COMPLEMENTARY SERVICES AT HOTELS IN ACCORDANCE WITH THEIR PRICING STRATEGY AND THE PRICE SENSITIVITY OF TOURISTS

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ABSTRACT

This study proposes a procedure for defining, assessing and classifying free or payable complementary hotel services. These services are susceptible of being provided to holiday hotel tourists at mature sun-and-sand destinations to increase guest satisfaction and hotel profitability. Following this procedure, an empirical study was carried out, by means of in-depth interviews, Delphi's methodology among experts on tourist hotels, and a survey, which was distributed to a sample of 1,100 tourists. As a result, a set of complementary services was obtained. These services may be (1) dispensable or susceptible of being eliminated or reduced due to their low importance and frequency of use, (2) essential, as they must be provided because they are very relevant and frequently used, and (3) desirable, because they must be provideddue to their high relevance for tourists.

Keywords: Price, Price Sensitivity, Hotel Services or 'Attributes'.

1 Introduction

Tourism professionals constantly analyse the products and services offered by the competition in order to respond immediately by implementing their own innovative alternatives, according to the needs and desires of clients. In this way,they seek to improve the satisfaction of hotelguests and increase the profitability of establishments. This concern is also observed in the literature through the large number of empirical studies on services that may affect a tourist's choice of establishment during the purchasing phase, or even during their stay.

From the economic point of view, it is fundamental to analyse both what the guest values and what they least appreciate (or consider unnecessary). With this information, decisions can be madeabout whether to eliminate products or services that are not fundamental or used by the guest, as well as whether to introduce new products or services that are in demand, according to cost and the standards of the company.

Identifying the services and products that are part of the core of the business and affect its profitability is one of the most difficult tasks in hotel establishments. Quite often, through inertia, it is assumed that some of these products or services are an inseparable part of the core product. In some cases, a competitive advantage is sought or an attempt to increase the perception of quality in the eyes of the guest is made by introducing products or services that are not accepted, not appreciated or little used by them. In other cases, lack of knowledge, lack of time or the desire to quickly implementnew services prevent a real analysis of the cost, which directly affects the profitability of the other products and services offered.

Although there are several empirical studies on the management of tourism services(Yoo et al., 2011), we have not found rigorous studies on theevaluation of hotel services at'sun, sea and sand'holiday destinations. For this reason, the present work proposes the development of a procedure that allows the identification, assessment and classification of hotel products and services offered to guests, differentiating between those that are free and those that must be paid for, which are adapted to their needs and that increase the profitability of holidayhotels at mature sun-and-sand destinations.

In this way, depending on the economic guidelines and the hotel quality policy, it is possible to determine the desirability of continuing to offer products and services free of charge or whether to implement a system of payment for them, whether to eliminate them or outsource them, and whether to introduce new services that are considered important by guests and/or likely to be frequently used by them. Based on the results obtained, hotel establishments can count on a reliable tool capable of combining, in an analytical way, the desires of the guests and their accounts of the results.

2   Literature Review

Garrigós Simón et al. (2005) state that most hotel managers are constantly looking for the best strategy to improve the performance of their companies. Every organization makes an effort to increase customer satisfaction by improving their products or services (Chen, 2012), since it is known that satisfied consumers are more willing to pay a premium price for the service, to repeat patronage (repurchase) and to recommend a company to others(Suh et al., 2015). Because the perception of the value of a product strongly affects the purchasing decision, most hotels, in order to compete with and differentiate themselves from the competition, offer services or products that go beyond their basic services. These situations can lead to a significant increase in costs with a consequent reduction in profits(Yang et al., 2009).

Generally speaking, many hotels at mature sun-and-sand destinations are in this situation. According to Román-Montoya (2016), at these hotels certain services have long become a part of the accommodation and an essential support. Without those services, it would be much more difficult to sell the accommodation (from the intermediary's point of view). This brings forth a number of management dysfunctionalities. For instance, instead of analysing the different departments with their respective costs, a "split" or percentage is allocated to each department depending on total income. Due to these practices, different levels of profitability start overlapping, and highly profitable departments end up compensating for deficient ones. An example of this is hotel board arrangements, which most times are sold at a lower price than their real cost. For this reason, it is fundamental that hotel companies identify the core services of their industry and, especially, develop price strategies based on attributes that should be provided to increase customer satisfaction and product value (Román-Montoya, 2016). On the other hand, most guests at mature destinations purchase holiday packages and do not know the independent value of each purchased service. Even if guests noticed any upgrades, category enhancements or improvements provided by the hotel, either due to occupation-related reasons or other reasons, they would hardly be able to recognise the value of the services originally hired by the agency, what the guest receives from the hotel, or the difference between both products. Therefore, it is very unlikely that guests would notice the value of what they receivedfor free.

Some works, such as Dubé and Renaghan (1999), have focused on proposing services that can be included in the price to increase the value during the purchasing phase or during the stay. However, it should be borne in mind that this type of strategy is mainly aimed at either attracting clients during the low-occupancy season or boosting competitiveness during peak season. Sometimes, and according to Mattila and O'Neill (2003), the inclusion of additional services, such as room service or a butler service, is due to the existence of high prices duringpeak season. At other times, it is implemented inan attempt to increase the "quality" of the product by including more 'attributes' to the package,often without weighing the implicit costs and the subsequent fall in profitability that this can entail. For Dubé and Renaghan (2000), the actions must be different depending on whether it is a question of attracting clients or if it is a matter of loyalty, and studies are necessary to identify the value of attributes before making changes in marketing strategies. Once these attributes are identified, it is necessary to analyse the price that customers would be willing to pay for them or if they can be offered free of charge depending on the company's profitability policy. Along this line, Yang et al. (2009)show that hotels can lower room prices to be more competitive and attract more guests, but, at the same time,increase their profitsand reduce expenses by excluding services that are not required or in high demand. Also,Enz et al. (2009)show how hotels that can reduce their costs, and thus lower their rates, can become more competitive, immediately gaining a rise in occupancy through price differentiation compared to their competition.

