in the next section. While many systematic reviews are based on an explicit quantitative analysis of available data, there are also qualitative reviews that adhere to the standards for gathering, analyzing and reporting evidence (Systematic Review, n.d).

### **Five Steps in a Systematic Review**

From previous discussion, a systematic review is defined as the methodology for searching and screening existing research articles, analyzing data, and collecting evidence from which to gain an idea of what is known and not known about the subject matter (Denyer & Tranfield, 2009). Khan et al (2003) proposed five steps for conducting systematic review, which worked as the guideline for the current study.

Step one – framing questions for a review. The review problems to be addressed need to be specified in the form of clear, unambiguous and structured questions. Once the review questions have been set, no modifications to the protocol should be allowed unless there is an apparent need for alternative ways of defining the populations, interventions, outcomes or study designs. This has been accomplished in the research question section of the first chapter.

Step two – identifying relevant work. The search for studies should be extensive. The study selection criteria should flow directly from the review questions and be specified a priori. Reasons for inclusion and exclusion should be recorded. This can be found at the sampling and data collection part of Chapter 3.

Step three – assessing the quality of studies. Study quality assessment is relevant to every step of a review. These detailed quality assessments will be used for exploring heterogeneity (Khan et al, 2013) and informing decisions regarding suitability of data analysis. In addition they help in assessing the strength of inferences and making recommendations for future research.

Step four – summarizing the evidence. Data synthesis consists of tabulation of study characteristics, quality and effects as well as use of statistical methods for exploring differences between studies and combining their effects. Step three and four will be involved in the Chapter 4, which reports on the result and discussion of the data.

Step five – interpreting the findings. The issues highlighted in each of the four steps above should be met. The risk of publication bias and related biases should be explored. Any recommendations should be graded by reference to the strengths and weaknesses of the evidence. This is included in Chapter 5, the chapter of conclusion and discussion.

## **Content Analysis**

### **Introduction**

The history of the term “content analysis” dates back to 1961, when *Webster’s Dictionary of the English Language* included the phrase and defined it as “analysis of the manifest and latent content of a body of communicated materials (as a book or film)

through classification, tabulation, and evaluation of its key symbols and themes in order to ascertain its meaning and probable effect” (Krippendorff, 2013, p. 14).

Contemporary content analysis or textual analysis is a methodology in social science for studying the content of communication. Harold Lasswell (1948) formulated the core questions of content analysis: “Who says what, to whom, why, to what extent and with what effect?” (p. 5). Kimberly Neuendorf (2002) provided a six-part definition: “Content analysis is a summarizing, quantitative analysis of messages that relies on the scientific method (including attention to objectivity, inter-subjectivity, a priori design, reliability, validity, generalizability, replicability, and hypothesis testing) and is not limited as to the types of variables that may be measured or the context in which the messages are created or presented” (p. 3).

Holsti (1969) grouped 15 uses of content analysis into three basic categories: making inferences about the antecedents of a communication, describing inferences about characteristics of a communication, and making inferences about the effects of a communication. As a research method, content analysis has two distinguishing characters: first, content analysis is an empirically grounded method, exploratory in process, and predictive and inferential in content; second, content analysis transcends traditional notions of symbols, contents and intents (Krippendorff, 2013).

### **Three approaches to qualitative content analysis**

There are three approaches to qualitative content analysis, namely conventional content analysis, directed content analysis, and summative content analysis (Hsieh & Shannon, 2005). Conventional analysis usually is used with a study design that is intended to describe a phenomenon. This type of design is appropriate only when existing or literature on certain phenomenon is limited. Researchers using such approach usually

steer clear of preconceived categories (Kondracki & Wellman, 2002), but allow the categories and names to flow from the data (Hsieh & Shannon, 2005). Questions asked about the subject matter also tend to be open-ended.

Research would choose to use a directed approach to content analysis when existing theory or prior research about a phenomenon is incomplete and needs further descriptions (Hsieh & Shannon, 2005). The goal of such approach is to validate or extend conceptually a theoretical framework or theory, and the directed approach to content analysis is guided by a more structured process than in a conventional approach (Hickey & Kipping, 1996), that is, “directed”. Researchers identify key concepts or variables as initial coding categories (Potter & Levine- Donnerstein, 1999) by reference to existing theory or prior research.

A summative approach to qualitative content analysis starts with identifying and qualifying certain words or content in the text with the purpose of understanding the contextual use to the words or content (Hsieh & Shannon, 2005). If the analysis stopped at this point, it would be a purely quantitative research, concentrating on counting the frequency of specific words or content (Kondracki & Wellman, 2002). A summative approach to qualitative content analysis goes beyond mere word counts to involve latent content analysis, meaning interpretation and inference of content (Holsti, 1969).

The current study combined all three approaches. That is, this study borrowed several pre-established concepts and variables that have existed in similar studies before (directed), while still allowing the emergence of new concepts and ideas (conventional), and, at the same time, attempting to explore and interpret the inference of content by using summative approach.

## **CHAPTER 3. METHODOLOGY**

### **Introduction**

The luxury hotel sector has an extremely significant standing as a segment of the general tourism and hospitality industry and has seen a ceaseless economic growth and industrial expansion according to the most updated data. During the past decades (from 1994 to 2014) many research studies were done regarding luxury hotels; however, most of these studies were spontaneous and inconsistent and offered little support regarding attempt to understand this industry as a whole. Consequently, no comprehensive content analysis of such studies has been conducted focusing on luxury hotels, and this is exactly what the current study attempted to accomplish.

This study aimed to provide a meticulously systematic review of research articles on luxury hotels that have been published during the past 20 years. A mixed-method approach was adopted in which qualitative content analysis is a major method was used to identify such variables as research methodology, research theme, institutional contribution, year of publication, and other descriptive characteristics. Qualitative content analysis can be applied to detect the newest research trends on the subject matter and derive suggestions for future studies.

### **Research Design**

As discussed in literature review, a mixed-method research utilizing both qualitative and quantitative was employed to examine the current study trend regarding the luxury hotel industry. The quantitative approach was used to collect research data, which, in this case, were published academic articles on luxury hotels, and accumulating descriptive statistics (e.g., number of articles published; number of studies focusing on the marketing side of the industry in which how many are related to consumer behavior)

whereas the qualitative method was intended for analyzing the content of collected articles (methodology, research themes, research results, etc.).

Previous researchers mix quantitative and qualitative methods based on the notion that the combination of both approaches provides a better understanding of the research problem than either approach could alone. As far as the current study is concerned, quantitative data were collected endeavoring to address such research questions as “how many articles have been published as regards various fields of luxury hotel research” and to offer a revealing understanding of the most updated research trend on luxury hotels (Schwandt, 2001). Meanwhile, a qualitative approach was intended to explore deeper into the actual content of those articles so that gaps could be discerned and suggestions may be advanced for further study.

Qualitative research is defined as studies that use nonnumeric data in the form of words (Schwandt, 2001), which adopts an interpretive perspective known as “interpretivism” that posits that “there is no objective reality which can be discovered by researchers and replicated by others, in contrast to the assumptions of positivist science” (Walsham, 1993, p. 5). The reasons are that “objective reality can will never be captured” and “the use of multiple validities, not a single validity, a commitment to dialogue is sought in any interpretive study” (Denzin, 2010, p. 271). To put it in a more explicit way, qualitative research should endeavor to reveal multiple realities as opposed to seeking one objective reality. In addition, qualitative research is also characterized by an emerging nature rather than predetermined and researcher shall note that as the data are analyzed for common themes and the emergence of similarities and difference, there is not a limit as to how much will be learnt about the data (Creswell, 2003).

The most common approaches in qualitative research include phenomenology, ethnography, inductive thematic analysis (ITA), grounded theory, case study,

discourse/conversation analysis, narrative analysis, and mixed methods, among which ITA, grounded theory and mixed methods are used in the current study. The process for ITA consists of reading through textual data, identifying themes in the data, coding those themes, and then interpreting the content and structure of the themes (Guest, MacQueen, & Namey, 2012).

Grounded theory (Glaser & Strauss, 1967) is a type of ITA, a set of iterative technique designed to identify categories and concepts within text that are then linked into formal theoretical models (Corbin & Strauss, 2008). The process of grounded theory research entails systematically reviewing the collected texts line by line, creating emergent codes, writing memos that expand on created codes and relationship between codes, and repeating the process. A defining feature of grounded theory is the “constant comparison method”, meaning that all segments of text are systematically and continuously compared and contrasted with each other.

The current study mixed both ITA and grounded theory to the extent that it utilized the basic procedures of ITA and its output as recommendations for program or policy (not necessarily a theoretical model), while it also employed the constant comparison method as in grounded theory when collecting and processing data. The current study adopted the aforementioned approaches to qualitative content analysis; that is, it used both existing and new ideas as variables to make inferences regarding the content on the basis of quantitative data.

### **Population and Sampling**

The first step of a systematic review is a thorough search of the literature for relevant papers, and the first step of literature accumulation is to identify the sample population. The population of the study included all articles published during the past

twenty years (from 1994 to 2014) that reported on studies related to luxury hotels. Using key words “luxury hotels”, there were 98,000 results that emerged from Google Scholar. However, when taking a closer look of those results, the researcher found that only articles on the first several pages focused on luxury hotels, while the rest either briefly mentioned the topic of luxury hotels or simply eliminated “luxury” and discussed general hotels. Therefore, only articles that had the exact word “luxury” in the title were selected for this study. In addition, other key words with a synonymous connotation were also considered; such words including “upscale”, “high end”, “four star” and “five star”. As mentioned previously, upscale hotels can also be seen as a branch of the luxury hotel industry.

This type of sampling is known as purposeful sampling, which is the preferred form of sampling in qualitative research to suffice adequate analysis. Creswell (2003) stated that the idea behind qualitative research is to purposefully select participants or sites (or document or visual material) that would best help the researcher understand the problem and the research questions. To this end, selection of academic papers that strictly focus on luxury hotel, with similar terms applied, guarantees that samples are highly consistent and all related articles are included.

The next step is to determine the sample size. For the current study, the current researcher chose a confidence level of 90% (90%- Z Score = 1.645), a standardized deviation of .5, and a margin of error (confidence interval) of +/- 10%, and then with the help of the equation:

$$\begin{aligned} \text{Necessary Sample Size} &= (Z\text{- score})^2 * \text{StdDev} * (1\text{-StdDev}) / (\text{Margin of Error})^2 \\ &= 1.645^2 * .5 * .5 / 0.1^2 \\ &= 67 \end{aligned}$$

a sample size was determined to be 67. This number of articles for collection is presumed to be effective even if it is under the circumstance that the number of population remains unknown.