In order to lower prices, Espino-Rodríguez and Padrón-Robaina (2004)propose the outsourcingof all non-strategic services.They base this proposal on the fact that outsourced and specialised companies can often provide a more professional, better, faster and more efficient service. In this way, the hotel can free itself from the performance of certain low demand services, eliminate services considered aslow-value attributes due to underuse, reduce expenses, and focus on the core of their business. However, when deciding to reduce services or products, how often a particular service is used by guests should be analysed in order to decide the appropriate pricing strategy.Some hotels may be getting paid for or giving a service for free with attributes that are not noticed by the customer.

One of the best-known and most often applied models for determining the quality of attributes in products and services is that of Kano et al. (1984). In this model, attributes are classified according to the degree to which the presence of the attribute satisfies the needs of the consumer and the degree to which the absence of the attribute causes customer dissatisfaction. To this end, they classify attributes into:*attractive, one-dimensional, must be, indifferent and revers*. The model of Kano et al. (1984)has been applied in many studies, mainly related to appliances, banking services, restaurants, etc. Despite the criticism that this model (Yang, 2005)has received, thetheoretical basis is still used in the context of hospitality and tourism (Chang and Chen, 2011; Chen and Chen, 2015; Chen, 2012; Dominici and Palumbo, 2013; Gregory and Parsa, 2013; Lin et al., 2015). However, this model presents, according to Yang (2005), deficiencies that prevent companies from accurately evaluating the influence and quality of attributes. According to Yang (2005), the degree of importance that customers attach to certain elements should be taken into account. For this reason, the model of Kano et al. (1984)is redesigned in order toanalyse the degree of importance of the first four attributes more deeply, applying the model to the industrial product of air conditioning. In a later work, Yang et al. (2009) define a set of pricing strategies based on the importance of service attributes, their frequency of use and their type according to the model of Kano et al. (1984). Such strategies are different based on whether each attribute typology is perceived as important or not: (1) mandatory, critical or necessary attributes, (2) appealing attributes with high or low significance, (3) one-dimensional attributes with high or low added value, and (4) indifferent attributes that are potential or have no value. However, the work of Yang et al. (2009)also has certain limitations because the study: (a) was conducted among guests of a single 5-star city hotel in Taiwan, (b) has a small sample size of only 115 clients, and (c) includes pricing strategies from a descriptive point of view based on the characteristics of the hotel analysed, which means it is not possible to extrapolate the results to other hotels. On the other hand, the model of Kano et al. (1984), which was initially defined to establish the attributes of tangible products, presents important difficulties in its application in the hotel context. Firstly, the different attributes could be classified into one or another category according to the type of hotel. Thus, for example, an attribute may be *must be* in a luxury hotel but*indifferent* in a budget hotel. And, secondly, the catalogue of services that hotels offer varies depending on the structure of the hotel, the type of clientele it is aimed at, and the price range into which it is positioned. The work of Yang et al. (2009), however, allows an assessment to be made regarding the need to offer certain servicesbased on how important they are for the guest and how frequentlythey are used. This information allows the hotel to decide whether to continue offering certain services subject to an extra charge, outsource them, or eliminate them entirely. With this information, a redesigned package can be offeredwith a lower, more competitive price. In addition, the client benefits from a more favourable price and being able to choosewhether to purchase additional products and services that are more attractive and valuable.

Ro & Wong (2012)argue that hotels should use client information in order to analyse the drawbacks of existing services, seek opportunities to makeimprovements, and adjust and adapt services to meet the needs of their guests. As Tang (2014)points out, innovation and the improvement of services are two critical points for a hotel that wishes to offer a quality service that allows it to obtain competitive advantages. In order to make a guest's stay a memorable experience and to survive in the sector, they must understand the guest's needs, meet their wishes, innovate, and introduce a greater degree of customisation of services (Chathoth et al., 2013). For Tajeddini (2010), innovation in a hotel context can take a variety of forms, such as the development of new products and services, and be achieved in a variety of ways, such as by encouraging staff who are in direct contact with guests to provide creative ideas or to convey information received from them.

However, for Vila et al. (2012), there has not been the same level of innovation in 'sun, sea and sand'holiday hotels as there has in urban hotels, making it imperative to generate attractive and innovative services that are valued by guests and will contribute towards increasing the profitability of these hotelsAs hotels change with the times, hotels must understand customer perceptions of changing attributes and customers' classification of these attributes(Chiang et al., 2019).As pointed out byChang et al.(2011) and Tajeddini(2010), front-line hotelemployees might be an important source of information for hotel service innovation. However, according to Matsuo(2006),this depends on management's willingness to change.

For this reason, the first contribution of this work is to highlightthat any innovations in products and services implemented should be valued by guests, not only considering the level of importancethey give them, but also the frequency with which they use them. Within this double dimension, wesuggesthotels position current and future services in a grid with four possible typologies:

- Services with high importance and frequency of use, which could be called"essential services" and which hotels should offer either free or as a payable service.

- Services with high importance and low frequency of use, which could be called"desirable services" to the extent that it would be desirable for hotels to offer them, but that their low frequency of use justifies their being outsourced or payable.

- Services with low importance and frequency of use, that could be denominated "dispensable services", since they are not in high demand and are susceptible to being eliminated or reduced, which would contribute towards reducing the costs of the hotel.

- Services with low importance and high frequency of use, which in the case of complementary services would not make sense, since this type of service must be offered to generate added value to customers and for this reasonmust beconsideredbasic.

The choice to eliminate, reduce, substitute, incorporate or outsource services will be based on management's decisions, cost impact and potential customer reactions.

However, it must be borne in mind that the same service can be classified differently according to the type of hotel. For example, a spa could be valued as *mandatory* in a luxury hotel but*desirable* in a more economical hotel. Therefore, it is necessary to differentiate the type of service depending on the prices or the profitability of the hotel and not only its official category, which is an unrealistic system. On the other hand, we should also take into account the fact that, at mature holiday destinations, there is a marked heterogeneity of facilities and services at second and third-generation hotels under the same category. They are only different in the price range that they are marketed with. For this reason, hotels should be classified according to whether their prices are high, medium or low.

Tourists assess heterogeneous tourist services by analysing prices based on their price sensitivity (Aguiló, E. et al., 2001).Price sensitivityis defined as the relative change in consumers'purchase quantity, purchase likelihood, or willingness to pay after a price increase (Wakefield and Inman, 2003). Tourists who perceive prices as expensive, high and unreasonable are most sensitive to price (Chua et al., 2015), so they will look for alternatives that they find cheaper, more reasonable or adapted to their budget, e.g. changing the schedule of their trip, reducing the length of their trip, searching for cheaper hotels or finding other destinations with prices are more adapted to their preferences (Román-Montoya, 2016).Given that currently the price range of the hotel market at mature sun-and-sand tourist destinations does not tend to include excessively high prices, customers' price sensitivity can also be a good criterion to classify hotels in addition to their prices.

Based on the above, this work proposes a procedure for defining, assessing and classifying hotel services, in order to develop a complementary service catalogue which contribute to greater customer satisfaction and which increases hotel profitability. This procedure overcomes the limitations of the models proposed by Kano et al. (1984) and Yang et al. (2009), and it is easy to apply in the hospitality sector. To this end, the procedure involves: (1) the definition of a complementary service catalogue, differentiating between free and payable services; (2) the assessment of the importance and viability of those services among hotel professionals who are indirect contact with guests; (3) the assessment of the importance and frequency of use of those services through customer surveys; and (4) the classification of complementary services in (a) *dispensable or susceptible* of being eliminated or reduced due to their low importance and frequency of use, (b) *essential*, as they must be provided because they are very relevant and frequently used, and (c) *desirable*, because they must be provided due to their high relevance for tourists. This procedure is validated through a rigorous empirical study at hotels located in a mature

sun – and – sand destination.With this in mind, this work (1) definesa set of services or 'attributes' based on the information provided by hotel professionals who are in contact with guests and new market trends -that may be offered toguestsat'sun, sea and sand' holiday hotels, and which, in turn, may increase customer satisfaction and hotel profitability, and (2) assess the complementary services (attributes)that can be offered to guests, taking into account their importance and frequency of use and depending on the type of hotel establishment.The different 'sun, sea and sand' holiday hotelshave been classifiedbased on the 'price sensitivity' of their clients and the pricing strategy that the hotels follow, because the empirical study was carried out in holiday hotels with different categories.

3 Method

First of all, and starting from the literature review, a list of 111 services was generated that could be offered to guests at'sun, sea and sand'holiday hotels.Secondly, this list was refined, supplemented and adapted to holiday hotels by conducting in-depth interviews with nine hotel managers in the south of Gran Canaria (Spain).During these in-depth interviews, managers were asked to analyse the following: (1) out of the full list of 111 services, which ones might be relevant for clients of sun-and-sand holiday hotels and therefore likely to be included or continued at the hotels, (2) what services are considered irrelevant or impracticable for hotels, and (3) what other services not included in the list could be attractive to clients.The result of this process was the preparation of a second list of attributes, shown in Table 1, which is made up of: (1) 18 free services, which can be applied in all hotels without additional cost or are already offered as mandatory in certain categories of hotel; (2) 26 payable services, which may already be offered in certain hotels subject to an extra charge that can either be paid by guests or covered by the hotel, according to their pricing strategy.

TABLE 1

Initial list of free services and with extra charge that can be offered to the guests

	Services free of charge		Services with extra charge
F01	Segmented hotels	P01	Private transfer to the hotel
F02	Online check-in and room selection from home	P02	Premium internet service (High Speed)
F03	Exclusive check-in and check-out	P03	Free welcome mineral water with payable replenishment option
F04	Reception 'priority' area	P04	Safe
F05	Luggage porter service	P05	Mattress covers "à la carte"
F06	Welcome fruit basket in room	P06	Brand new pillows
F07	Welcome sweets (chocolate, pralines, etc.) in room	P07	Luxury amenities
F08	Kettle and tea-making facilities in room	P08	Room 3.0 (with latest electronic equipment)
F09	Pillows "á la carte"	P09	Butler service 24 hours
F10	Free daily newspaper	P10	Fitness and Sauna in room
F11	Free dressing choice for dinner	P11	Afternoon brush-up
F12	Option to have lunch/dinner at other restaurants from the same company	P12	Capsule coffee maker in room
F13	Option to have meals outside the hotel with discount	P13	Laundry area with washing machine, dryer, etc.
F14	Evening/Night entertainments& shows	P14	Late breakfast
F15	Daytime entertainment & activities	P15	Extras at breakfast (delicatessen, fresh fruit juices)
F16	Loaning of pool towels	P16	External food delivery to the room
F17	Fitness centre	P17	Drinks voucher for free and unlimited drinks
F18	Express check-out	P18	Nutritional counselling
		P19	E-Bike rental
		P20	Personal trainer
		P21	Baby-sitter service
		P22	Personal holiday planner
		P23	Pool towel Exchange
		P24	Sunbed reservation
		P25	Spa/Wellness
		P26	Beauty/wellness treatments in room

Subsequently, following the Delphi methodology, the list of free and payable services has been evaluated by a panel of 21 experts made up of hotel managers, public relations managers and commercial directors of four 3-star hotels, six 4-star hotels star and three 5-star hotels on the island of Gran Canaria. To participate in the expert panel, managers (in addition to having ample experience in the hotel industry) especially had to be in direct connection with customers or companies who provided them with customers and were able to convey such customers' desires to them. Moreover, they were required to have experience in work groups aimed at continuous quality improvement. For this reason, all managers had been or were internal auditors at their respective hotels.

Each expert has valued the degree of importance that, intheir opinion, each of the free and payableservices may have for guests using a scale of 1 to 7, where 1 meant "not suitable" and 7 "very suitable". The questionnaire included a blank space for experts to justify any low scores given and new service proposals.

In order to know the level of consensus among the interviewees, the median and the interquartile ranges for each of the free and payableserviceshave been calculated, the results of which are shown in Table 2. Likewise, these statistics were calculated for each of the blocks in their entirety, depending on whether they are free or payable services. In order to be able to perform this analysis at the block level, the average score given by each expert to the attributes of each block was determined. This table also shows the mean values and standard deviations of each attribute and the global value of each block.

From a quantitative point of view, the results of this table indicate that the services included in both blocks are very suitable, since they reach relatively high medians in both blocks. This suitability is supported by the high level of consensus among experts, as evidenced by the low levels of interquartile ranges obtained (0.75 and 2.00 for the block of free attributes and the block of payable attributes, respectively).