### **Data Collection**

Once the sample population had been identified, following the procedures in the previous section, the next step in the research process was to search for the policies of each institution via the World Wide Web. The authors identified and analyzed tourism and hospitality research on luxury hotel-related topics published in tourism and hospitality journals using four major databases, namely, Hospitality and Tourism Index (EBSCO), Sage Journals Online, ScienceDirect, and Emerald Insight, as well as search engines such as Google Scholar.

Terms such as “luxury hotels”, “upscale hotels”, “high-end hotels”, “four- or five-star hotels” were used to seek luxury hotel research articles. Using the advanced search function in the research journal databases, the study narrowed the year of publication (1994 -2014), because this thesis study was conducted to review luxury hotel research articles within the period 1994 -2014. The results from searches in research journal databases are listed in Table 1.

Table 1. Results of searches by key term in four major databases.

Journal Article Databases	Total
Hospitality and Tourism Index (EBSCO)	10,162
Sage Journals Online	2,731
Science Direct	183
Emerald Insight	1,052
Total	14,128

Databases searches of Luxury hotels (upscale hotels, deluxe hotels, five star hotels) yielded 14,128 hits, including conceptual and empirical contributions from academic journals and reports from magazines. Hits here refer to the number of articles where the key terms are identified by the query through each database. All contributions are then screened for a luxury hotels theme. Some articles only have a slight touch on luxury hotels while actually concentrating on another topic but also showed up among the search result. Other articles failed to regard “luxury hotels” as an entity, simply leaving out “luxury” and only emerging as response to “hotel”. These articles certainly should get ruled out. Next, articles that appear multiple times on different databases are filtered. Given the criteria to include only scholarly research articles, reports from magazines and newspapers, book, theses/dissertations and business journal articles are excluded from the analysis.

The screening for qualified research articles, along with the original decision of 67 samples, yielded a total of 70 contributions published between 1994 and 2014. At this point, the remaining 70 contributions were thoroughly read to ensure that they were, indeed, research studies on certain aspects of luxury hotel industry.

Some of the identified publications were journals not identified as hospitality and tourism research journals. These included: Journal of Facilities Management; The Journal of Service Marketing; International Journal of Quality and Reliability Management; Chicago Journals; Journal of Retailing & Consumer Services; Service Business; Journal of Revenue and Pricing Management; Journal of Brand Management; Journal of Targeting, Measurement, & Analysis for Marketing; Journal of Industrial Relations; Employee Relations; International Journal of Service Industry Management; Employment Relations Record; Journal of European Industrial Training; World Competition; Journal of Retail & Leisure Property; Energy & Building; Research Notes & Reports; Managing

Service Quality.

Hospitality and tourism research journals included in the study were: Journal of Hospitality Marketing & Management; Tourism Management; International Journal of Hospitality Management; Journal of Hospitality & Leisure Marketing; International Journal of Contemporary Hospitality Management; Journal of Hospitality & Tourism Research; Journal of Travel Research; Journal of Human Resources in Hospitality & Tourism; An International Multidisciplinary Journal of Tourism; International Journal of Hospitality & Tourism; European Journal of Tourism; Journal of Travel & Tourism Marketing; Cornell Hospitality Quarterly; The Cornell Hotel and Restaurant Administration Quarterly; Travel Medicine and Infectious Disease; Journal of Sustainable Tourism.

## **CHAPTER 4. RESULTS**

### **Introduction**

Previous summative studies (Huang & Hsu, 2008; Sheldon, 1991; Jogaratnam et al., 2005) suggested that the papers in hospitality and tourism field could be grouped into different categories, such as research theme, institutional contribution, authorship information, research methods and year of publications. The results are presented according to research theme, followed by methodology to ascertain contribution to the luxury hotel industry.

### **Research Themes**

The present author identified nine categories of research themes out of 70 publications collected, including marketing, Human Resources (HR), finance, strategic management, technology, service quality, food science, tourism and others. "Others" is defined as the group of articles that cannot be clearly classified into any of the eight categories or in which two or more categories intersect with one another. For example, Xin et al. (2012) measured the energy consumption in five star hotels of China, which does not actually belong to any of the existing categories. Seric and Gil-Saura (2011) investigated the development of integrated marketing communication (IMC) and communication technology in the hotel sector, which covered two research themes; marketing and technology. As shown in Table 2, there are 21 articles (30%) out of 70 papers that fall into the marketing category, which is the largest group. The second A Luxury hotel studies related to the category of Service Quality he second largest groups was comprised of articles focusing on the human resources of luxury hotel operation (24.3%; 17 articles), with technology ranking third (15.7 %, 11 articles). The following were comprised of strategic management (8.6 %, 6 articles), service quality (7.1 %, 5

Table 2. Articles based on the research themes

<b>Research Themes</b>	<b>Marketing</b>	<b>HR</b>	<b>Finance</b>	<b>Strategic Management</b>	<b>Technology</b>
<b>No.</b>	21	17	3	6	11
<b>%</b>	30%	24.3%	4.4%	8.6%	15.7%
<b>Research Themes</b>	<b>Service Quality</b>	<b>Food Science</b>	<b>Tourism</b>	<b>Others</b>	<b>Total</b>
<b>No.</b>	5	1	1	5	70
<b>%</b>	7.1%	1.4%	1.4%	7.1%	100%

articles), and finance (4.4%, 3 articles). Food science and tourism were at the last, only having one article in each category. Five articles were considered as different from the others and classified into the “others” category, accounting for 7.1 % of all the collected articles. A comprehensive list of article reviews by category is provided in Appendix C.

### **Category 1 – Marketing**

A total of 21 marketing articles were identified into the marketing category. Table 3 provides general information regarding these studies, including the title, journal of publication, author information and major content or field. The articles were classified into. Numbering was utilized in the original database searching process; thus, the list was arranged in numeric order according to the original numbering. The 21 papers cover diverse topics, including experience marketing, consumer characteristics, brand equity, brand loyalty, customer segmentation, relationship marketing, consumer satisfaction, online comments, customer behavior, premium pricing, market orientation, marketing information system, and hotel characteristics.

Customer segmentation and market segmentation were two prevailing subjects, with eight articles falling into this group. For example, Judy et al. (2006) discussed the difference and similarities between loyal and transient guests of luxury hotels and suggested that luxury hotels may not need to target loyal guests separately since no

Table 3. Luxury hotel research in the category of Marketing

<b>Title</b>	<b>Journal</b>	<b>Author (s) and Year</b>	<b>Keywords or Main Focus of studies</b>
Understanding the consumer experience: An exploratory study of luxury hotels	Journal of Hospitality Marketing & Management	Walls, Okumus, & Wang (2011)	Experience marketing; Consumer experience Experiential consumption; Trip-related factors
In the public eye: Women and the American luxury hotel	Chicago Journals	Brucken (1996)	Women's role in luxury hotel development
The relationship between brand equity and firm's performance in luxury hotels and chain restaurants	Tourism Management	Kim, H., & Kim, W. (2005)	Customer-based brand equity; Firms' performance; Chain restaurants; Luxury hotels; Brand awareness
Examining Chinese consumers' luxury hotel staying behavior	International Journal of Hospitality Management	Chen & Peng (2014)	Luxury hotel; Luxury value; Chinese tourists Value-attitude-behavior
Exploratory evidence about differences between guest types and purpose of stay in a luxury experience	Journal of Hospitality & Leisure Marketing	Siguaw, Simpson, & Kasikci	Loyalty & satisfaction; Hotel attributes; Loyal guests; transient guests; Hotel selection
Relationship marketing and customer loyalty: Evidence from the Ghanaian luxury hotel industry	Journal of Hospitality Management & Marketing	Narteh et al (2013)	Relationship marketing, customer loyalty, luxury hotels
Effect of experiential value on customer satisfaction with service encounters in luxury-hotel restaurants	International Journal of Hospitality Management	Wu & Liang (2009)	Experience marketing; Service encounter factors; Experiential value; Consumer satisfaction
Predictors of relationship quality for luxury restaurants	Journal of Retailing & Consumer Services	Meng & Elliot (2008)	Relationship quality Luxury restaurants Measurement model
An analysis of customers' e-complaints for luxury resort properties	Journal of Hospitality Marketing & Management	Zheng, Youn, & Kincaid (2009)	Online comments; complaints; e-WOM
Choice process of luxury hotels in China	Journal of Hospitality & Leisure Marketing	Chan (1998)	Fishbein-Ajzen model; Subjective norms; Behavioral intentions; Hospitality management; Business travelers; pleasure travelers
Luxury markets and premium pricing	Journal of Revenue and Pricing Management	Yeoman, & McMahon- Beatti (2006)	Premium pricing; Luxury marketing
Predictors of relationship quality and relationship outcomes in luxury restaurants	Journal of Hospitality & Tourism Research	Kim, Lee, & Yoo (2006)	Relationship marketing; Relationship quality Commitment; word of mouth; Repeat purchase
A customer-based brand equity model for upscale hotels	Journal of Travel Research	Hsu, Oh, & Assaf (2012)	Brand equity; brand loyalty; brand choice; brand image; China tourism

Table 3. (Continued).

<b>Title</b>	<b>Journal</b>	<b>Author (s) and Year</b>	<b>Keywords or Main Focus of studies</b>
The effect of perceived justice on recovery satisfaction, trust, word of mouth, and revisit intention in upscale hotels	Tourism Management	Kim et al. (2009)	Service failure; Service recovery; Complaint handling; Perceived justice; trust
Price fairness and its asymmetric effects on over all price, quality, and value judgments: The case of an upscale hotel	Tourism Management	Oh (2004)	Price; Fairness; Value; Quality; Utility; Acquisition
Measuring perceptions of brand luxury	Journal of Brand Management	Vigneron & Johnson (2004)	Luxury brand perceptions
An empirical investigation of the relationship between market orientation and MrkLS effectiveness in upscale hotels in Greece	Journal of Targeting, Measurement & Analysis for Marketing	Chatzipanagiotou, Vassilikopoulou, & Siomkos (2008)	Marketing information Systems effectiveness, Market orientation, Canonical correlation
Luxury marketing: The influences of psychological and demographic characteristics on attitudes toward luxury restaurants	International Journal of Hospitality Management	Lee & Hwang (2011)	Luxury marketing; Materialism; Uniqueness; Hedonism; perfectionism; Demographics
How business travelers discriminate between mid-priced and luxury hotels: An analysis using a longitudinal sample	Journal of Hospitality & Leisure Marketing	Griffin, Shea, & Weaver (1997)	Hotel characteristics; Customer views; Hotel segmentation
A better investment in luxury restaurants: Environmental or non-environmental cues	International Journal of Hospitality Management	Hyun & Kang (2014)	Mehrabian–Russell model; Motivational orientation Hedonism; Restaurant environment
An analysis of means-end hierarchies in cross-cultural context: What motivates Asian and Western business travelers to stay at luxury hotels	Journal of Hospitality & Leisure Marketing	Mattila (1999)	Means-end chains; Global travelers; Luxury hotels

significant difference between loyal and transient guests was identified in the study. Chan (1998) investigated visitors' decision process of luxury hotels in the market of China. He founded the importance of word-of-mouth among leisure travelers in the market of China. Griffin, Shea, and Weaver (1996), and Mattila (1999) also discussed market segmentation and customer characteristics in their studies. Oh (2002) examined the problem of overpricing in upscale hotels. Lee and Hwang (2011) evaluated behavioral features of consumers to luxury hotels from a psychological and demographic perspective. The remaining articles of the same subject include: Wall, Wang, and Kwun (2011), Brucken (1996), and Chen and Peng (2014).