TABLE 2

Descriptive statistics for each attribute

	MEDIAN	Q1	Q3	IR	MEAN	SD		MEDIAN	Q1	Q3	IR	MEAN	SD
F1	6.00	6.00	7.00	1.00	6.29	0.78	P1	6.00	5.00	7.00	2.00	5.86	1.11
F2	6.00	5.00	7.00	2.00	5.81	1.47	P2	7.00	6.00	7.00	1.00	6.48	1.08
F3	5.00	4.00	6.00	2.00	5.24	1.30	P3	6.00	5.00	7.00	2.00	5.95	1.16
F4	6.00	5.00	6.00	1.00	5.52	1.17	P4	6.00	6.00	7.00	1.00	6.48	0.51
F5	6.00	6.00	7.00	1.00	6.14	1.24	P5	5.00	4.00	6.50	2.50	4.90	1.55
F6	6.00	4.00	6.00	2.00	5.24	1.51	P6	5.00	4.00	6.00	2.00	4.81	1.40
F7	6.00	5.00	7.00	2.00	5.67	1.11	P7	5.00	4.00	6.00	2.00	4.76	1.58
F8	6.00	6.00	7.00	1.00	6.24	0.62	P8	6.00	5.00	7.00	2.00	5.71	1.15
F9	6.00	5.00	7.00	2.00	5.71	1.35	P9	5.00	3.00	5.00	2.00	4.19	1.83
F10	5.00	3.50	7.00	3.50	5.10	1.70	P10	4.00	3.00	5.00	2.00	4.24	1.48
F11	6.00	4.00	7.00	3.00	5.38	1.60	P11	4.00	4.00	5.00	1.00	4.48	1.54
F12	6.00	5.00	7.00	2.00	5.86	1.28	P12	6.00	4.50	6.00	1.50	5.52	1.17
F13	5.00	4.50	7.00	2.50	5.57	1.47	P13	5.00	4.50	6.00	1.50	5.10	1.41
F14	7.00	5.00	7.00	2.00	6.10	1.09	P14	6.00	5.00	7.00	2.00	5.95	0.92
F15	6.00	5.00	7.00	2.00	5.81	1.08	P15	6.00	5.00	7.00	2.00	5.57	1.29
F16	7.00	6.00	7.00	1.00	6.48	0.68	P16	5.00	4.00	6.00	2.00	4.95	1.36
F17	6.00	6.00	7.00	1.00	6.24	0.89	P17	5.00	4.50	6.00	1.50	5.43	1.08
F18	6.00	5.50	7.00	1.50	5.95	1.20	P18	4.00	2.00	5.00	3.00	3.76	1.79
							P19	5.00	5.00	6.00	1.00	5.05	1.66
							P20	5.00	4.00	6.00	2.00	4.67	1.68
							P21	5.00	4.00	6.00	2.00	5.14	1.39
							P22	5.00	3.00	6.00	3.00	4.43	2.01
							P23	6.00	5.00	7.00	2.00	5.76	1.48
							P24	6.00	6.00	7.00	1.00	6.14	0.96
							P25	6.00	5.00	7.00	2.00	6.10	0.94
							P26	6.00	4.00	6.50	2.50	5.24	1.67
Free Attributes	6.00	5.75	6.50	0.75	6.12	0.61	**Payable Attributes**	6.00	4.50	6.50	2.00	5.55	1.211°

The good results achieved in each block, as well as the exploratory nature of this study, recommend adopting a conservative criterion in the elimination of attributes. Therefore, it has been considered as the first criterion to maintain those with a median equal to or greater than 4. With this criterion, the 44 attributes included comply with this requirement.

However, taking into account the levels of interquartile range, which indicate the level of consensus in the opinion of the experts and the considerations made by the experts in the questionnaire, it was decided to delete, modify or include some services, leaving the list of attributes ultimately composed of 19 free (see Table 4) and 27 payable (see Table 5).

After the validation of the attributes was completed through the Delphi methodology, a quantitative study was carried out through self-administered personal surveys of tourists staying atten 3, 4 and 5-star hotels during peak season in Gran Canaria. Such hotels accounted for 30.35% of the total hotel bed market at the researched tourist destination.

The selection of the sample was made using an empirical method using quotas proportional to the number of tourists in each of the following dimensions: gender, age, country of origin, and category of hotel in which they were staying. The distribution of the sample among the 10 participating hotels in this research was made according to the number of rooms at each one of them, respecting in each one the quotas of gender, age and country of origin. The questionnaire was edited in Spanish, English and German.Respondentswere chosen at random. They were also compensatedwith a free consumption at the hotel café for filling in the questionnaire. Once the field work was finished, we checked whether the questionnaires were correctly and completely filled in. We rejected 11 questionnaires out of the 1,111 that we collected. For this reason, the sample size finally reached 1100 tourists. The sample's distribution was as follows: 41.1%came from Germany, 14.0% from the UK, 13.5% from Spain (mainland and Balearic Islands), 10.6% from the Netherlands, 9.3% from the Nordics,and 11.5% from other countries.

The questionnaire included, on the one hand, a Likert scale of 26 items and 7 points to measure the price sensitivity of the tourists. This scale has been developed and validated in the work of Román-Montoya (2016) and consists of 6 dimensions: "Search for reference price" (PRICEREF), "Perception of high prices"(HIGHPRICES), "Reaction to changes in price" (REACTION), "Predisposition towards looking for low prices" (LOWPRICES), "Propensity for promotions" (PROMOTIONS) and "Anticipation of the purchase" (ANTICIPATION). As a summary, and using a confirmatory factor analysis, the fit of the second order measurement model applied to this sensitivity scale was satisfactory (CFI=0.91, NFI=0.89, TLI=0.90, RMSEA=0.06) and reliable (Composite Reliability=0.881, AVE=0.565 and α=0.807). On the other hand, the 19 free services and 27 payable services were included in the questionnaire on a 7-point Likert scale in which respondents valued both their importance and frequency of use.

4   Analysis of Results

4.1   Determination of the typology of hotels based on their pricing strategy and the price sensitivity of their guests

Hotels were segmented based on their average price leveland the price sensitivity of their guests. To do this, a hierarchical cluster analysis was carried out to group together the ten hotels at which the guests that make up the sample of this work were staying, using as a proxy of the *price strategy* the average annual price from 2015, and of the *price sensitivity* the average values provided by the guests of each hotel in the six dimensions of sensitivity and in the global construct.To this end, SPSS Statistics 24 software was used. Table 3 shows the mean values of each of these variables for each hotel.

TABLE 3
**Results of the descriptive analysis of the hotels**

VARIABLES	**HOTELS**									
	H1	**H2**	**H3**	**H4**	**H5**	**H6**	**H7**	**H8**	**H9**	**H10**
PRICEREF	5.18	4.88	5.08	5.13	4.90	4.47	5.43	5.00	4.47	4.62
HIGHPRICES	4.16	4.08	4.29	4.26	4.16	4.00	4.99	4.13	3.88	3.62
REACTION	4.10	3.98	3.96	3.80	3.85	3.53	4.61	3.91	3.61	3.01
LOWPRICES	3.97	4.12	4.18	4.00	3.86	3.57	4.63	3.83	3.52	2.95

PROMOTION	4.11	4.07	3.62	4.02	3.84	3.67	4.24	3.51	3.40	2.94
ANTICIPATION	3.48	3.56	4.08	3.19	3.53	3.26	3.01	3.08	3.28	3.35
GLOBAL SENSITIVITY	4.16	4.12	4.16	4.06	4.00	3.73	4.52	3.90	3.67	3.34
PRICE AVERAGE	58.63	36.65	57.55	38.95	86.02	124.27	41.76	105.96	109.79	130.94

The result of this hierarchical cluster analysis was that three groups were obtained: (1) CLUSTER 1, labelled as "Economically-priced Hotels" and formed by 5 hotels -H1, H2, H3, H4 and H7-; (2) CLUSTER 2, labelled "Medium-priced Hotels" and consisting of a single hotel -H5- and (3) CLUSTER 3, labelled "Medium to High-priced Hotels", which lists the remaining four hotels -H6, H8, H9 and H10-.Figure 1 shows the dendrogram based on which the clusters were chosen.

FIGURE 1.
Dendrogram of the hierarchical cluster analysis
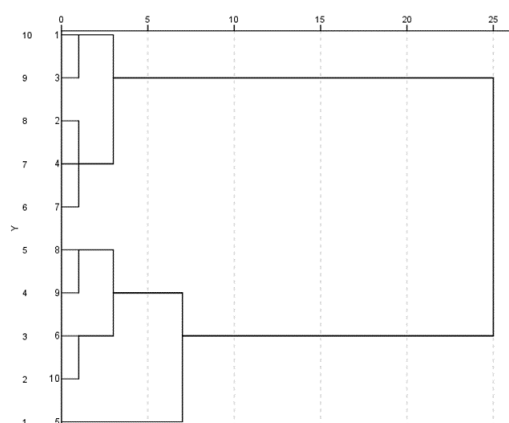
4.2 Matrix of free complementary servicesaccording to their importance and frequency of use

Before elaborating the free complementary attribute matrix for each hotel typology, we analysed the existence of mean differences between the three types of hotel in relation to the importance and the frequency of useattributed by their guests to each of the 19 free services. Table 4 shows the results of the ANOVA analysis, in addition to the mean values for the three types of hotel.

TABLE 4
Differences in importance-frequency of use of free services depending on the type of hotel

FREE SERVICES	CLUSTER 1: ECONOMICALLY PRICED		CLUSTER 2: MEDIUM-PRICED		CLUSTER 3: MEDIUM TO HIGH-PRICED		F_I (p_I)	F_F (p_F)
	IMP.	FREQ.	IMP.	FREQ.	IMP.	FREQ.		
F1.Segmented hotels	3.65	3.51	4.05	3.82	3.95	3.63	3.062**	1.109
F2.Online check-in and room selection…	3.84	3.71	4.22	3.98	4.06	3.61	1.769	1.084
F3.Exclusive check-in/out	3.20	3.21	3.16	2.90	3.57	3.25	2.912*	1.110
F4.Reception 'priority' area	3.36	3.30	3.22	2.96	3.35	3.16	0.175	1.231
F5.Luggage porter service	3.08	3.10	3.25	3.18	3.87	3.81	18.598***	14.567***
F6.Welcome fruit basket in room	3.21	3.40	3.36	3.60	3.69	3.64	6.549***	1.620
F7.Welcome sweets…	3.23	3.44	3.04	3.35	3.37	3.38	1.198	0.149
F8.Kettle and tea-making facilities…	4.16	4.20	3.87	3.86	4.04	3.90	0.791	2.384*
F9.Pillows "á la carte"	3.95	3.99	4.08	3.82	3.99	3.71	0.138	2.061
F10.Free worldwide calls	3.86	3.85	3.62	3.26	3.70	3.42	0.796	5.651***
F11.Free dressing choice for dinner	3.87	3.91	3.75	3.90	3.76	3.73	0.412	1.028
F12.Option to have lunch/dinner...	3.83	3.72	3.89	3.86	4.17	3.86	3.463**	0.562
F13.Option to have meals outside…	3.73	3.67	3.71	3.41	3.82	3.49	0.270	1.233
F14.Evening/Night entertainments & shows	4.38	4.40	4.30	4.30	4.17	4.08	1.456	3.436**
F15.Daytime entertainment & activities	3.91	3.83	3.58	3.37	3.68	3.43	1.928	5.568***
F16.Loaning of pool towels	4.62	4.52	5.05	5.12	5.48	5.29	24.394***	18.477***
F17.Fitness centre	3.74	3.54	4.16	4.18	4.16	3.83	5.642***	4.536**

FREE SERVICES	CLUSTER 1: ECONOMICALLY PRICED		CLUSTER 2: MEDIUM-PRICED		CLUSTER 3: MEDIUM TO HIGH-PRICED		F_I (p_I)	F_F (p_F)
	IMP.	FREQ.	IMP.	FREQ.	IMP.	FREQ.		
F18.Personal activities planner	3.33	3.19	3.18	3.30	3.35	3.10	0.299	0.301
F19.Express check-out	3.69	3.52	3.78	3.67	3.83	3.62	0.510	0.325

*$p < 0.1$ **$p < 0.05$ ***$p < 0.01$

The average levels of importance given by the guests of the three types of hotel to the different services differ in six of them, with levels of significance of less than 5%. These services are: (1) the need to segment the hotels ($F=3.062$, $p=0.047$), the guestswithin the economically-priced hotelcluster giving the least importance to this need; (2) luggage porter service ($F=18,598$, $p=0.000$), where increasing importance is given as the category of the hotel in which the client is accommodated increases; (3) a welcome fruit basket in the room ($F=6,549$, $p=0.001$), the guests within the economically-priced hotel cluster giving this the least importance; (4) the possibility of using restaurants at other establishmentswithin the hotel chain ($F=3,463$, $p=0.032$), with guests of the medium-priced hotels giving less importance to this service; (5) the loan of pool towels ($F=24,394$, $p=0.000$), the clients of the medium to high-priced cluster assigning higher scores to this service; and (6) a gym ($F=5,642$, $p=0.004$), the guests of the medium to high-priced hotel cluster giving greater importance to this service being free.