Four articles focused on relationship marketing. Narteh et al. (2013) examined the impact of relationship marketing on customer loyalty in Ghana. They revealed a positive correlational relationship, and suggested that luxury hotels need integrate multiple relationship marketing practices to maximize guest loyalty. Meng and Elliot (2008) also placed attention on relationship marketing and proposed a measurement model to examine predictors of relationship quality in luxury establishments. Other studies on this subject include: Kim, Lee, and Yoo (2013), Chatzipanagiotu, and Vassilikopoulou, and Siomkos (2008).

Customer retention and customer satisfaction are topics that were also discussed in multiple studies. Zheng, Youn, and Kincaid (2009) analyzed customers' e-complaints for luxury properties, and suggestions were advanced regarding ways to handle such complaints and to secure customer satisfaction. Similar studies included: Wu and Liang (2009), Kim (2009), and Hyun, and Kang (2014).

In addition to the aforementioned studies, Yeoman et al. (2005) discussed the luxury hotel market from a broad sense, and concentrated on premium pricing which was described as an upcoming challenge for the future of the luxury hotel market. Franck and

Johnson (2004) measured consumers' perceptions of luxury hotel brands. Hsu, Oh, and Assaf (2012) proposed a new model for measuring brand equity in upscale hotels. Kim (2005) revealed the relationship between brand equity and firm performance, which implied that a strong brand equity can cause a significant increase in profitability and a lack of brand equity in hospitality firms can damage a potential cash flow.

### **Category 2 – Human Resources (HR)**

A total of 17 human resources articles were identified. Table 4 presents general information regarding these studies, including the title, journal of publication, author information and major content or field of the articles. This list is arranged in numeric order according to the original numbering. The fields of 17 HR articles can be generalized briefly into the following subjects: strategic human resources management, employee loyalty and turnover, employee training employee characteristics, employee empowerment.

Knox (2002); Li, Sanders, and Frenkel (2012); Taylor, and Finley (2009); and Davidson, Guilding, and Timo (2006) investigated strategic human resource management (HRM) in luxury hotel operation. Knox (2002) generalized a series of HRM strategies used in luxury hotels in Australia. Davidson et al. (2006) also focused on Australian labor market practices, and examined the relationship between employment and labor market practices of several chosen hotel chains. Li et al. (2012) provided insights on the relationship between leader-member exchange (LMX) and employee job performance. Taylor and Finley (2008) conducted a case study to generate ideas on HRM in the U.S.

Mohsin, Lengler, and Kumar (2013) studied the reasons the staff in luxury hotels chose to leave their job. Wang (2006) examined the strategic training practices in four- or

Table 4. Luxury hotel research in the category of Human Relations (HR)

<b>Title</b>	<b>Journal</b>	<b>Author(s) and Year</b>	<b>Keywords or Main Focus of studies</b>
Is organizational social capital crucial for productivity growth? An exploration of “trust” within luxury hotels in New Zealand	Journal of Human Resources in Hospitality & Tourism	Brien, Ratna & Boddington (2012)	Organizational social capital, Productivity Service industry
Strategic employee training and development in Chinese luxury hotels	Tourismos: An International Multidisciplinary Journal of Tourism	Wang (2006)	Training and development; State-owned and joint-venture hotels; China
The differential effects of regulatory reform: Evidence from the Australian luxury hotel industry	Journal of Industrial Relations	Knox (2006)	Award simplification; Enterprise bargaining; Hotel industry’ Working time
Employment, flexibility and labor market practices of domestic and MNC chain luxury hotels in Australia: Where has accountability gone	International Journal of Hospitality Management	Davidson, Guilding, & Timo (2006)	Multinational hotels; Employee relations practices; Hotel turnover; HR accountability; Workforce flexibility
A survey of employee relations practices and demographics of MNC chain and domestic luxury hotels in Australia	Employee Relations	Timo & Davidson (2005)	Australian hotels; Multinational companies; Human resource management; Working practices
Managing employee empowerment in luxury hotels in Europe	International Journal of Service Industry Management	Klidas et al. (2007)	Employee behavior; Empowerment; Hotel training; Performance related pay; Management styles
Service provider training programs at odds with customer requirements in five- star hotels	The Journal of Service Marketing	McColl-Kennedy & White (1997)	Service provider training; Customer requirement
Empowerment in five-star hotels: Choice, voice or rhetoric	International Journal of Contemporary Hospitality Management	Hales, & Klidas (1998)	Empowerment: Concept Debates & contradictions
Understanding why women work in five- star hotels in a developing country and their work- related problems	International Journal of Hospitality & Tourism	Okumus, Sariisik, & Naipaul (2010)	Women employment; Human resources in tourism & hotel Turkey
Strategic human resource management in U.S. luxury resorts- a case study	Journal of Human Resources in Hospitality & Tourism	Taylor & Finley (2008)	Strategic management; Co-alignment; Human resources; Resorts

Table 4. (Continued).

<b>Title</b>	<b>Journal</b>	<b>Author(s) and Year</b>	<b>Keywords or Main Focus of studies</b>
The effects of emotional intelligence on counterproductive work behaviors and organizational citizen behaviors among food and beverage employees in a deluxe hotel	International Journal of Hospitality Management	Jung & Yoon (2012)	Emotional intelligence; Counterproductive work behaviors ; Organizational citizen behaviors; Hotel □ F&B employee
“The lowest rung:” Women room attendants’ perceptions of five star hotels’ operational hierarchies	International Journal of Hospitality Management	Kensbock et al. (2013)	Hotel hierarchies; Room attendants; Grounded theory; Invisibility; Gender
Employees’ commitment to brands in the service sector: Luxury hotel chains in Thailand	Journal of Brand Management	Kimpakorn & Tocquer (2009)	Employee commitment; Service branding; Internal branding; Internal marketing
Exploring the antecedents of intentions to leave the job: The case of luxury hotel staff	International Journal of Hospitality Management	Mohsin, Lengler, & Kumar (2013)	Staff turnover; Intentions; Luxury hotels-India
HRM in the Australian Luxury Hotel Industry: Sign of Innovation?	Employment Relations Record	Knox (2002)	HR management; Employment characteristics; Employment practices in Australia
How leader-member exchange, work engagement and HRM consistency explain Chinese luxury hotel employee’s job performance	International Journal of Hospitality Management	Li, Sanders, & Frenkel (2012)	Leader–member exchange (LMX); HRM process; High performance work systems; Job performance; Hotels in China
The matching process in e-mentoring: A case study in luxury hotels	Journal of European Industrial Training	Lupi (2010)	Mentoring; Electronic media; Learning organizations; Virtual work; E-learning; Hotels

five- star hotels in China, whereas Simmons and Lupi (2010) conducted a case study on e- mentoring. Klidas et al. (2007) tested four potential predictors of empowered employees' behavior in delivery of service in Europe. Brien, Ratna, and Boddington (2012) explored the significance of social capital for productivity growth in luxury hotels in New Zealand and emphasized, especially, the lack of attention on and significance of consumer trust.

Two articles were distinct from the remaining articles. Knox (2013) discussed reform in Australian employment regulations and the differential effects of regulatory reform. Kensbock et al. (2013) presented women room attendants' perspectives of working in what they perceived as the lowest level of a hotel's operational hierarchy.

### **Category 3 – Technology**

Table 5 lists 11 articles on technology according to title, journal of publication, author information, and major content or filing of the articles. This list is also arranged in numeric order according to the original numbering. The majority of these studies are based on the use of information technology in star hotels. Karatag and Dumanoglu (2009) gave a preliminary analysis of the productivity of information technology in upscale hotels in Turkey. The same subject was also investigated by Connolly (2000) and Ham, Kim and Jeong (2005), who analyzed the relationship between information technology and hotel performance. Emeksiz, Gursoy and Icoz (2006) revealed a new model of operation that combines computerization with a yield management system. Huh et al. (2009) made a comparison between three theoretical models for approximating the acceptance level of hotel information technology (HIS) in upscale hotels and suggested technology acceptance model (TAM) as the preferable model to predict customers' intentions to use HIS. Qi (2011) employed a fuzzy hierarchical model to evaluate

Table 5. Luxury hotel research in the category of Technology

<b>Title</b>	<b>Journal</b>	<b>Author(s) and Year</b>	<b>Keywords or Main Focus of studies</b>
Fuzzy hierarchical evaluations of business website performance with application to luxury hotels	European Journal of Tourism	Qi (2011)	Performance of hotel websites; Luxury hotels
Quality clusters: Dimensions of email responses by luxury hotels	International Journal of Hospitality Management	Murphy, Schegg, & Olaru (2007)	Email responses; Internet; Luxury hotels; Cluster analysis
Deploying self- service technology in luxury hotel brands: Perceptions of business travelers	Journal of Travel & Tourism Marketing	Kucukusta, Heung, & Hui (2014)	Self-service technology; Business travelers; Diffusion of innovation; Luxury hotel brands
The website design and Internet site marketing practices of upscale and luxury hotels in Turkey	Tourism Management	Baloglu & Pekcan (2006)	Internet marketing; Web design; Turkey; 4- and 5-star hotels; Correspondence analysis
The productivity and competency of information technology in upscale hotels: The perception of hotel managers in Turkey	International Journal of Contemporary Hospitality Management	Karadag & Dumanoglu (2009)	Communication technologies; Productivity rate; Turkey
The Internet and five-star hotels: A case study from the Antalya region in Turkey	International Journal of Contemporary Hospitality Management	Aksu & Tarcan (2002)	Internet; Tourism; Hotels; Turkey
A comparison of competing theoretical models for understanding acceptance behavior of information systems	International Journal of Hospitality Management	Huh, Kim, & Law (2009)	Hotel information system (HIS) Technology acceptance model (TAM) Theory of planned behavior (TPB) Decomposed theory of planned behavior (DTPB); Not nested model comparison Model parsimony
A yield management model for five- star hotels: Computerized and non-computerized implementation	International Journal of Hospitality Management	Emekziz, Gursoy, & Icoz (2006)	Yield management; Computerized yield management system; Capacity and demand management

Table 5. (Continued).