Regardingfrequency of use, the results show that there are also significant differences in means in six of the services considered: (1) a luggage porter service ($F=14,567$, $p=0.000$), where there is an increasing frequency of use as the category of the hotel in which the guestis accommodated increases; (2) the possibility of making free calls to fixed telephones worldwide ($F=5,651$, $p=0.004$), with the guests of the medium-priced hotel cluster showing the lowest frequency of use; (3) night time entertainment ($F=3.436$, $p=0.033$), being used more by guests of the economically-priced hotel cluster; (4) daytime entertainment and activities (aquagym, courses, games, etc.)($F=5.568$, $p=0.004$), the guests of the medium-priced and medium to high-priced hotelclusters being those with the lowest frequency of use; (5) loaning of pool towels ($F=18,477$, $p=0.000$), with guests of the medium to high-priced hotel cluster declaring a higher frequency of use; and (6) a gym ($F=4.536$, $p=0.011$), where the guests of the medium-priced hotel cluster are the ones with the highest frequency of use.

Using a matrix-based methodology as a diagnostic analysis tool, we have positioned the 19 free services, or attributes, for each hotel typology in a matrix based on the mean values collected in Table 4 for 'importance'(Y-axis) and 'frequency of use' (X-axis). For this purpose, we have used the mean values of frequency of use and importance as starting points for each of the 3 charts. Thus, for instance, in cluster 1 of Figure 1, the mean frequency-of-use value is 3.68 and the mean importance value is 3.72. Such values have been set as a starting point for the coordinate axis. We have followed the same procedure to position the services in the other two clusters (see Figure 1). The 19 services have been positioned infour quadrants: (1) Quadrant 1: high importance and high frequency of use; (2) Quadrant 2: high importance and low frequency of use; (3) Quadrant 3: low importance and low frequency of use; and (4) Quadrant 4: low importance and high frequency of use.

For economically-priced hotels, the different free services are positioned in Quadrants 1 and 3(with the exception of two of them, which are positioned in the X-axis).It can be seen that the free services most valued in Quadrant 1 are the loaning of pool towels (F16), evening/night entertainments & shows (F14) and a kettle and tea-making facilities in room (F08).With lower importance and frequency of use, we also highlightedpillows "á la carte"(F09), free dressing choice for dinner(F11) anddaytime entertainment & activities (F15) as *essential* services. Conversely, the services in Quadrant 3,the lowest rated in terms of value, correspond to the luggage porter service (F05), exclusive check-in and check-out (F03), personal activities planner at destination (F18) reception 'priority' area (F04), a'welcome' fruit basket in the room (F06) and welcome sweets

(F07). The remaining services are close to the coordinate axis, so they cannot be evaluated in a complementary services innovation strategy.

With regard to medium-priced hotels, as shown in Figure 1, and similar to the cluster of economically-priced hotels, the loaning of pool towels (F16) is the free *essential* service that is most valued at tourist sun-and-sand hotels. To a lesser extent, *essential* services also include evening/night time entertainments and shows (F14),fitness centre(F17),online check-in and room selection (F02), segmented hotels(F01), option to have lunch/dinner at other restaurants of the company (F12), kettle and tea-making facilities in room(F08) andpillows "á la carte"(F09).In Quadrant 3, exclusive check-in/out (F03), reception 'priority' area (F04), luggage porter service (F05), personal activities planner (F18), free worldwide calls (F10), daytime entertainment and activities (F15) and welcome fruit basket in room (F06) are considered dispensable services with lower levels of importance and frequency of use.

Finally, in relation to medium to high-pricedhotels, the loaning of pool towels (F16) is the most valued essential service. Evening/night entertainments and shows(F14) present a lower level of importance and frequency of use.Personal activities planner(F18), reception 'priority' area (F04), welcome sweets (F07) and exclusive check-in/out (F03)are located in Quadrant 3.Finally, Quadrant 4 contains a number of services that the client uses but does not consider important, which is why they should be considered basic services in this type of hotels. Among such services, we highlightedpillows "á la carte" (F09), online check-in and room selection (F02), segmented hotels (F01) and expresscheck-out (F19).

FIGURE 1

MATRIX OF FREE SERVICES

F01.Segmented hotels – F02.Online check-in and room selection… - F03.Exclusive check-in/out – F04.Reception 'priority' area – F05.Luggage porter service - F06.Welcome fruit basket in room – F07.Welcome sweets… - F08.Kettle and tea-making facilities… - F09.Pillows "á la carte" - F10.Free worldwide calls - F11.Free dressing choice for dinner - F12.Option to have lunch/dinner... - F13.Option to have meals outside… - F14.Evening/Night entertainments & shows - F15.Daytime entertainment and activities - F16.Loaning of pool towels - F17.Fitness centre - F18.Personal activities planner - F19.Express check-out

4.3 Matrix of payable complementary servicesaccording to their importance and frequency of use

For payable complementary services, the same analysis has been carried out as for the free ones. Table 5 shows the results of the mean difference analysis of 'importance' and 'frequency of use' of the payable complementary services according to the type of hotel.