Title	Journal	Author(s) and Year	Keywords or Main Focus of studies
Effect of information technology on performance in upscale hotels UK tractors, Paris luxury hotels and French mobile telephony operators: Are all oligopoly information exchanges bad for competition?	International Journal of Hospitality Management World Competition	Ham, Kim, & Jeong (2005) Leveque (2007)	Information technology; Performance Lodging operations; Upscale hotels Information system Oligopoly information exchanges
Shifting paradigms: Using information technology to enhance service dyads in luxury hotels.	Journal of Hospitality & Leisure Marketing	Connolly (2000)	Hospitality marketing Information technology Information exchange Luxury hotels service dyad, Reservation booking transaction

business website performance of luxury hotels. Other subjects involved website design and Internet site marketing (Baloglu & Pekcan, 2007), self-service technology (Kucukusta, Heung Sandy, & Hui, 2014), and cluster analysis of dimensions underlying email responses (Murphy, Schegg, & Olaru, 2007).

#### **Category 4 – Strategic Management**

Table 6 lists six articles on strategic management by title, journal of publication, and author information. This list is arranged alphabetically by the first author's name. Dev, Thomas, Buschman, and Anderson (2010) revealed the complications related to and importance of knowing about brand rights and hotel management agreements in practices by using the lawsuit of Ritz-Carlton Bali vs. the Ritz-Carlton Hotel Company. This is one of the few conceptual articles in our collection. Hwang and Han (2014) examined the antecedents and consequences of brand prestige in luxury cruise industry, and provided strategies for cruise managers to maximize brand prestige. They highlighted the importance of brand prestige and suggested that such factors as food quality, number of menu options, service quality, staff-crew attractiveness, entertainment, ship facilities, ports of call, satisfactory programs and cabin quality all positively impact a luxury cruise's prestige. Patiar and Mia (2008) presented managers' strategic use of mass information under circumstances of fierce competition to ensure performance in upscale hotels and emphasized on the interaction of various departments within the hotel. Mazanec (1995) performed an exploratory study on positioning of luxury hotels and suggested several approaches to self-organized positioning analysis. Israeli, Mohsin, and Kumar (2011) examined crisis management in Indian luxury hotels. Kucukusta, Mak, and Chan (2013) discussed the corporation social responsibility from the perspective of Hong Kong visitors.

Table 6. Studies on luxury hotels in the category of Strategic Management.

<b>Title</b>	<b>Journal</b>	<b>Author(s) &amp; Year</b>
Brand rights and hotel management agreements: Lessons from Ritz-Carlton Bali's lawsuit against the Ritz-Carlton hotel company	Cornell Hospitality Quarterly	Dev et al. (2010)
Examining strategies for maximizing and utilizing brand prestige in the luxury cruise industry	Tourism Management	Hwang, & Han (2014)
Hospitality crisis management practices: The case of Indian luxury hotels	International Journal of Hospitality Management	Israeli, Mohsin, & Kumar (2011)
Corporate social responsibility practices in four and five- star hotels: Perspectives from Hong Kong visitors	International Journal of Hospitality Management	Kucukusa, Mak, & Chan (2013)
Positioning analysis with self-organizing maps: An exploratory study on luxury hotels	The Cornell Hotel and Restaurant Administration Quarterly	Mazanec (1995)
The interactive effect of market competition and use of MAS information of performance: Evidence from the upscale hotels	Journal of Hospitality & Tourism Research	Patia & Mia (2008)

### **Category 5 – Service Quality**

Table 7 lists five articles on service quality according to title, journal of publication, author information. This list is arranged alphabetically by the first author's name. Safakli and Ozdeser (2008) steered clear of talking about luxury hotel from inside, but measured the service quality of commercial banks toward luxury hotels in Northern Cyprus, suggesting quality can be measured by the customer's reactions instead of technical means. Mohsin and Lockyer (2010) assessed service quality perceptions of

Table 7. Studies on luxury hotels studies related to the category of Service Quality

<b>Title</b>	<b>Journal</b>	<b>Author(s) &amp; Year</b>
Total quality management in a luxury hotel: A critique of practice	International Journal of Hospitality Management	Baldacchino (1995).
Customer perceptions of service quality in luxury hotels in New Delhi, India: An exploratory study	International Journal of Contemporary Hospitality Management	Mohsin, & Lockyer (2010)
Impediments to improvements in service quality in luxury hotels	Managing Service Quality	Presbury, Fitzgerald, & Chapman (2005)
Luxury without guilt: Service innovation in the all-inclusive hotel industry	Service Business	Rayna, & Striukova (2009)
Measuring the service quality of commercial banks towards luxury hotels in Northern Cyprus	Research Notes and Reports	Safakli, & Ozdeser (2006)

luxury hotel customers in Delhi, India. Rayna and Striukova (2009) studied the issue of non-technological innovation based on an all-inclusive luxury property. Presbury et al. (2005) investigated impediments to improving service quality. Baldacchino (1995) provided us with a critique of the application of Total Quality Management (TQM) in luxury hotels from 1995.

### **Category 6, 7, & 8 – Finance, Food Science, and Tourism**

Considering their small magnitude the author placed the three research themes into this one section for discussion, in which three articles fell into the finance category whereas food science and tourism both only had one article in each category. Three financial contributions (Min, 1996; Min, Min, & Joo, 2008; Lai & Yik, 2008) focused entirely on benchmarking of operations, with the first two based on Korean luxury hotels and the last on Hong Kong. The study by Onyango et al. (2009) was the only one related to food science, and investigated the problem of pathogenic *Escherichia coli* and food handling in luxury hotels in Kenya, and called for establishment of reliable surveillance

system to prevent and detect any presence of pathogens. Ryan and Steward (2009) contributed the only tourism-centered study for this review which argued that eco-tourism is not inconsistent with luxury hotel development.

### **Category 9 – Others**

It was discussed previously that this group contains articles that either do not fit with any of the eight categories, or articles that are related to two or more of the established categories. Two articles addressed the same subject, energy consumption; however, the author did not address them as an independent group because this topic has appeared recently and no categorization has been established by other researchers. Xin, Lu, and Wu (2012) attempted to measure the energy consumption in five-star hotels in China, whereas Colmenar-Santos et al. (2014) focused on Brazil. Nebel, Braunlich, and Zhang (1994) attempted to unveil the promotion path of food and beverage (F&B) managers in luxury hotel establishments, a study that combined two subjects—HR and F&B. Patiar and Mia (2009) combined HR and marketing perspectives which revealed the way different leadership styles deal with market competition and their relationship with hotel departments' financial and non-financial performance. Seric and Gil-Saura (2011) analyzed the use of Integrated Marketing Communication (IMC) and information and communication technology (ICT) in Dalmatian first-class hotels, suggesting that the former decreases in its implementation as the latter increases.

### **Country of Origin**

The contributions of articles were focused mainly on 18 countries, including U.S., China, Australia, South Korea, Turkey, et cetera. Table 8 presents the number of articles that concentrated on each country. It is obvious that most of the reviewed studies centered

on the following three countries, namely, the U.S., China and Australia, in which 9 out of 15 U.S- focused articles fall into the marketing theme category, while 6 out 10 Australia-focuses articles fall into the HR theme category. Among the 11 China-focused articles, 7 studied on the mainland luxury hotel industry, 3 on Hong Kong luxury hotels and 1 on the luxury hotels in Taiwan, which are evenly distributed in several research themes like marketing, HR, Technology and finance. Besides this, there are 8 contributions that focused on the luxury hotels in South Korea, 5 in Turkey and 3 in India. Studies about South Korea's luxury hotels also cross several research themes. For all the rest identified countries, they only have one article that contributed to each.

Table 8. Number of articles that focused on each country

<b>Countries of Origin</b>	<b>No.</b>
U.S.	15
China	11
Australia	10
South Korea	8
Turkey	5
India	3
Ghana	1
New Zealand	1
Greece	1
Dalmatia	1
Brazil	1
Malta	1
Cyprus	1
Austria	1
Kenya	1
UAE	1
Thailand	1
Indonesia	1

## **Methodology**

In order to help establish a research methodology trend in luxury hotel research, all contributions were first categorized either as empirical articles or conceptual articles. The current review identified five conceptual articles: Mazanec (1995); Brucken (1996); Yeoman & McMahon-Beattie (2005); Baldacchino (1995); Connolly (2000); whereas the others included 65 empirical articles.

Conceptual articles focused primarily on theoretical development and did not present data and/or analysis for the purpose of theory testing (MacInnis, 2004). Empirical contributions were classified into quantitative, qualitative, and mixed-method approaches (Mehmetoglu, 2004; Strauss & Corbin, 1998). Figure 1 shows the percentage of papers applying each methodological approach in the empirical studies. Of the 65 identified empirical contributions, 39 articles used quantitative study, 13 articles employed qualitative study, and 13 articles employed a mixed-method approach. As shown in Figure 1, a majority of the articles (60%) identified for this study used the quantitative approach for study. A comprehensive list of the methodology and data analysis techniques employed in the empirical articles is provided in Appendix D.

Two thirds (60%) of the reviewed articles used quantitative methodology. Quantitative research is based on hypothetical deduction and statistical analysis (Mehmetoglu, 2004). Surveys were the most frequently used approach by a majority of

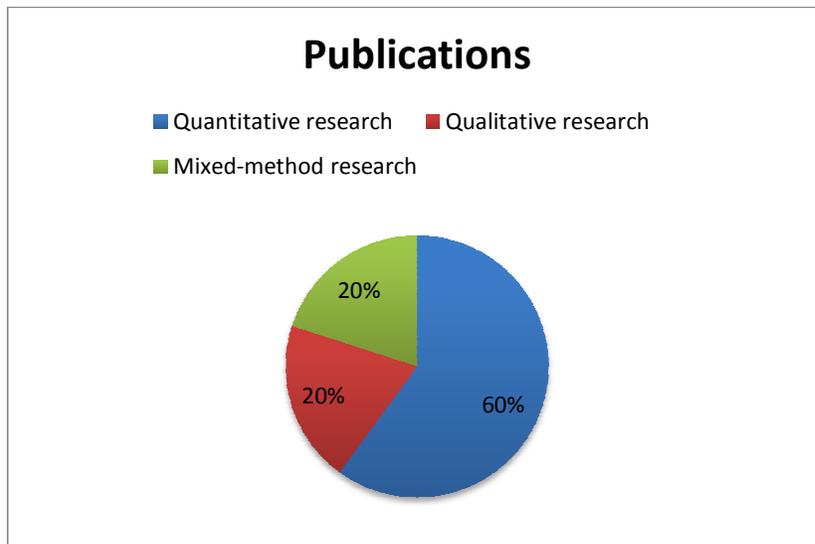


Figure 1. Empirical studies based on research methodology

the studies reviewed whereas questionnaires were the instrument basically used to collect numerical data. The statistic models used most widely for estimating relationships among variables in luxury hotel research could be generalized as: regression model, Structural Equation Model (SEM), and Analysis of Variance (ANOVA). In addition, depending on the subject matter, path analysis, cluster analysis, Pearson correlation test, and maximum likelihood analysis (MLA) were also applied to explain specific phenomena. Factor analyses (CFA and EFA) was combined with the aforementioned models to measure various dimensions. *T*-tests and chi-square tests were used widely to test variable reliability. Only a few researchers analyzed their research problems by simply using descriptive data analysis, while most of the researchers chose to combine descriptive data analysis with more complicated statistical models. Some non-statistical models were also employed for measuring, including DEA (data envelopment analysis) and AHP (analytic hierarchical process), both seen in finance articles focusing on benchmarking; also such decision making models as Fishbein-Ajzen Model and technique for order of preference

by similarity to ideal solution (TOPSIS).

Table 9 presents the number of articles that employed each major statistic model. Some studies might adopt two or more of the identified statistic techniques. 21 out of 39 (53%) quantitative articles adopted the three major statistic models, revealing that they are the dominating statistic analytical methods used in luxury hotel research.

The strength of SEM is the ability to construct latent variables; variables that are not measured directly. Therefore this sort of modeling was widely used by luxury hotel studies that estimate both direct and indirect relationships and allow straightforward comparison (Structural Equation Model, n.d). An example is Oh (2003), who estimated

Table 9. Number of articles that used each statistical model

<b>Statistical Technique</b>	<b>No.</b>
Regression Analysis	8
SEM	7
ANOVA	6
Maximum Likelihood Method	1
Chi-square	3
Path Analysis	2
Descriptive Statistical Analysis	7
Cluster Analysis	1
T-test	1
Pearson Correlation Test	1

the asymmetric effect of price fairness on overall price, quality and value judgment in luxury hotels.

Regression analysis is widely used for prediction and forecasting because it helps one understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed

(Regression Analysis, n.d). For example, Kim et al (2005) employed regression model and factor analysis to measure the relationship between brand equity and luxury hotels' performance.

Analysis of variance (ANOVA) is a collection of statistical models used to analyze the differences between group means and their associated procedures (such as "variation" among and between groups). The papers on luxury hotels revealed that both one-way and two-way ANOVA was used to determine group differences. Such examples include Nebel et al. (1994), who performed ANOVA to determine if the number of years of managerial experience prior to becoming an F&B director differed depending on nationality at birth, college major, or level of education. A more sophisticated version of ANOVA, MONOVA, was also widely adopted in many luxury hotel studies.

It appears that following the general trend in hospitality and tourism research, scholars researching luxury hotels have increasingly used deductive and statistical methods for analyzing and verifying phenomena based on accepted models or schemes. Online email has been used primarily for sending questionnaires; therefore, primary data are used more often than secondary data. This could be explained by technological advancement that not only made it possible for methodology and statistical analysis to become more sophisticated, but also encouraged researchers to collect first hand and primary data to obtain valid and accurate results.

A qualitative research approach studies oral and written communication (Mehmetoglu, 2004). Various qualitative approaches were detected in the reviewed articles including case study, phenomenological method, observations and ground theory. The majority of these studies used in-depth, semi-structured, face-to-face, and laddering interviews to collect text data. Content analysis and progressive comparative analysis has been the data analysis method generally seen for evaluating textual data. The 13

qualitative articles covered research themes including marketing, HR, strategic management, service quality and tourism. In the current review, although qualitative articles only appropriated small portion of the assessed articles, it is still beneficial to know that some luxury hotel researchers used qualitative methods to provide a more comprehensive view of the subject matter.

Thirteen articles utilized both qualitative and quantitative methods in one study. By using the combined approach, researchers are able to capitalize on the strength of both methods while compensating for the weaknesses of each. For example, the empirical articles used interviews and survey questions together to collect both numeric and text data. The aforementioned statistic models can also been seen in the quantitative part of mixed method studies. In this way, the researchers can obtain more comprehensive data and relatively stronger results.

### **Year of Publication**

The contributions of articles for each year are presented from 1994 to 2014. The results can be summarized as follows. In 1994, only one luxury hotel article was published that studied the career path of F&B managers, with two articles published each year during the following four years for which the themes continually changed (1995: service quality & strategic management; 1996: finance & marketing; 1997: HR & Marketing; & 1998: HR & Marketing). Another marketing article was published in 1999, and the article published in 2000 was on technology. The year of 2001 was the only time period when no study was published on luxury hotels, whereas 2002 contributed two luxury hotel articles (technology & HR), and 2003 and 2004 contributed one marketing article during each year. During 2005, a research publishing boom on the luxury hotel industry began, with four contributions (marketing, HR, technology, & service quality).

Nine publications were made in 2006, and 10 were completed in 2009—two years in which the greatest number of contributions and most varied topics that covered a majority of the identified research themes. In 2007 and 2008, three (HR and technology) and six (marketing, HR, strategic management, and finance) articles were contributed, respectively. The years of 2011, 2012, and 2014 had five contributions each. There were four contribution during 2010 (HR, strategic management, and service quality) and 2013 (marketing, HR, strategic management) each.

Figure 2 provides a visual representation of this trend. One can notice a dramatic increase of the number of published studies on luxury hotels after 2005 from the bar chart. As for the specific research themes, marketing (the blue cubes) has been a popular topic throughout the review period and has experienced stable and continuous increase with slight fluctuations in between. Since 2005, studies centered on the HR (ruby cubes) and technology (green cubes) perspectives of luxury hotel operation revealed the largest growth. The number of studies on other topics such as strategic management also increased. The years of 2006 and 2009 had the greatest number of contributions, in which 2009 revealed the largest variety of publications regarding research themes (covering 7 of the 9 identified themes). There was a mild decline in the number of publications in the years following this period of time.

### **Sources of Contributions**

The identified contributions came from 35 different sources, 47 articles from 16 tourism and hospitality journals and 23 contributions from 19 different journals from other areas. Twenty-three of the identified publications were journals not identified as hospitality and tourism research journals: *Journal of Facilities Management*; *The Journal of Service Marketing*; *International Journal of Quality and Reliability Management*;

Chicago Journals; Journal of Retailing & Consumer Services; Service Business; Journal of Revenue and Pricing Management; Journal of Brand Management; Journal of Targeting, Measurement, & Analysis for Marketing; Journal of Industrial Relations; Employee Relations; International Journal of Service Industry Management; Employment Relations Record; Journal of European Industrial Training; World Competition; Journal

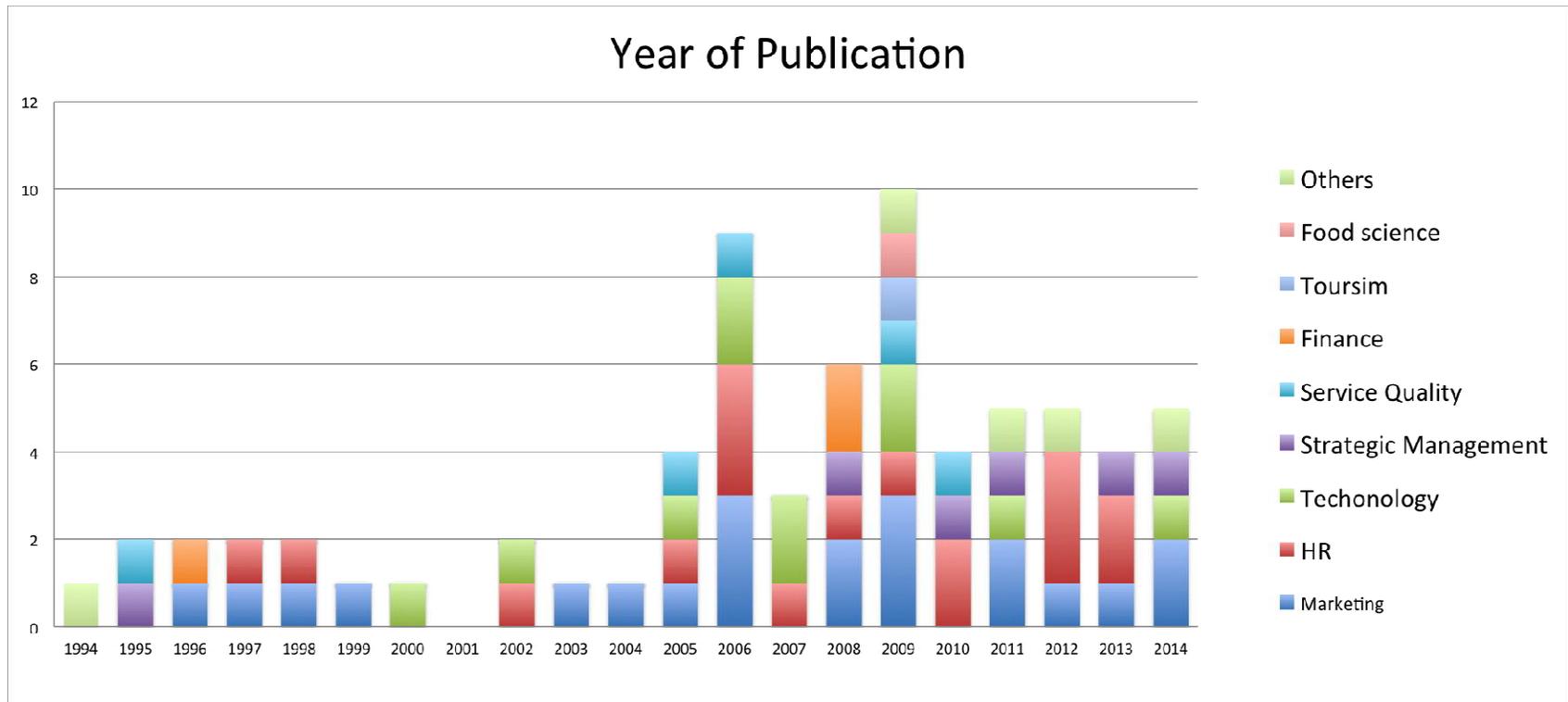


Figure 2. Year of publication of of selected of selected themes related to luxury hotels

of Retail & Leisure Property; Energy & Building; Research Notes & Reports; Managing Service Quality

Hospitality and tourism research journals included in the study were: Journal of Hospitality Marketing & Management; Tourism Management; International Journal of Hospitality Management; Journal of Hospitality & Leisure Marketing; International Journal of Contemporary Hospitality Management; Journal of Hospitality & Tourism Research; Journal of Travel Research; Journal of Human Resources in Hospitality & Tourism; An International Multidisciplinary Journal of Tourism; International Journal of Hospitality & Tourism; European Journal of Tourism; Journal of Travel & Tourism Marketing; Cornell Hospitality Quarterly; The Cornell Hotel and Restaurant Administration Quarterly; Travel Medicine and Infectious Disease; Journal of Sustainable Tourism. Tourism: An International Multidisciplinary Journal of Tourism.