TABLE 5
Differences in importance-frequency of use of payable services according to the type of hotel

EXTRA CHARGE	CLUSTER 1: BUDGET		CLUSTER 2: MEDIUM PRICE		CLUSTER 3: MEDIUM-HIGH		F_I (p_I)	F_F (p_F)
	IMP.	FREQ.	IMP.	FREQ.	IMP.	FREQ.		
P1.Private transfer…	3.76	3.63	3.49	3.37	4.19	3.89	6.588***	2.902*
P2.Premium internet	4.42	4.26	4.23	4.25	4.52	4.17	3.888	0.201
P3.Welcome mineral water…	3.47	3.36	4.21	4.03	4.28	3.95	16.791***	9.620***
P4.Safe	5.09	4.92	5.10	4.89	5.32	5.09	1.640	0.846
P5.Matress covers "à la carte"	3.67	3.55	3.60	3.52	3.70	3.41	0.090	0.529
P6.Brand new pillows	3.59	3.48	3.44	3.19	3.69	3.39	0.636	0.763
P7.Luxury amenities	2.74	2.66	2.78	2.68	3.01	2.93	2.458*	2.480*
P8.Room 3.0…	3.26	3.18	3.32	3.25	3.26	3.04	0.035	0.814
P9.Butler service 24 hours	2.27	2.11	2.30	2.05	2.18	2.04	0.342	0.192
P10.Fitness and Sauna in room	2.51	2.45	2.35	2.24	2.47	2.29	0.254	1.136
P11.Afternoon brush-up	2.35	2.24	2.41	2.24	2.51	2.36	0.881	0.675
P12.Room Service	2.75	2.65	2.64	2.34	2.91	2.63	1.248	1.050
P13.Capsule Coffee maker	3.21	3.18	3.33	3.24	3.43	3.31	1.331	0.414
P14.Laundry area…	2.88	2.77	2.89	2.69	2.70	2.60	1.115	0.950
P15.Late breakfast	3.30	3.20	3.46	3.32	3.80	3.57	6.762***	3.609**
P16.Extras at breakfast…	3.62	3.56	4.02	3.96	4.40	4.12	15.741***	7.846***
P17.External food delivery	2.51	2.53	2.76	2.63	2.43	2.24	1.185	3.831**
P18.Drink voucher…	3.72	3.68	3.57	3.49	3.70	3.47	0.169	1.160
P19.Nutritional counselling	2.15	2.10	2.01	1.89	2.25	210	0.932	0.635
P20.E-Bike rental	2.64	2.48	2.79	2.71	3.01	2.68	4.143**	1.659
P21.Personal trainer	2.09	1.98	2.02	1.87	2.08	1.95	0.059	0.183
P22.Baby-sitter	2.23	2.05	2.27	1.96	2.34	2.08	0.353	0.187
P23.Pool towel Exchange	3.62	3.42	3.80	3.69	4.66	4.36	29.117***	22.519***
P24.Sunbed reservation	3.54	3.43	2.97	2.90	3.45	3.25	2.450*	2.277
P25.Spa/Wellness	3.57	3.49	3.38	3.35	3.97	3.67	5.769**	1.443
P26.Beauty/wellness in room	2.88	2.74	2.69	2.57	2.45	2.26	5.872**	8.233***
P27.Dog-friendly	2.48	2.38	2.57	2.38	2.44	2.28	0.172	0.313

The average levels of importance given by guests of the three types of hotel to the various payable services differ in eight of them, with levels of significance of less than 5%. These services are: (1) private transport to the hotel ($F=6,588$, $p=0.001$), with guests of the medium to high-priced cluster hotelsgiving the highest level of importance to this payable service; (2) free 'welcome'mineral water in the room with payable replenishment option ($F=16,791$, $p=0.000$), where guests of the two highest categories of hotel show interest in this service; (3) late breakfast ($F=6,762$, $p=0.001$), the guests of the medium to high-priced hotel cluster giving this the most importance; (4) extras at breakfast, such as delicatessen and natural fruit juices ($F=15,741$, $p=0.000$), where there is an increasing level of importance given by guests as the category of the hotel increases; (5) rental of electric bicycles ($F=4,143$, $p=0.016$), with medium to high-priced hotel guests assigning higher ratings to this service, although average values are lower for all three hotel types; (6) pool towel exchange ($F=29,117$, $p=0.000$), where the guests of the medium to high-priced hotel cluster give this payable service the most importance, at great distance from the other clusters; (7) Spa/Wellness ($F=5.699$, $p=0.003$), with the medium to high-priced cluster assigning higher scores; and (8) in-room treatments such as massage and hairdressing ($F=5.872$, $p=0.003$), where there is

increasing importance given as the category of hotel in which the guests are accommodated decreases, althoughin all cases the average level of importance is very small.

Regarding the frequency of use, the results reveal significant differences in means in six of the services analysed: (1) free 'welcome'mineral water in the room with payable replenishment option ($F=9,620$, $p=0.000$), where guests of the two highest categories of hotel show the highest frequency of use; (2) late breakfast ($F=3.609$, $p=0.027$), where there is an increasing frequency of use as the category of the hotel in which the guests are accommodated increases, although in all cases the average level is small; (3) extras at breakfast ($F=7.846$, $p=0.000$), where a higher frequency of use is also seen in this service as the category of hotel increases; (4) external food service to the room ($F=3,831$, $p=0.022$),where the guests of the medium to high-pricedhotel cluster assign lower scores to this service, although in all three types of hotel the average levels are very small; (5) pool towel exchange ($F=22.519$, $p=0.000$), where the guests of the medium to high-pricedhotel cluster are the ones who show the highest frequency of use; and (6) treatments in the room ($F=8,233$, $p=0.000$), where there is an increasing frequency of use as the category of the hotel in which the guests are accommodated decreases, although in all cases the averagelevel is very small.

Using the same matrix-based methodology, the 27 payable complementary services valued by guestsare positioned according to the importance they give them and their current or potential frequency of use (see Figure 2).For instance, in cluster 3 of Figure 2, the cut-off point is 3.30 and 3.08 for importance and frequency of use, respectively. The same criterion has been used for the other two clusters.

At the payable complementary services, for the three types of hotels,all services were positioned in Quadrants 1 and 3.On the other hand, the availability of a safe (P04) and, to a lesser extent,premium internet service (P2) are the most valued payable services in Quadrant 1 for the 3 hotel types. Finally, in the cluster of medium to high-priced hotels, in addition to the two services above, pool towel exchange (P23), breakfast extras (P16) and private transportation to the hotel (P01) are also valued.

Another aspect to note is the fact that half ofthe payable complementary services analysed are positioned in Quadrant 3 for the three types of hotel, reflecting the low level of willingness of customers to pay for complementary services, as they assign scores below four in their importance and frequency of use. In the three types of hotel, the 24-hour butler service (P09), the room equipped with fitness equipment and sauna (P10) and the afternoon room service (P11) coincide in this quadrant and are among the least valued. In addition, in the economically-priced and the medium to high-priced hotel clusters, personal trainer (P21), external food delivery (P17), nutritional counselling (P19), baby-sitter (P22) 'dog friendly' (P27) are poorly valued.