Hospitality and tourism journals were further discussed in this section. In total, 47 contributions were identified from 16 hospitality and tourism journals. Table 10 provides Table 10. Number of articles published in each hospitality and tourism journal

<b>Journal</b>	<b>No.</b>
Journal of Hospitality Marketing & Management	3
Tourism Management	5
International Journal of Hospitality Management	16
Journal of Hospitality & Leisure Marketing	5
Hospitality Management	5
Journal of Hospitality & Tourism Research	2
Journal of Travel Research	1
Journal of Human Resources in Hospitality & Tourism	2
International Multidisciplinary Journal of Tourism	1
International Journal of Hospitality & Tourism	1
European Journal of Tourism	1
Journal of Travel & Tourism Marketing	1
Cornell Hospitality Quarterly	1
Cornell Hotel and Restaurant Administration Quarterly	1
Travel Medicine and Infectious Disease	1
Journal of Sustainable Tourism.	1

the number of articles published in each hospitality and tourism journal. Among the hospitality and tourism journals, the *International Journal of Hospitality Management* included 16 luxury hotel articles, accounting for 34% of all the collected papers, making it the leading journal for developing luxury hotel studies. *Tourism Management*, *Journal of Hospitality & Leisure Marketing*, and *International Journal of Contemporary Hospitality Management* each had 5 articles. *Journal of Hospitality Marketing & Management*, *Journal of Hospitality & Tourism Research*, *Journal of Human Resources in Hospitality & Tourism* contributed three articles, two articles and two articles respectively. All the rest journals each only had one contribution

## CHAPTER 5. CONCLUSIONS AND IMPLICATIONS

### Findings and Discussion

This study is presumed to provide the first content analysis conducted to date that presents past research on luxury hotels. Although this study is more descriptive than predictive, the results can provide hospitality and tourism researchers and scholars with valuable insight regarding the direction of future publishing efforts in the field. The review process may also help scholars to increase methodological rigor by identifying contemporary topic areas, methods, and direction. It also provides a resource on influential individuals and institutions in luxury hotel research.

Moreover, accumulating knowledge from a wide range of research in a systematic review can aid in the development of a reliable knowledge base for practitioners and policymakers. The review process gives current researchers with insights into the luxury hotel industry. Managers and policymakers can also use of this study to locate references related to luxury hotel research that may apply to their business operations in an easy-to-read format to help in decision-making related to future plans and potential action.

This study classified 70 known contributions into nine identified research themes: marketing, Human Resources (HR), finance, strategic management, technology, service quality, food science, tourism and others, in which marketing has the largest number of contributions, followed by HR and technology. In addition, five articles were categorized into “others” because two examined a new problem that has not been discussed previously, whereas an additional three crossed two of the established categories.

The contributions were documented according to their research themes, and the contents were reviewed and briefed. Based on the findings of the current study, marketing, HR, and technology were expected to continue to be the dominating topics in

luxury hotel research, with HR and technology also expected to increase. The reason HR was perceived as increasing is based on the fact that these research topics originated from the fact that globalization and franchising of luxury hotel brands will create a need to discover new and innovative HR management strategies in different cultures. The same reason can be applied to the increase of technology articles, as fierce global competition has largely focused on technological acceptance and innovation. This conclusion was based on the content of the assessed articles. Although a diversified number of subjects are involved in each research theme, these subjects are independent and no direct connection could be detected between any two studies, which implies that additional studies need to be conducted to fill the gaps, especially pertaining to research themes related to finance, strategic management, and technology.

The study of the countries of origin identified 18 countries and discovered that most of the reviewed articles were focused on the luxury hotels from four countries, namely, U.S, China, Australia and South Korea. U.S- focused articles mostly fall into the marketing theme category and the majority of the Australia-focused articles fall into the HR them category, while China- and South Korea- focused articles evenly cross several research themes. All the rest countries only have one article that contributed to each. This is probably due to the fact that China and South Korea have been experiencing magnificent economic growth, while U.S and Australia have historically well-developed hospitality industry already.

The studies were further reviewed in order to discover methodological trends in luxury hotel research. Quantitative methodology statistically has a sliding advantage in the number of studies reviewed, accounting for 60%, whereas qualitative and mixed methods only account for the remaining 40%; however, they have the same share regarding luxury hotel studies. It seems that, in accordance with the general trend in

hospitality and tourism research, scholars researching luxury hotels are increasingly using deductive reasoning and statistical methods to analyze and verify phenomena based on accepted models or schemes. Online email is basically used for sending questionnaires; therefore, primary data are used more often than secondary data. This could be explained by the technological advancement that has not only made it possible for methodology and statistical analysis to become more sophisticated, but also encouraged researchers to collect first-hand, primary data to obtain valid and accurate results.

Generally speaking, quantitative methods are frequently adopted to analyze the “what questions” that are largely asked by researchers in marketing, HR, and finance. Qualitative methods are used to answer the “how questions” that are not that easy to measure, and are basically used when attempting to understand a subject in a deeper sense. Therefore, this methodology adapts well to study topics like strategic management to seek understanding rather than measurement.

In the analysis of year of publication, bar charts were drawn to provide a clearer idea of research trends in the luxury hotel industry. These charts can be used to demonstrate that research topics regarding luxury hotels have become more popular based on the significant increase of published articles since 2005. Another finding is that more topics focusing on a diversified range of areas appeared after 2005; and, while marketing remains to be one of the most popular research themes, researchers’ interests seem to be diverting to other topics, such as HR and technology.

The last part of the review looked at the source of contributions. It was revealed that the 70 articles originated from 35 different journals, among which 16 were identified as hospitality and tourism journals and 19 were journals from other sources. In addition, 47 contributions were identified from hospitality and tourism journals. Among the hospitality and tourism journals, the *International Journal of Hospitality Management*

included 16 luxury hotel articles, accounting for 34% of luxury hotel research from hospitality and tourism journals, as the leading journal for developing luxury hotel studies, followed by *Tourism Management*, *Journal of Hospitality & Leisure Marketing*, and *International Journal of Contemporary Hospitality Management*, each having 5 luxury hotel articles published.

In summary, the findings of the current study are as follows:

1. Among the 70 articles reviewed, only five were conceptual articles while the remainder were empirical articles, which revealed that the importance of conceptual articles may not be recognized in luxury hotel research.
2. A research boom on luxury hotel topics appeared starting from 2005, especially during 2006, 2008, and 2009, which may imply that luxury hotels may continue to be a prevailing research topic in future years.
3. Among the nine research themes identified, marketing was the most popular research theme throughout the review period. HR and technology were the second and third most popular research themes, which experienced a resurgence of growth in the number of publications.
4. Topics related to luxury hotel research are becoming more and more diverse since the research boom of 2005. In addition to traditional research areas such as marketing and human resources, there has been an increase of articles on such emerging topics as strategic management, technology, and energy consumption.
5. The study of the countries of origin identified 18 countries, among which U.S., China, Australia and South Korea have the most number of luxury hotel articles that focused on these countries. All the rest countries only have one article that contributed to each.
6. Quantitative research methodology has been the dominating methodology used in

luxury hotel studies because a majority of these studies still depend on the collection of quantitative data to draw results, whereas approximately 40% of luxury hotel studies use qualitative or mixed methods for research. A majority of the quantitative studies have employed statistical models such as SEM, regression analysis and ANOVA, implying the advent of an era when sophisticated statistical techniques become the mainstream in luxury hotel research.

Based on these findings, the following suggestions are given for practice:

1. More conceptual studies relating luxury hotels should be conducted in order to encourage debate, develop theories, and induce empirical research (Bowen & Sparks, 1998).
2. Most of the studies reviewed fell into three major themes: marketing, HR, and technology. It is advised that more research should be conducted on other categories of themes including finance, service quality, strategic management, tourism and food science. It is also advised that additional topics should be developed to broaden the spectrum of luxury hotel research.
3. Despite the great increase in the number of published articles on luxury hotels, the topics remain disparate. Studies related to luxury hotel appear to be sporadic and unguided. Therefore, it is difficult to generalize and provide a picture of today's luxury hotel industry through current contributions. Therefore additional luxury hotel studies based on various themes—marketing and HR included—are needed as well as the establishment of a system of luxury hotel research.
4. Despite the truth that the reviewed articles cover luxury hotels in 18 countries, the most of them focused on four countries only, that is, U.S., China, Australia and South Korea. It is recommended that more studies be conducted focusing on countries other than the four countries.

5. Despite the large number of studies that used quantitative methodology, it is advised that more “how questions” be asked so that qualitative methods can be used to better understand the luxury hotel industry in a broader and deeper sense.

### **Future Research**

This study provides researchers with the groundwork needed to identify luxury hotel research. Further research might focus on the future directions of the luxury hotel industry. For example, greater attention might be given to environmentally friendly operations in luxury hotels, and additional databases included in the search for related publications. In addition, content analysis, itself, has certain limitations; therefore, it is recommended that a combination of content analysis and other types of analysis, such as meta analysis, be used to obtain more accurate results in the future. It is also advised that a similar analysis study should be conducted at least every three years to keep the trend up to date.

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## APPENDIX A. SUMMARY OF AAA DIAMOND-RATING GUIDELINES

(AAA Diamond Rating Guidelines for Lodging, 2008)

	 Economy	 Mid-Scale	 Upscale	 Ultra- Luxury
General	<p>These establishments typically appeal to the budget-minded traveler. They provide essential, no-frills accommodations. They meet the basic requirements pertaining to comfort, cleanliness, and hospitality.</p>	<p>These establishments appeal to the traveler seeking more than the basic accommodations. There are modest enhancements to the overall physical attributes, design elements, and amenities of the facility - typically at a moderate price.</p>	<p>These establishments are upscale in all areas. Accommodations are progressively more refined and stylish. The physical attributes reflect an obvious enhanced level of quality throughout. The fundamental hallmarks at this level include an extensive array of amenities combined with a high degree of hospitality, service, and attention to detail.</p>	<p>These establishments reflect the characteristics of the ultimate in luxury and sophistication. Accommodations are first class. The physical attributes are extraordinary in every manner. The fundamental hallmarks at this level are to meticulously serve and exceed all guest expectations while maintaining an impeccable standard of excellence. Many personalized services and amenities enhance an unmatched level of comfort.</p>

	 Economy	 Mid-Scale	 Upscale	 Ultra- Luxury
Exterior	The combination of all exterior elements imparts a basic or dated style; Limited coordination in design; Limited quantity and variety of appointments; Overall, conveys an unadorned curb appeal	The exterior elements are moderately enhanced (as compared to basic) in quantity, function, and/or variety, with an increased coordination in design; Overall, conveys a modestly enhanced curb appeal	3D, plus:  The combination of all exterior elements is substantial, impressive, well-integrated, and imparts an excellent level of curb appeal which is upscale in style	4D, plus:  The combination of all exterior elements imparts an extraordinary and luxurious feel; Appointments are unique and contribute to an elegant level of curb appeal
Public Areas	Predominantly basic or dated style with limited coordination of appointments that provide an adequate level of comfort	Increased coordination of appointments combined with modest enhancements to function, design elements, room size, and/or amenities that provide an enhanced level of comfort	3D, plus:  Predominantly upscale style that provides an exceptional degree of comfort	4D, plus:  Predominantly elegant style with luxurious, unique, and artistic appointments

	 Economy	 Mid-Scale	 Upscale	 Ultra- Luxury
Guestroom	Predominantly basic or dated style with limited coordination of appointments that provide an adequate level of comfort	Increased coordination of appointments combined with modest enhancements to function, design elements, room size, and/or amenities that provide an enhanced level of comfort	3D, plus:  Predominantly upscale style that provides an exceptional degree of comfort	4D, plus:  Predominantly elegant style with luxurious, unique, and artistic appointments
Bathroom	Predominantly basic or dated style with limited coordination of appointments that provide an adequate level of comfort	Increased coordination of appointments, combined with modest enhancements to function, design elements, room size, and/or amenities that provide an enhanced level of comfort	3D, plus:  Predominantly upscale style that provides an excellent degree of comfort	4D, plus:  Predominantly elegant style with luxurious, unique, and artistic appointments

**APPENDIX B. SUMMARY OF FORBES TRAVEL GUIDE'S STAR-RATING CRITERIA & EXPECTATIONS**

(Forbes Travel Guide, 2014)

<p align="center">One Star ★</p>	<p>The One Star lodging is a limited-service hotel or inn that is considered a clean, comfortable and reliable establishment.</p> <p>Clean, comfortable and reliable establishments providing travelers with limited services and basic amenities. These properties focus on providing a value experience while meeting traveler's expectations. Most hotels do not have a full-service restaurant or dining room. Many Hampton Inns and Fairfield Inns consistently earn a Forbes One Star rating.</p>
<p align="center">Two Star ★★</p>	<p>The Two Star hotel is considered a clean, comfortable and reliable establishment that has expanded amenities, such as a full-service restaurant.</p> <p>Comfortable establishment that is clean and reliable with expanded amenities and services that include a full-service restaurant on site. The hotel décor, furnishings, amenities, property grounds and guest room design will be moderately enhanced in quality. Doubletree Hotels, Courtyard by Marriott and Four Points by Sheraton are well-established names in the Forbes Two Star category.</p>
<p align="center">Three Star ★★★</p>	<p>These well-appointed establishments have enhanced amenities that provide travelers with a strong sense of location, whether for style or function. They may have a distinguishing style and ambience in both the public spaces and guest rooms; or they may be more focused on functionality, providing guests with easy access to local events, meetings or tourism highlights.</p> <p>Well-appointed establishment with consistent service and enhanced amenities providing travelers with an elevated level of comfort and convenience. Hotels will provide such services as, room service, fitness center and optional turndown service. Hotels will have a distinguishing style and ambience with both the public space and guest rooms. Many Hyatt, Hilton, Marriott, Westin and Fairmont hotels are established names with consistent service in the Forbes Three Star category.</p>

<p>Four Star ★★★★★</p>	<p>These properties provide a distinctive setting, and the guest will find many interesting and inviting elements to enjoy throughout the property. Attention to detail is prominent throughout the property, from design concept to quality of products provided. Staff are accommodating and take pride in catering to the guest's specific needs throughout their stay.</p> <p>Outstanding establishment in a distinctive setting that provides travelers with exceptional service and a luxury experience. Service and amenities are refined and sophisticated and may include automatic turndown service, valet parking and 24-hour room service. Ritz-Carlton, Mandarin Oriental and Four Seasons are prominent names in the Forbes Four Star category, known for personalized service and hospitality, in addition to luxurious accommodations. Other notable Forbes Four Stars include the Post Ranch Inn, Canoe Bay and the Windsor Court Hotel.</p>
<p>Five Star ★★★★★</p>	<p>These exceptional properties provide a memorable experience through virtually flawless service and the finest of amenities. Staff are intuitive, engaging and passionate, and eagerly deliver service above and beyond the guests' expectations. The hotel was designed with the guest's comfort in mind, with particular attention paid to craftsmanship and quality of product. A Five Star property is a destination unto itself.</p> <p>Exceptionally distinctive luxury environment offering consistently superlative, personalized service and the ultimate in amenities, make these hotels and inns the best in the U.S. and Canada. Attention to detail and the anticipation of every need are evident throughout this exclusive group of hotels. These hotels are remarkable in every aspect from the plush and elegant guest room design to the unforgettable culinary experiences. The Forbes Five Star category includes such properties as the Peninsula Beverly Hills, the Four Seasons Hotel Chicago, the Ritz- Carlton San Francisco and the Mandarin Oriental New York.</p>

## APPENDIX C. ARTICLE REVIEWS BASED ON CATEGORY

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**APPENDIX D. ARTICLES ON LUXURY HOTELS AND RESEARCH METHODOLOGY USED**

<b>Title</b>	<b>Author (s) and Year</b>	<b>Main Methodology and Data Collection Technique Used</b>
A data envelopment analysis- based balanced scorecard for measuring the comparative efficiency of Korean luxury hotels	Min, Hokey, Min, Hyesung, & Joo, S-J. (2008)	Quantitative research: documentary data; DEA (data enveloped analysis) model
Competitive benchmarking of Korean luxury hotels using the analytic hierarchy process and competitive gap analysis	Min, Hokey, & Min, Hyesung. (1996)	Quantitative research: documentary data; AHP (analytic hierarchy process)
Benchmarking operation and maintenance costs of luxury hotels	Lai, J. H. K., & Yik, F. W. H. (2008)	Quantitative research: survey; descriptive data analysis
Understanding the consumer experience: An exploratory study of luxury hotels	Walls, A., Okumus, F., Wang Y-C. (2011)	Qualitative: phenomenological approach, semi-structured interview
In the public eye: Women and the American luxury hotel	Brucken, C. (1996)	Conceptual study
The relationship between brand equity and firm's performance in luxury hotels and chain restaurants	Kim, H-B, & Kim, W-G. (2005)	Quantitative: survey, self-administered questionnaire, regression model, factor analysis

Title	Author (s) and Year	Main Methodology and Data Collection Technique Used
Examining Chinese consumers' luxury hotel staying behavior	Chen, A., & Peng, N. (2014)	Mixed method: interviews and questionnaire, CFA, SEM
Exploratory evidence about differences between guest types and purpose of stay in a luxury experience	Siguaw, J. A., Simpson, P. M., & Kasikci, A. (2006)	Quantitative: survey, questionnaire, cross-tabulation, chi-square test
Relationship marketing and customer loyalty: Evidence from the Ghanaian luxury hotel industry	Narteh, B., Agbemabiese, G. C., Kodua, P., & Braimah, M. (2013)	Quantitative: survey, descriptive statistics, EFA, regression model
Effect of experiential value on customer satisfaction with service encounters in luxury-hotel restaurants	Wu, H-J. & Liang R-D. (2009).	Quantitative: survey, questionnaire, SEM, CFA
Predictors of relationship quality for luxury restaurants	Meng, J., & Elliott, K. M. (2008)	Quantitative study: survey, chi-square, measurement error, and fit indices
Choice process of luxury hotels in China	Chan, Y.K. (1998)	Quantative study: Fishbein- Ajzen Model
An analysis of customers' e-complaints for luxury resort properties.	Zheng, T-S. Youn, H., & Kincaid, C. S. (2009)	Qualitative: content analysis
Luxury markets and premium pricing	Yeoman, I., & McMahon- Beattie, U. (2006)	Conceptual article

Title	Author (s) and Year	Main Methodology and Data Collection Technique Used
Predictors of relationship quality and relationship outcomes in luxury restaurants	Kim, W-G. Lee, Y-K. & Yoo, Y-J. (2006).	Quantitative: survey; questionnaire; SEM
A customer-based brand equity model for upscale hotels	Hsu, C. H. C., Oh, H., & Assaf, A. G. (2012)	Mixed method: focus groups, expert reviews, pilot study; survey incremental fit indices
The effect of perceived justice on recovery satisfaction, trust, word of mouth, and revisit intention in upscale hotels.	Kim, T., Kim, W-G. & Kim, H-B. (2009).	Quantitative: survey, questionnaire, CFA, path analyses
Price fairness and its asymmetric effects on over all price, quality, and value judgments: The case of an upscale hotel	Oh, H. (2003)	Quantitative: survey, self-administered questionnaire, SEM
Measuring perceptions of brand luxury	Vigneron, F., & Johnson, L. W. (2004)	Mixed method: interviews, pretest, semantic differential scale, CFA
An empirical investigation of the relationship between market orientation and MrkLS effectiveness in upscale hotels in Greece	Chatzipanagiotou, K. C., Vassilikopoulou, A., & Siomkos, G. J. (2008)	Mixed method: personal interviews, questionnaires, MrkIS effectiveness scale, EFA, CFA, MANOVA
Luxury marketing: The influences of psychological and demographic characteristics on attitudes toward luxury restaurants	Lee, J-H. & Hwang, J. (2011)	Quantitative: survey, questionnaire, descriptive analysis, factor analysis, regression model