FIGURE 2

MATRIX OF SERVICES WITH EXTRA CHARGE

P01.Private transfer…- P02.Premium internet – P03.Welcome mineral water… - P04.Safe - P5.Matress covers "à la carte" – P06.Brand new pillows – P07.Luxury amenities – P08.Room 3.0… - P09.Butler service 24 hours - P10.Fitness and Sauna in room - P11.Afternoon brush-up - P12.Room Service - P13.Capsule Coffee maker - P14.Laundry area… - P15.Late breakfast - P16.Extras at breakfast… - P17.External food delivery - P18.Drink voucher… - P19.Nutritional counselling - P20.E-Bike rental - P21.Personal trainer - P22.Baby-sitter - P23.Pool towel exchange - P24.Sunbed reservation - P25.Spa/Wellness - P26.Beauty/wellness in room - P27.Dog-friendly

5   Conclusions, Implications and Limitations

As the primary contribution, this work proposes a useful procedure for defining, assessing and classifying hotel services, so hotel managers can develop a complementary service catalogue which increases customer satisfaction and improves Profit & Loss accounts. Following this procedure, an empirical study at hotels located in a mature sun – and - sand destination was carried out. After a thorough review of the literature and in-depth interviews with professionals in the sector, a wide catalogue of complementary services was defined, some already implemented and others of a more innovative nature, which were subsequently evaluated through surveys of experts in the sector, allowing a final selection of 19 free and 27 payable services to be made. Finally, these services were evaluated through personal surveys given to a representative sample of tourists, taking into consideration the level of importance they gave them and their possible frequency of use. Within this double dimension, a grid was defined with 3 types of complementary service: 'essential',

'desirable' and 'dispensable'. Furthermore, and in order for the service offer to be adapted to the different types of hotel, the hotels were segmented according to their average prices and the price sensitivity of their guests, obtaining three types of hotel: economically-priced, medium-priced and medium to high-priced.

The results show that, for all three hotel types, there are a set ofdispensablecomplimentary services (low importance and low frequency of use) that could therefore be eliminated or outsourcedby hotels with the consequent savings on cost, since customers do not give themmuch importance or use them frequently. However, the decision to eliminate or outsource these services will depend on the management's final assessment based on cost impact and potential customer reactions. Some of the free services that can be dispensedinclude, for example, the tray of sweets and the 'welcome' fruit basket in the room for all hotels, the luggage service in the economically-priced and medium-priced hotels,and the daytime entertainment and activities in the medium-priced hotelsandmedium-to-high priced hotels. With regard to payable services, half of services offered fall within the dispensable range, since, in general and regardless of the type of hotel, guests are not willing to pay for such services.

It is also noteworthy that, in general, there is not demand for 'desirable' services (high importance and low frequency of use).At medium-to-high priced hotels,unlike the rest of hotels, there is a number of services that should be provided as basic instead of complimentary services because they are frequently used, but not as important. Free services include pillows "á la carte",online check-in and room selection,segmented hotels,andexpress check-out.Demanded payable services includesunbed reservation andcapsule coffee maker.

Finally, in relation to the essential services (high importance and high frequency of use), for the three types of hotel, the loaning of pooltowels and evening/night entertainments and shows are valued as free services; for economically-priced hotels, thekettle and tea-making facilities. In relation to the payable services, in all the hotel categories, the safe and the premium internet service are emphasised; for medium to high-priced hotels,guests would be willing to pay for the pool towelexchange and extras at breakfast.

The main contribution of this work is to highlight, from a theoretical point of view, the proposal to classify complementary hotel services as 'essential', 'desirable' and 'dispensable', depending on the importance given to them by guests and their possible frequency of use. AsRo and Wong (2012)andTang (2014)suggest, before designing innovations in hotel services, it is crucial to know if guests really need or want them, analysing both existing services and possible innovations. We can affirm that the professional vision is incomplete if it is not contrasted with the guest's information, because, as has been demonstrated in this work, some attributes catalogued as very important by the professionals in the Delphi analysis have been little valued by the guests and vice versa. From a practical point of view, the work contributes to a greater knowledge of the complementary services that could beoutsourced, eliminated or introduced, differentiating between free and payable services, as well as for the different typologies of hotel. In many cases, hotels offer special services that have an added cost that is not appreciated by guests. Such is the case of the free baggage service (except for the medium or high priced hotels) which, despite being a mandatory service according to legislation, is not given much importance or used frequently by guests,which is probably due to social changes or changes in travel habits and should be evaluated. Finally, the work provides a valuation of complementary services for 'sun,sea and sand'holiday hotels that can serve as a guide for hotel managers on whether to introduce or eliminate services in order to increase the profitability of hotels.

In relation to limitations and future lines of research, the present work is limited to the context of its own objectives and its scope of application.Therefore, in future investigations, it would be advisable to contemplate other complementary services applicable to other hotel segments, such as city hotels, holiday resorts and hotels that cater to business guests and functions. Sun-and-sand hotels differ from other types of hotels (such as urban hotels, hotels for conventions, etc.) in the sort of services that guests demand from them. For instance, they usually havemore to offer and bigger areas dedicated to leisure and entertainment, and they also provide a wider range of services included for the price of the stay, e.g. breakfast-only, half-board, full-board or all-inclusive.Another limitation of the study is the generalisation of the results, since the scope of the investigation only generalises the results of the analyses to the population from which the sample comes and the

tourist destination of Gran Canaria. Furthermore, the fact that the segment of 'superior category'hotels is not included in the study implies a limitation of the work due to the exclusion of tourists with the potential to positively evaluateand possibly demand some of the services analysed, which is why it would be desirable to repeat the study at other destinations with higher priced hotels. We should also point out that the sample has been obtained among the guests of hotels that offer 'all-inclusive', are at a mature destination and are marketed within a medium and low-medium price range.These hotels are also situated in a highly competitive environment, which is not always the case at other destinations, especially those consisting of newer developments where hotels usually belong to the higher categories and are subject to fewer competing offers externally.This mayhave also affected the results. It would therefore be advisable to replicate this research at other tourist destinations with different categories of tourist.

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