Title	Author (s) and Year	Main Methodology and Data Collection Technique Used
How business travelers discriminate between mid-priced and luxury hotels: An analysis using a longitudinal sample.	Griffin, R. K., Shea, L., & Weaver, P. (1997)	Quantitative study: survey, longitudinal sampling; descriptive analysis, discriminant analysis
A better investment in luxury restaurants: Environmental or non-environmental cues?	Hyun, S. S., & Kang, J-H. (2014)	Quantitative study: survey, CFA, SEM
An analysis of means-end hierarchies in cross-cultural context: What motivates Asian and Western business travelers to stay at luxury hotels.	Mattila, A. S. (1999)	Qualitative: laddering interviews, content analysis;
Is organizational social capital crucial for productivity growth? An exploration of “trust” within luxury hotels in New Zealand	Brien, A., Ratna, N., & Boddington, L. (2012)	Quantitative: survey, questionnaire, chi-square test
Strategic employee training and development in Chinese luxury hotels	Wang, Y. (2006)	Qualitative: field research, case studies, interviews
The differential effects of regulatory reform: Evidence from the Australian luxury hotel industry	Knox, A. (2006)	Qualitative: case study, semi-structured interviews
Employment, flexibility and labor market practices of domestic and MNC chain luxury hotels in Australia: Where has accountability gone	Davidson, M., Guilding, C., & Timo, N. (2006)	Mixed method: survey, semi-structured interview, descriptive statistics

Title	Author (s) and Year	Main Methodology and Data Collection Technique Used
A survey of employee relations practices and demographics of MNC chain and domestic luxury hotels in Australia	Timo, N., & Davidson, M. (2005)	Quantitative: survey, questionnaire, descriptive statistics
Managing employee empowerment in luxury hotels in Europe.	Klidas, A., van den Berg, P.T., Wilderom, C. P. M. (2007).	Quantitative: survey, questionnaire regression analysis
Service provider training programs at odds with customer requirements in five- star hotels	McColl-Kennedy, J. R., & White, T. (1997)	Mixed method: semi-structured in-depth interviews, questionnaires, SERVQUAL, ANOVA, T-test
Empowerment in five-star hotels: Choice, voice or rhetoric	Hales, C., & Klidas, A. (1998)	Qualitative: interviews and observation
Understanding why women work in five-star hotels in a developing country and their work- related problems	Okumus, F., Sariisik, M., & Naipaul, S. (2010)	Mixed method: open ended interviews, questionnaire, ANOVA,
Employees' commitment to brands in the service sector: Luxury hotel chains in Thailand	Kimpakorn, N., & Tocquer, G. (2009)	Quantitative: survey, questionnaires, ANOVA, multiple regression analyses
Exploring the antecedents of intentions to leave the job: The case of luxury hotel staff.	Mohsin, A., Lengler, J., & Kumar, B. (2013)	Quantitative: survey, questionnaire, maximum likelihood method, CFA

Title	Author (s) and Year	Main Methodology and Data Collection Technique Used
HRM in the Australian Luxury Hotel Industry: Sign of Innovation? <i>Employment Relations Record</i> , 2 (2), 59-68.	Knox, A. (2002).	Quantitative: survey, ANOVA, Chi square test
How leader-member exchange, work engagement and HRM consistency explain Chinese luxury hotel employee's job performance.	Li, X-B. Sanders, K., & Frenkel, S. (2012)	Quantitative: survey, questionnaire, regression model
The matching process in e- mentoring: A case study in luxury hotels.	Lupi, A. M. Z. (2010)	Mix method: online survey; descriptive data analysis
Strategic human resource management in U.S. luxury resorts- a case study	Taylor, M., & Finley, D. (2008)	Qualitative: case study, open ended questions, face-to-face interview, content analysis
The effects of emotional intelligence on counterproductive work behaviors and organizational citizen behaviors among food and beverage employees in a deluxe hotel	Jung, H-S. & Yoon, H-H. (2012)	Quantitative: survey, questionnaire, SEM
'The lowest rung': Women room attendants' perceptions of five star hotels' operational hierarchies	Kensbock, S., Jennings, G., Bailey, J., & Patiar, A. (2013).	Qualitative: ground theory, in-depth interview
Fuzzy hierarchical evaluations of business website performance with application to luxury hotels	Qi, Sh-S. (2011)	Mixed method: focus groups, fuzzy hierarchical TOPSIS model

Title	Author (s) and Year	Main Methodology and Data Collection Technique Used
Quality clusters: Dimensions of email responses by luxury hotels	Murphy, J., Schegg, R., & Olaru, D. (2007)	Quantitative study: email survey SERVQUAL, cluster analysis
Deploying self- service technology in luxury hotel brands: Perceptions of business travelers.	Kucukusta, D., Heung, C. S., & Hui, S. (2014)	Quantitative: structured questionnaire, factor analysis, ANOVA, T-test
The website design and Internet site marketing practices of upscale and luxury hotels in Turkey	Baloglu, S., & Pekcan, Y. A. (2006)	Quantitative: structured check points, chi-square analysis, MCA, MONOVA
The productivity and competency of information technology in upscale hotels: The perception of hotel managers in Turkey	Karadag, E., & Dumanoglu, S. (2009)	Quantitative: self-administered questionnaire, MANOVA
The Internet and five-star hotels: A case study from the Antalya region in Turkey	Aksu, A. A., & Tarcan, E. (2002)	Mixed method: case study, interviews, questionnaires, descriptive statistics analysis
A comparison of competing theoretical models for understanding acceptance behavior of information systems	Huh, H. J., Kim, T., & Law, R. (2009)	Quantitative research: questionnaire, SEM, CFA
A yield management model for five- star hotels: Computerized and non-computerized implementation	Emekziz, M., Gursoy, D., & Icoz, O. (2006)	Quantitative: pilot study, yield management model, t-test

Title	Author (s) and Year	Main Methodology and Data Collection Technique Used
Effect of information technology on performance in upscale hotels	Ham, S., Kim, W-G. & Jeong, S-W. (2005)	Mixed method: in-depth interview, questionnaire, regression analysis, Cronbach's coefficient alpha
UK tractors, Paris luxury hotels and French mobile telephony operators: Are all oligopoly information exchanges bad for competition?	Leveque, F. (2007).	Qualitative: case study
Shifting paradigms: Using information technology to enhance service dyads in luxury hotels.	Connolly, D. J. (2000)	Conceptual study
Brand rights and hotel management agreements: Lessons from Ritz- Carlton Bali's lawsuit against the Ritz- Carlton hotel company.	Dev, C. S., Thomas, J. H., Buschman, J., & Anderson, E. (2010).	Qualitative study: case study
Examining strategies for maximizing and utilizing brand prestige in the luxury cruise industry	Hwang, J-S. & Han, H. (2014)	Quantitative: numeric data, SEM, CFA
The interactive effect of market competition and use of MAS information of performance: Evidence from the upscale hotels	Patia, A., & Mia, L. (2008)	Quantitative: questionnaires, regression model
Positioning analysis with self- organizing maps: An exploratory study on luxury hotels	Mazanec, J. A. (1995)	Conceptual study

Title	Author (s) and Year	Main Methodology and Data Collection Technique Used
Hospitality crisis management practices: The case of Indian luxury hotels.	Israeli, A. A., Mohsin, A., & Kumar, B. (2011)	Quantitative: questionnaires, descriptive data analysis, Pearson correlation test
Corporate social responsibility practices in four and five- star hotels: Perspectives from Hong Kong visitors	Kucukusa, D., Mak, A., Chan, X. (2013)	Mixed method: content analysis, structured questionnaire, regression analysis
Pathogenic Escherichia coli and food handlers in luxury hotels in Nairobi, Kenya	Onyango, A. O., Kenya, E. U., Mbithi, J. J. N., & Ng'ayo, M. O. (2009).	Quantitative: survey, Poisson Regression
Career paths in American luxury hotels: Hotel food and beverage directors	Nebel, E. C., Braunlich, C. G., & Zhang, Y. (1994)	Quantitative: questionnaires, descriptive data analysis, ANOVA
Transformational leadership style, market competition and departmental performance: Evidence from luxury hotels in Austria	Patiar, A., & Mia, L. (2009).	Quantitative: Multifactor Leadership Questionnaire, path analysis
Integrated marketing communications and information and communication technology in the hotel sector: An analysis of their use of and development in Dalmatian first- class and luxury hotels.	Seric, M., & Gil- Saura, I. (2011)	Quantitative study: survey, descriptive data analysis
Energy consumption quota of four and five star luxury hotel buildings in Hainan province, China	Xin, Y-J., Lu, Sh- L., Zhu, N., & Wu, W. (2012)	Quantitative: questionnaire, descriptive data analysis

Title	Author (s) and Year	Main Methodology and Data Collection Technique Used
Solar thermal systems for high rise buildings with high consumption demand: Case study for a 5 star hotel in Sao Paulo, Brazil	Colmenar- Santos, A., Vale-Vale, J., Borge-Diez, D., & Requena- Perez, R. (2014)	Quantitative study: case study, descriptive data analysis
Measuring the service quality of commercial banks towards luxury hotels in Northern Cyprus	Safakli, O. V., & Ozdeser, H. (2006)	Quantitative study: questionnaires, T-test, ANOVA
Impediments to improvements in service quality in luxury hotels.	Presbury, R., Fitzgerald, A., & Chapman, R. (2005)	Qualitative study: interviews, progressive comparative analysis
Customer perceptions of service quality in luxury hotels in New Delhi, India: An exploratory study	Mohsin, A., & Lockyer, T. (2010)	Mixed method: interviews and questionnaire, factor analysis
Luxury without guilt: Service innovation in the all-inclusive hotel industry.	Rayna, T., & Striukova, L. (2009)	Qualitative study: case study
Total quality management in a luxury hotel: A critique of practice.	Baldacchino, G. (1995)	Conceptual study
Eco- tourism and luxury- the case of Al Maha, Dubai	Ryan, C., & Stewart, M. (2009).	Qualitative study: case study